

STATE OF OUR  
KU-RING-GAI  
REPORT  
2021 - 2024



21  
24

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### Simplified Chinese

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### 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

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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 2021.

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Contact Ku-ring-gai Council using the 24-hour service below:

### 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 [www.accesshub.gov.au/services/nrs-chat](http://www.accesshub.gov.au/services/nrs-chat)

### 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.

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[krg.nsw.gov.au](http://krg.nsw.gov.au)

### Photography

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



## **ACKNOWLEDGEMENT OF TRADITIONAL OWNERS**

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



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# EXECUTIVE SUMMARY

The State of our Ku-ring-gai Report helps to set the scene for the newly elected Council by describing progress made during the previous term in achieving the long term objectives in the Community Strategic Plan (CSP). It emphasises Council's delivery against its social, environmental, economic and civic leadership goals and highlights key challenges and opportunities for Council and the community moving forward.

Key achievements against each of the themes in the CSP include:

## **Theme 1: Community, People and Culture**

Ku-ring-gai Council worked to foster a strong sense of community connection and inclusiveness by expanding cultural event programming, celebrating cultural diversity, supporting community initiatives and providing resources for people in need.

## **Theme 2: Natural Environment**

Council delivered strong environmental sustainability outcomes by protecting biodiversity, managing bushland areas and engaging the community and volunteers in sustainability programs. These have had a positive impact on efforts to reduce resource consumption across Council operations and the area more generally.

## **Theme 3: Places, Spaces and Infrastructure**

Ku-ring-gai Council invested around \$175 million in capital works and operational projects (between 2021/22 and 2023/24) for infrastructure improvements, renovated community facilities and enhanced public spaces. Major achievements included directing over \$31 million towards new and upgraded parks and playgrounds, \$23 million for new and upgraded sports fields, delivery of projects to revitalise our local centres while protecting the natural and built environment that makes Ku-ring-gai special.

## **Theme 4: Access, Traffic and Transport**

Council invested over \$44 million in funds for roads (new, upgrades and renewals), and continued to work with the NSW Government to improve transportation options, public transport accessibility and reduce traffic congestion. Significant improvements were also made to pedestrian and cycling infrastructure.

## **Theme 5: Local Economy**

Ku-ring-gai Council successfully supported local businesses following the pressures resulting from COVID-19 lockdowns through business engagement programs and promotion of events.

## **Theme 6: Leadership**

Council strengthened its commitment to community engagement, effective communication and good governance. Council implemented a range of service improvements and demonstrated leadership by advocating for Ku-ring-gai's interests at state and federal levels.

Key issues and challenges that should be considered by the new Council in preparing the new CSP and supporting plans include:

- Ensuring the health and wellbeing of all residents, addressing social isolation and mental health issues.
- Responding to the NSW Government's housing policies, revitalising local centres and balancing housing needs with environmental protection and infrastructure capacity.
- Funding, maintaining and upgrading roads, parks, community facilities and stormwater infrastructure.
- Preserving biodiversity, managing waste and mitigating against the impact of climate change and extreme weather events.
- Fostering strong community and stakeholder relationships.
- Managing Council's finances responsibly and ensuring long-term financial viability.

This State of our Ku-ring-gai Report provides an overview of Council's achievements, performance against the targets it set in 2022 and future challenges to overcome. By engaging with residents, businesses and community groups in setting objectives and priorities for the next 10 years, Ku-ring-gai Council will continue to enhance the quality of life for its residents.



# INTRODUCTION

Following the delayed local government elections in late 2021, Council engaged with the local community on a review of its Community Strategic Plan (CSP). The updated CSP was adopted by Council in June 2022.

The State of our Ku-ring-gai Report is a report on the progress made during the previous term of Council<sup>1</sup> in implementing and achieving the long term objectives contained in the CSP.

In accordance with section 428 of the *Local Government Act 1993* and the NSW Office of Local Government's Integrated Planning and Reporting (IP&R) Guidelines, a report on Council's achievements in implementing the CSP must be presented to, and endorsed, at the second meeting of the newly elected council.

The State of our Ku-ring-gai Report focuses on:

- Progress made during the previous term of Council in delivering the long term objectives contained in the CSP<sup>1</sup>
- Council's effectiveness in delivering its social, environmental, economic and civic leadership goals
- Key challenges and opportunities for Council and the community over the next 4 - 10 years.

The State of our Ku-ring-gai Report provides an important contribution to the development of a new CSP and will assist the new Council in making informed decisions about the aspirations and future needs of the community and strategic priorities for its term.

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<sup>1</sup> Because the previous CSP was still in place for the first 6 months of the previous term of Council, achievements and performance assessed in this report includes the 2021/22 financial year (under the previous CSP) and 2022/23-2023/24 financial years (current CSP) and their respective Delivery Programs.





**COMMUNITY  
STRATEGIC PLAN:  
KU-RING-GAI  
2032**

# COMMUNITY STRATEGIC PLAN: KU-RING-GAI 2032

## Integrated planning and reporting framework

The NSW Government introduced the Integrated Planning and Reporting (IP&R) framework to ensure councils deliver their community's vision and objectives through long, medium and short-term plans. Diagram 1 below illustrates Council's hierarchy of plans in line with the IP&R framework. Councils are also required to regularly monitor and review planning documents and undertake statutory reporting in line with the framework and Office of Local Government IP&R Handbook and Guidelines.

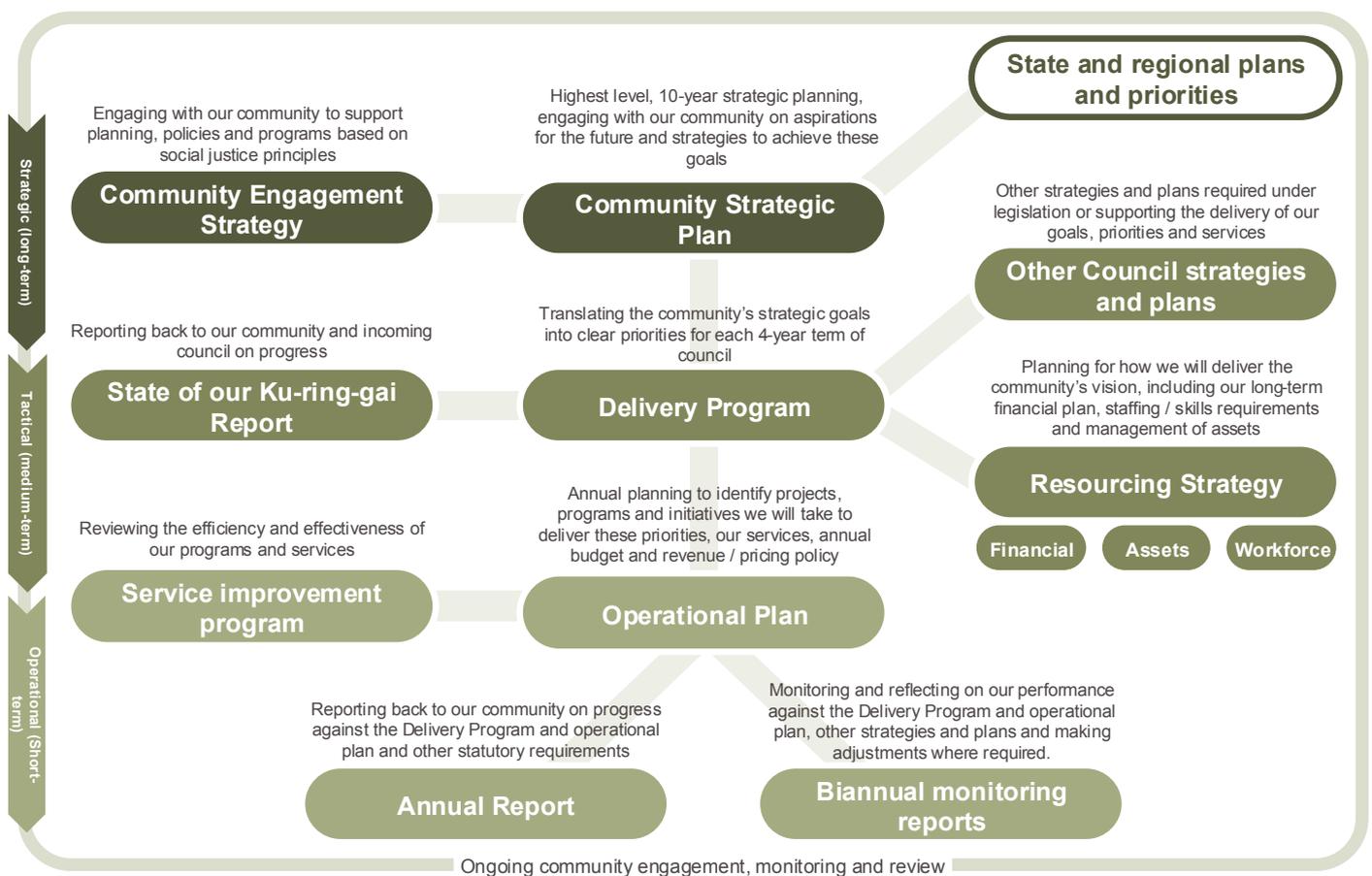


Diagram 1: Ku-ring-gai Council's integrated and planning reporting framework

## A community vision

As part of the review of the Community Strategic Plan (CSP) in 2021-2022, Council engaged with the local community on a new vision statement. The vision reflects the long-term future that the Ku-ring-gai community, Council and other stakeholders aim to create together.

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

## A community and council plan

The updated CSP, adopted in June 2022, included some new strategic directions for the local area. This plan enabled Council to align its services, policies and programs with the community's long term aspirations, needs and priorities, as well as state and regional planning priorities. It also acted as a guide for other organisations and stakeholders in their planning and delivery of services for the area and opportunities for collaboration and partnerships with Council.

Preparation of this plan was guided by the following social justice and sustainability principles:

### Social justice

- **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.

## Sustainability

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

## Quadruple bottom line

Long term objectives within the CSP must address social, environmental, economic and civic leadership goals. These are known as the quadruple bottom line (QBL).

The CSP identifies where each long term objective is linked to a civic leadership, economic, environmental or social indicator. This approach ensures the CSP reflects a holistic and balanced set of objectives, addresses social justice and sustainability principles, and ensures that Council monitors and reports on its performance against each of these pillars. The QBL contribution to each objective is indicated by one or more icons as illustrated below.



**Social**



**Civic leadership**



**Economic**

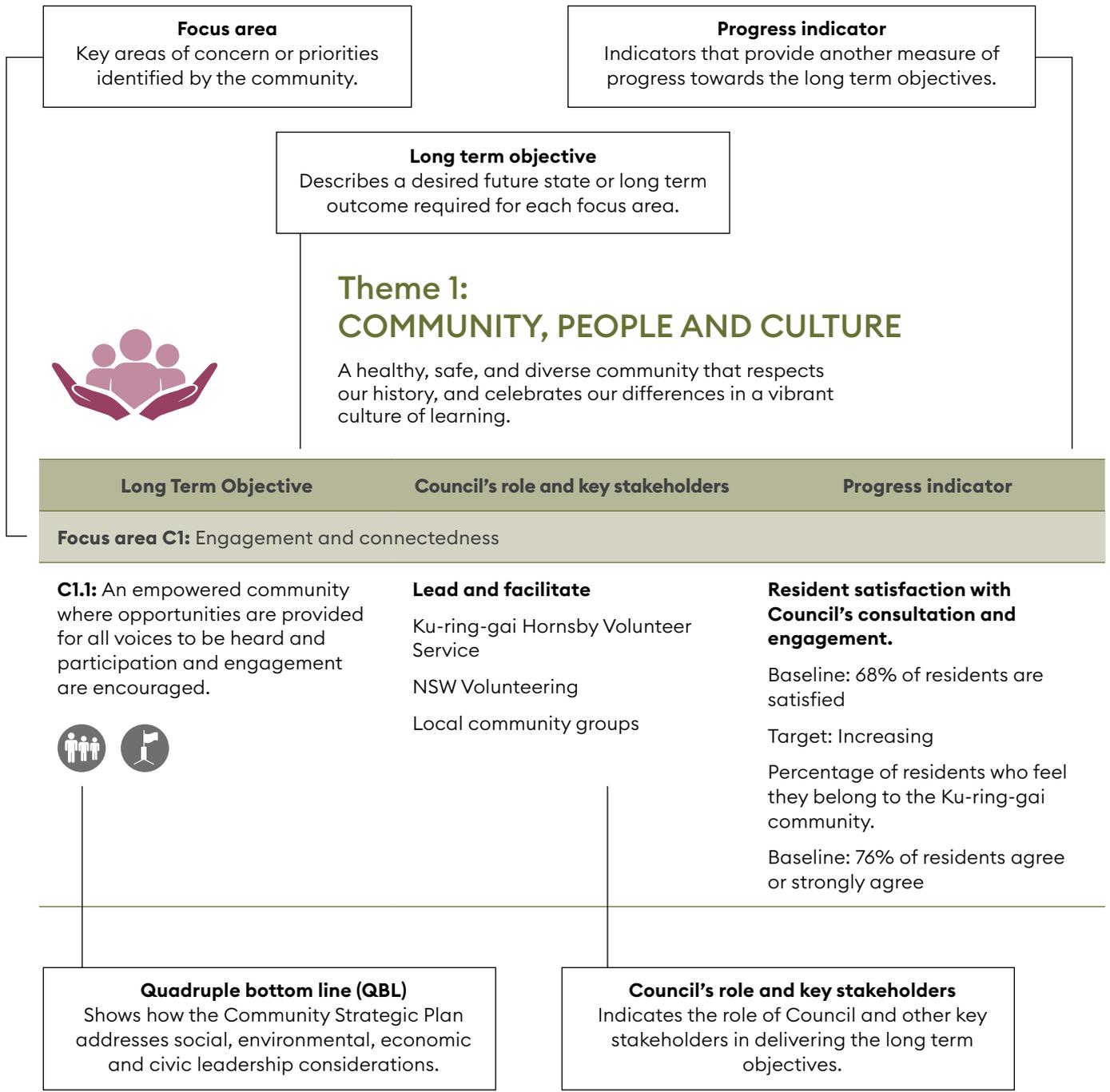


**Environmental**

# Explaining the plan

Council's Community Strategic Plan is presented under six themes. The themes represent a grouping of similar areas of focus or priorities:

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



## What informed the current Community Strategic Plan

As part of its review of the Community Strategic Plan (CSP) in 2021-2022 Council drew upon community feedback, research and other data. This process included:

- Assessment of demographic changes and trends in the Ku-ring-gai local government area based on the 2021 Census results and independent Council research
- Scan of strategic settings, issues and challenges with potential impacts on Ku-ring-gai – international, national, state and local
- Review of issues and challenges identified through community engagement initiatives, studies and strategies undertaken and prepared over the preceding few years, and
- Identification of community priorities through extensive community engagement prior to and during preparation of the plan.

## Summary of results of community engagement

Key priorities for the next 10 years identified from the community engagement included:

- Protecting and enhancing the natural environment
- Managing new development while preserving the area's character
- Managing the effects of population growth and change on infrastructure, services and facilities
- Protecting our heritage
- Improving community connectedness and removing barriers to participation in community life
- Improving access to services and facilities by youth, older residents, residents from cultural and linguistically diverse backgrounds and people with disabilities
- Providing more opportunities for social interaction and celebrating our diversity
- Expanding Council communication to a wider audience
- Providing and maintaining roads, footpaths, drainage, public toilets and other infrastructure and facilities
- Providing parks and playgrounds
- Making it easier and safer to move around Ku-ring-gai
- Improving access to public transport.

## Monitoring and measuring our progress

Council has arrangements in place for measuring its performance, tracking the implementation of the CSP and reporting to the elected Council and the community. This helps ensure that Council stays on track, adapts to challenges and changing circumstances and delivers on its commitment to the community.

Council's progress is assessed in this report by considering the following:

- The delivery of term achievements that Council set in its Delivery Program and Operational Plans for the period 2021/22 – 2023/24<sup>2</sup>.
- Progress and trend analysis against performance indicators for each long term objective in the CSP.
- Other achievements that contributed to the delivery of long term objectives over the period 2021/22 – 2023/24.
- Development and implementation of key strategies, plans and policies during the previous Council's term.

In accordance with the Office of Local Government's IP&R Guidelines, the CSP includes a series of performance indicators. Each of these performance indicators includes a target (a baseline and direction) that Council aims to achieve over the 10-year duration of the CSP.

## Community satisfaction survey

Community satisfaction research is a key tool Council employs to objectively measure the community's priorities for Council's programs, services and facilities, as well as satisfaction with their delivery. The survey also gathers specific data to inform performance measures outlined in the CSP.

The survey collects valuable data on community safety, well-being and other strategic issues of importance to Council. This data enables Council to track and measure its performance and benchmark it against other councils. To support the measurement of Council's performance against the CSP for this State of our Ku-ring-gai Report, an external provider was commissioned to conduct the latest survey in mid-2024.

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<sup>2</sup> Note that the updated CSP was adopted by Council in June 2022. This report also includes an assessment of progress against the 2021/22 Delivery Program and Operational Plan (developed under the previous CSP) to ensure it covers the term of the previous Council. Note that the long term objectives were consistent across both CSPs. Council's performance snapshots for the Delivery Program 2022-2026 and Delivery Program 2018-2022 and the End of Term Report 2017-2021 are available at [www.krg.nsw.gov.au](http://www.krg.nsw.gov.au)



Photographer: Wolter Peeters.



# OUR PROGRESS

# OUR PROGRESS

## Progress at a glance

### Community Strategic Plan summary of progress<sup>3</sup>

Long term objectives	Progress indicators
<b>87%</b> sound and substantial progress	<b>34%</b> meeting target
<b>13%</b> limited progress	<b>38%</b> stable
	<b>28%</b> not meeting target

### Community Strategic Plan<sup>3</sup>

Progress		T1: Community, people and culture	T2: Natural environment	T3: Places, spaces and infrastructure	T4: Access, traffic and transport	T5: Local economy	T6: Leadership	Total
Long Term Objectives	Substantial progress	3	4	3	2	1	1	<b>14 (47%)</b>
	Sound progress	2	1	3	1	1	4	<b>12 (40%)</b>
	Limited progress	1	0	2	0	1	0	<b>4 (13%)</b>
Progress Indicators	Meeting target	2	6	2	2	3	2	<b>17 (34%)</b>
	Stable	4	1	6	5	1	2	<b>19 (38%)</b>
	Not meeting target	5	1	4	0	1	3	<b>14 (28%)</b>
	No data	-	-	1*	-	-	1*	<b>2*</b>

\* These indicators are excluded from overall performance calculations.

The above statistics demonstrate progress for long term objectives and progress indicators as at the end of 2023/24<sup>3</sup>. Detailed progress reporting for each long term objective and progress indicators is available in **Appendix 1**.

Council's performance snapshots for the Delivery Program and Operational Plan are available at [www.krg.nsw.gov.au](http://www.krg.nsw.gov.au)

<sup>3</sup> Note that the data in these tables refers to progress against the long term objectives and progress indicators in the CSP adopted by Council in June 2022. Performance against the long term objectives and progress indicators in 2021/22 (under the previous version of the CSP) is published in the previous End of Term Report 2017-2021.

### Quadruple bottom line performance

The following table details Council's progress in addressing and achieving the quadruple bottom line through Delivery Program Term Achievements that contribute to Long Term Objectives in the Community Strategic Plan.

QBL performance assessment is based on the progress achieved for term achievements.

QBL performance for Term Achievements that contribute to Long Term Objectives <sup>4</sup>			
QBL parameter	2021/22	2022/23	2023/24
	Number/ Progress	Number/ Progress	Number/ Progress
 SOCIAL	35 / 80%	34 / 91%	34 / 94%
 ENVIRONMENTAL	16 / 94%	14 / 86%	15 / 100%
 ECONOMIC	9 / 89%	10 / 90%	10 / 80%
 CIVIC LEADERSHIP	40 / 85%	24 / 96%	24 / 92%

<sup>4</sup> Term Achievements may be counted against multiple QBL parameters. The differences in numbers between 2021/22 and 2022/23 – 2023/24 are due to different Delivery Programs over those years, with different Term Achievements.

# Key achievements

## Organisation awards and recognition

Council has received numerous awards during the period 2021/22 to 2023/24.

<b>2021 Keep Australia Beautiful Sustainable Cities Awards</b>	<p><b>Finalist – Overall Sustainable Cities</b></p> <p>Council was recognised for efforts in educating the community on sustainable living and reducing greenhouse gas emissions.</p> <p><b>Highly commended – Environmental Communication Award</b></p> <p><b>Ku-ring-gai Wildflower Garden Nature Play Strategy</b></p> <p>Council’s Wildflower Garden received the commendation for nature play sessions, held weekly for children aged 0-6, and led by the Wildflower Garden’s environmental education rangers.</p> <p><b>Highly commended – Heritage &amp; Culture</b></p> <p><b>Ku-ring-gai Heritage Festival</b></p> <p>The Festival included photo exhibitions, open homes, historical talks, a fashion exhibition, guided walks, tours of iconic historical properties such as Rose Seidler House (Wahroonga) and Tulkiyan House (Gordon).</p>
<b>2022 Australasian Reporting Awards</b>	<p><b>Gold Award – Annual Report 2020/21</b></p> <p>Council received the award for overall excellence in annual reporting from the Australasian Reporting Awards in the category of Public Administration – Local Government.</p>
<b>2022 National Trust Heritage Awards</b>	<p><b>Winner – Tulkiyan Interiors Conservation</b></p> <p>Years of specialist and volunteer restoration of interior building fabric, finishes, furnishings and contents have successfully revived the ‘complete picture’ that makes Tulkiyan special with its fine intact building exterior, interior and contents.</p>
<b>2022 NSW Local Government Week Awards</b>	<p><b>Special Acknowledgement – Innovation in Special Events - Division C – population more than 70,000</b></p> <p><b>Bee Lottery for Council’s native bee hive program</b></p> <p><b>Special Acknowledgement – Innovation in Special Events - Division D (JOs, ROCs and County Councils and other associate members)</b></p> <p><b>Northern Sydney Regional Organisation of Councils Circular Clothing and Linen Drop Off Event.</b></p>
<b>2022 Australasian Management Challenge</b>	<p><b>NSW Winner – Ku-ring-gai Council</b></p> <p>The annual event is aimed at young and emerging leaders in councils across Australia which aims to develop great leadership within Council.</p>

<p><b>2022 Keep Australia Beautiful Sustainable Cities Awards</b></p>	<p><b>Winner – Heritage and Culture</b></p> <p><b>Ku-ring-gai Heritage Festival and Gai-mariagal events</b></p> <p>The Ku-ring-gai Heritage 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.</p> <p><b>Highly commended – Young Legend’s</b></p> <p><b>Ku-ring-gai Wildflower Garden – Junior Rangers</b></p> <p>Junior Rangers targets primary school aged children with an interest in nature, sustainability and creating a better local environment.</p>
<p><b>2022 NSW Government Council Crown Land Community Achievement Awards</b></p>	<p><b>Winner - Council Crown Land Management Excellence Award</b></p> <p><b>St Ives Showground</b></p> <p>Council has shown strong commitment to the principles of the <i>Crown Land Management Act 2016</i> and encourage a variety of uses for this significant regional recreational reserve. Council implemented a new booking system, funded upgrades, and opened new features such as the Treetops Adventure Park in November 2021 at the St Ives Showground.</p>
<p><b>2022/23 Royal Lifesaving Aquatic Facility Safety Assessment</b></p>	<p><b>Ku-ring-gai Fitness &amp; Aquatic Centre - 99% five-star safety rating – First place in Sydney</b></p> <p>Overall, Ku-ring-gai Fitness &amp; Aquatic Centre was ranked joint first place in Sydney for safety in public pools and fourth in NSW for 2022/23.</p>
<p><b>2023 IPWEA Engineering Excellence Awards</b></p>	<p><b>Winner – Multi-Disciplinary Project Management</b></p> <p><b>Lindfield Village Green</b></p> <p>Lindfield Village Green opened in February 2022 and is a 4,000m<sup>2</sup> public open space in the heart of the Lindfield Town Centre.</p> <p><b>Highly commended – Projects Greater than \$500,000 but less than \$5 million</b></p> <p><b>St Ives Showground Regional Playground</b></p> <p>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.</p>
<p><b>2023 Local Government Excellence Awards</b></p>	<p><b>Highly commended – Supporting Local Enterprise</b></p> <p><b>Better Business Partnership (BBP)</b></p> <p>The 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.</p> <p><b>Finalist - Projects over \$1.5 million - Population Under 150,000</b></p> <p><b>Better Business Partnership Program</b></p> <p><b>Finalist - Community Partnerships - Population Under 150,000</b></p> <p><b>Net Zero Champions program</b></p> <p>Council works with interested residents in the Ku-ring-gai community to lead a community transition to a net zero future.</p> <p><b>Finalist - First Nations Community Partnership</b></p> <p><b>Gai-mariagal Festival</b></p> <p><b>Finalist – Emerging Leader Awards</b></p> <p><b>Samantha Groth, Library Marketing and Programs Leader</b></p>

<p><b>2023 Australasian Management Challenge - NSW division</b></p>	<p><b>Winner – Ku-ring-gai Council ‘Success Squad’</b></p> <p>The Challenge is a professional development opportunity designed to challenge thinking, develop networks and expand knowledge on local government, management skills and teamwork ability.</p>
<p><b>2023 Local Government NSW (LGNSW) Excellence in the Environment Awards</b></p>	<p><b>Divisional Winner - Climate Change Adaption category</b></p> <p>Council’s Simtable project is an innovative 3D model that uses sophisticated computer technology to simulate extreme weather and the impact it can have on homes in Ku-ring-gai.</p> <p><b>Overall Winner – Communication, Education and Empowerment category</b></p> <p>The Net Zero Ku-ring-gai program supports residents, schools and businesses to reduce emissions and create healthy liveable communities.</p>
<p><b>2023 Keep Australia Beautiful Sustainable Cities Awards</b></p>	<p><b>Finalist</b></p> <p>Council was recognised for commitment to residents through the comprehensive sustainability program.</p> <p><b>Highly Commended - Communication and Engagement category</b></p> <p><b>The Loving Living Ku-ring-gai Program</b></p> <p>Loving Living Ku-ring-gai empowers residents to build energy-efficient, low-cost, healthy homes and preserve their unique natural surroundings.</p> <p><b>Highly Commended – Litter Prevention – Clean Waterways category</b></p> <p><b>Be A Sport: Let’s Stop Rubber Crumb Loss</b></p> <p>This was a partnership with AusMap and Council investigating ways to reduce rubber crumb loss from synthetic sports field surfaces. The findings of this continuing study will inform management and a community education campaign.</p>
<p><b>2023 Local Government NSW RH Dougherty Awards</b></p>	<p><b>Highly Commended (Division C – population &gt;70,000 people)</b></p> <p><b>Net Zero Champions volunteer program</b></p> <p>This program supports local schools and organisations to reduce carbon emissions.</p>
<p><b>2023 Resilient Australia Awards</b></p>	<p><b>Winner</b></p> <p><b>Simtable project</b></p> <p>Council’s Simtable project is an innovative approach to educating residents on the dangers of bushfires in the local area.</p>
<p><b>2023 Planning Institute of Australia Awards</b></p>	<p><b>Great Place excellence award</b></p> <p><b>Lindfield Village Green</b></p> <p>The Lindfield Village Green received the award based on its aim of providing well located green space in a high use area and innovative features such as water sensitive design and electric charging stations.</p>
<p><b>2024 NSW &amp; ACT Institute of Public Works Engineering Australasia (IPWEA)</b></p>	<p><b>Highly Commended</b></p> <p><b>St Ives Village Green Recreation Precinct</b></p> <p>This award was in recognition of Council’s multi-disciplinary team approach which successfully addressed accessibility, inclusion, equity, diversity and behaviour.</p>



# Highlights 2021 - 2024

## Theme 1: Community, people and culture

### Community connection and inclusiveness

Ku-ring-gai Council has a strong commitment to fostering community connection and inclusiveness. Council has expanded its cultural event programming, supported community engagement initiatives and provided a range of resources and services to promote inclusivity and belonging. By celebrating cultural diversity, supporting community-led initiatives, and providing opportunities for residents to participate in civic life, Ku-ring-gai Council has worked to create a welcoming and inclusive community for all. This commitment is reflected in the long term objectives in the Community Strategic Plan (CSP) for an empowered community where opportunities are provided for all voices to be heard and participation and engagement are encouraged, and harmonious communities that understand, value and accept each other, and embrace our evolving cultural identities.

Achievements have included the following:

- expanded culturally diverse event programming and support including:
  - o highly successful annual NSROC Gai-mariagal Festival, Australia Day celebrations and Heritage Festival.
  - o NAIDOC Week as part of the Gai-mariagal Festival, the Chanukah on the Green Jewish Festival, Lighting of the Menorah, and the Lunar New Year Festival.
  - o Refugee Week Celebrations in partnership with the Hornsby Ku-ring-gai Multicultural Network.
  - o hosting 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.
  - o increasing creative and cultural destination event programming with major regional events being held in Ku-ring-gai - the Gai-mariagal Festival, FIFA Women's Football World Cup Live sites, Eco Festival, Spring Twilight Concert, Wahroonga Food & Wine Festival, St Ives Food & Wine Festival, Oxfam Trail Walker, Bricks Backyard Ultra Marathon, Wahroonga Village Fair and Christmas Markets.

- delivered an International Women's Day Forum attended by over 110 participants, including 22 student representatives from local high schools. The students actively advocated for local initiatives to enhance gender equity and inclusion.
- delivered the Seniors Festival which has fostered inclusivity and social connection with over 35 diverse community events each year. By celebrating intergenerational and intercultural bonds, the festival has helped bridge communities, reduce social isolation, and strengthen the social fabric, enriching community ties.
- delivered over 10,000 library items to residents during lockdown by the Knock and Drop service.
- established a Multicultural Advisory Committee.
- established an Arts and Cultural Advisory Committee.
- completed a pilot program for new immigrants that introduces the role of Council in the Australian political system, brief history of Ku-ring-gai, how to become involved in Council by providing feedback on planning and policy as well as how to become a Councillor.

Community survey data shows that the percentage of residents who feel they belong to the Ku-ring-gai community has been decreasing slightly over time to 72% in 2024. However, Ku-ring-gai remains higher than the Sydney metro benchmark, and a sense of belonging was reported as a key strength of Ku-ring-gai by residents in 2024. Resident satisfaction with Council's programs that support people from diverse cultural backgrounds has decreased to 82% in 2024.

### Community support

Ku-ring-gai Council has a strong commitment to support the needs of families, ensuring that residents of all ages have access to valuable resources and opportunities for growth, supporting vulnerable members of the community and providing essential services and resources to residents during challenging times. This commitment is reflected in the CSP's long term objective for an equitable, inclusive and resilient community that cares and provides for its residents and embraces healthier lifestyles.

Achievements have included the following:

- delivered services online during COVID-19 lockdown periods, and provided both online and face-to-face options for many services following the lockdown periods.
- formed the Ku-ring-gai Dementia Alliance. The Ku-ring-gai Dementia Alliance is now recognised as a Dementia Friendly Community, actively fostering an inclusive, supportive environment for those affected by dementia. Through community

partnerships, education, and local initiatives, the Alliance empowers residents and raises awareness, enhancing accessibility and understanding for people with dementia and their families.

- established the Financial Hardship Grants Program and Violence Against Women Grants Program.
- commenced development of the Violence Against Women Action Plan in cooperation with service providers, professional networks, government departments and police.
- developed the Upper North Shore Volunteer Hub with input from participating organisations.
- developed a grants database allowing community groups to easily identify grant opportunities in one location.
- established a new playgroup for young children with additional needs, alongside a support service for parents and carers.
- secured StartStrong funding to provide a reading program for approved community long day care services in Ku-ring-gai.
- completed the new St Ives Youth Centre and Skate Park, rebuild of Jubes Mountain Bike Park at Wahroonga and facilitated the installation of a new high ropes course at St Ives Showground.
- increased reach of senior's programs to more older people, with new attendees making up around 15% of attendees at each activity.

Community survey data shows that the percentage of residents that have access to community groups and support networks has decreased to 53% in 2024. This is broadly in line with the Sydney metro benchmark.

### **Emergency management**

Ku-ring-gai Council collaborates with local agencies and community organisations on emergency management, implementing comprehensive strategies to prepare for and respond to potential disasters and ensuring the safety and wellbeing of residents during times of crisis. This is reflected in the CSP's long term objective for a community that feels safe and is equipped to respond to risks to life and property from emergency events.

Achievements have included the following:

- completed a multi-agency Emergency Management exercise conducted by the NSW Police Command Development Unit to test the capability of the Hornsby Ku-ring-gai Local Emergency Management Committee.
- received endorsement of the Hornsby Ku-ring-gai Bush Fire Risk Management Plan by the NSW Rural Fire Service.

- completed an Evacuation Centre Audit in conjunction with NSW Health and combat agencies.
- implemented revised and certified Bushfire Prone Land mapping.
- 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 survey data shows that the proportion of residents who feel safe in their neighbourhood has remained high and relatively stable at 93% in 2024. The percentage of residents who feel adequately informed and prepared to deal with emergency events has been increasing (to 72% in 2024).

## Theme 2: Natural Environment

### Biodiversity

Ku-ring-gai Council has updated policies and strategies to protect and enhance biodiversity, developed management plans for bushland areas, partnered with government agencies on conservation efforts, and implemented programs to educate the community about the importance of biodiversity. These initiatives have contributed to the preservation of Ku-ring-gai's natural environment and the protection of threatened species. This commitment to sustainability is reflected in the long term objectives in the Community Strategic Plan (CSP) of a community empowered with knowledge, learning and information that drives participation in activities that benefit the environment, and our bushland, tree canopy and biodiversity are managed and improved to enhance the health and function of ecosystems.

Achievements have included the following:

- adopted new and updated policies, plans and strategies - Urban Forest Strategy, Biodiversity Policy, Ku-ring-gai Flying Fox Reserve Plan of Management and Fauna Management Policy.
- developed bushland site management plans to provide guidance for bushland restoration activities.
- partnered with the Department of Planning and Environment to focus on the ex-situ conservation of the critically endangered *Haloragodendron lucasii*.
- recorded the threatened Eastern Pygmy-Possum at four reserves monitored by staff and volunteers in the north and east of the Ku-ring-gai LGA, including evidence of breeding within one reserve.
- introduced guidelines for residents on how to create verge gardens on public land such as nature strips.
- implemented a woody meadow trial in St Ives Chase developed by Melbourne University.
- implemented a community-wide education campaign on the value of Ku-ring-gai's trees.
- established the Streamwatch volunteer-based water monitoring program to provide a valuable record of waterway health, water quality issues and pollution events.
- jointly presented with AUSMAP on microplastic management of synthetic sports fields at the 2024 Stormwater NSW conference.
- remodelled Jubes Mountain Bike Park at North Wahroonga and constructed the Warrimoo Downhill Mountain Bike Trail at St Ives.
- participated in the regional fox and rabbit control programs.

- continuation of Sheldon Forest, Rofo Park and Comenarra Creek Biobanking agreement ensuring the long term presentation of these reserves.
- establishment of a prioritisation matrix to guide use of resources for biodiversity management.

The number of residents involved in community environmental programs and events has increased to over 8,000 in 2023/24. Community survey data shows that resident satisfaction with the protection of natural areas and bushland has remained very high at 94% in 2024.

### Water and energy management

Council has improved its water and energy management through the implementation of sustainable practices and initiatives. This is in support of the long term objective in the CSP for a community progressively reducing its consumption of resources and leading in resource recovery and the circular economy.

Achievements have included the following:

- adopted the Water Sensitive Cities Policy and Strategy.
- implemented a new water recycling system at Samuel King Oval following the completion of the sports field upgrade.
- installed rooftop solar systems at Council's Chambers, Bridge Street administration building and the West Lindfield Community Centre.

Data shows that household electricity consumption has decreased since 2021/22 to 2,980kWh per capita. Household potable water consumption has increased slightly over the same period to 78.60kL per capita.

### Sustainability and emission reduction

Ku-ring-gai Council has positioned itself as a leader in climate action. Council has adopted climate policies, launched community engagement programs and taken steps to reduce greenhouse gas emissions and promote sustainable practices. This is in support of the long term objective in the CSP for a community transitioning to net zero emissions and responding to the impacts of climate change and extreme weather events.

Achievements have included the following:

- implemented the Climate Policy 2020, and Towards Net Zero 2040 Action Plan and Net Zero Communities Strategy 2022-2027.
- completed a comprehensive community engagement program for Council's Net Zero Communities program.

- launched the Net Zero Communities Champions Network which enables interested residents to lead a community transition to a net zero future.
- launched the Net Zero website with a community hub to assist environmental volunteers.
- launched the Net Zero Communities e-newsletter.
- collaborated with several neighbouring and wider state Councils to share resources and advice on building successful Net Zero community strategies.
- updated the Better Business Partnership rebates program to incorporate stronger support for Net Zero actions.
- updated Council's Development Control Plan with new standards for green building certification.
- adopted a Policy for Electric Vehicle Charging Infrastructure on Public Land.
- installed 21 public electric vehicle chargers at Lindfield Village Green, Roseville Station, Ampol Foodary, St Ives and St Ives Shopping Village. Installations are also in progress at North Turramurra Golf Course, Ku-ring-gai Fitness & Aquatic Centre and Turramurra Library.
- installed an additional two electric vehicle chargers at Council's depot.
- installed three electric vehicle chargers at 828 Pacific Highway, Gordon for use by Council's fleet.
- continued Council's transition to electric vehicles with the addition of a truck to Council's electric fleet.
- hosted webinars in partnership with Northern Beaches Council for businesses and organisations for renewable energy power purchase agreements, solar/batteries and energy efficiency for businesses and organisations.
- commenced a new recycling program, Recycle Smart to provide a collection service of hard to recycle products to residents.
- introduced organic waste collection at Council's depot.
- delivered diverse waste education programs including a chemical collection, the textiles collection program, a resident composting workshop, a teacher's professional development day on composting in schools, and roll out of the Veolia 'The Recoverables' Program to schools K-12.
- received results from an external review of Council waste services which showed Ku-ring-gai has one of the lowest annual waste charges.
- finalised the Food Organics Research Project and presented to the Environment Protection Authority.

The percentage of household waste diverted from landfill has improved to over 63% in 2024.

### **Community preparedness, resilience, education and engagement**

Over a number of years Council's award winning Climate Wise Communities program and website has been educating and building community resilience for the occurrence of more frequent and extreme weather events affecting Ku-ring-gai.

Achievements included:

See environmental sustainability highlights 2021-2024 on page 28 for further information.

### **Waste management and reduction**

Ku-ring-gai Council has introduced new waste collection services, expanded recycling programs, and provided educational resources to promote sustainable waste management practices. These efforts have contributed to a reduction in waste generation and improved waste diversion rates.

Achievements have included the following:

- commenced a new waste collection contract including new weekly kerbside collection of green waste bins, pre-booked clean-up collections of electronic waste, mattresses, metals and whitegoods for recycling, and a new booked bulk green waste collection for larger items such as tree branches.

- attendance at Council's Climate Wise Community bushfire workshops increased.
- signed a Memorandum of Understanding with Sydney North Health Network to deliver street expos over the next two years to increase community preparedness and resilience.
- endorsed the Middle Harbour Southern Catchments Flood Study including modelling and analysis.
- subscribers and popularity of Council's e-newsletters and digital channels increased. This included the Loving Living Ku-ring-gai Facebook page, The Loving Living Ku-ring-gai Twitter, Envirotube, and the newly created sustainability webinar library, and environment and sustainability pages on Council's website.
- commenced design development on the construction of a Cultural and Environmental Education Centre (CEEC) at St Ives Showground and registered the CEEC with the Living Building Challenge.

Community survey data shows that the percentage of residents who feel adequately informed and prepared to deal with emergency events has remained stable at 72% in 2024.

## Environmental sustainability highlights 2021 - 2024

<p><b>protected bushland and biodiversity</b></p> <p><b>303 hectares</b> of bushland regenerated</p> <p><b>94%</b> of residents are satisfied with the protection of natural areas and bushland* (6% above the benchmark**)</p>	<p><b>connected community with the environment</b></p> <p><b>1,123</b> volunteers</p> <p><b>new Net Zero champions</b> volunteer group with 193 participants</p> <p><b>over 8,000</b> residents involved in environmental programs and events</p> <p><b>1,500</b> residents attended the Sustainable Futures Day event</p>	<p><b>reduced waste to landfill</b></p> <p><b>16% decrease</b> in waste generated per resident in Ku-ring-gai<sup>^</sup></p> <p><b>63.23%</b> household waste diverted from landfill</p> <p><b>new</b> organic waste collection service</p> <p><b>new</b> collection service for hard to recycle items</p> <p><b>78%</b> of residents are satisfied with Council initiatives to reduce waste and improve recycling*</p>
<p><b>improved the condition of waterways</b></p> <p><b>94%</b> of residents are satisfied with the condition of waterways and creeks* (11% above the benchmark**)</p> <p><b>new</b> Streamwatch volunteer-based water monitoring program</p>	<p><b>used recycled water</b></p> <p><b>247,125kL</b> water reused or recycled by Council operations</p> <p><b>20</b> sewer mining, leachate and stormwater harvesting sites</p> <p><b>2 new</b> water recycling systems at Samuel King Oval and Wellington Oval (East Lindfield Park)</p>	<p><b>reduced energy and water use</b></p> <p><b>10% decrease</b> in household electricity consumption per capita<sup>^</sup></p> <p><b>408</b> smart energy and water rebates provided by Council to the community</p> <p><b>75%</b> of residents are satisfied with Council initiatives to reduce energy use*</p> <p><b>82%</b> of residents are satisfied with Council initiatives to reduce water use*</p>
<p><b>reduced stormwater impacts</b></p> <p><b>33</b> gross pollutant traps in Ku-ring-gai</p> <p><b>new</b> cleaning contract</p>	<p><b>reduced emissions</b></p> <p><b>16% decrease</b> in Greenhouse gas emissions from the Ku-ring-gai community<sup>^</sup></p> <p><b>70% decrease</b> in Greenhouse gas emissions from Council operations<sup>^</sup></p> <p><b>new</b> Net Zero website and community newsletter</p> <p>installed <b>21</b> public electric vehicle chargers</p>	<p><b>improved sustainability of council assets</b></p> <p><b>100%</b> of Council's electricity sourced from wind and sun</p> <p><b>new</b> additions to Council's electric fleet</p> <p><b>14</b> rooftop solar systems at Council facilities</p> <p><b>decreased</b> reliance on potable water for Council assets</p>
<p><b>new formalised commitments:</b></p> <ul style="list-style-type: none"> <li>✓ to becoming a water sensitive city</li> <li>✓ to reducing community greenhouse gas emissions to zero by the year 2040</li> </ul>		

\* Ku-ring-gai Community Satisfaction Survey, 2024

\*\* Metro Local Government Area Benchmark, Micromex, 2024

<sup>^</sup> Compared to 2021/22



## Theme 3: Places, spaces and infrastructure

### Community building and amenities upgrades

Ku-ring-gai Council has continued to invest in infrastructure improvements, renovated community facilities and enhanced public spaces to improve the quality of life for residents and supported community activities and events. This is in support of our long term objective in the Community Strategic Plan (CSP) to ensure that multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.

Achievements have included the following:

- installed three rooftop solar systems at Council Chambers, Council's Depot, and the West Lindfield Community Centre.
- upgraded the Sandakan War Memorial at North Turramurra, including a new interpretive sign to provide a detailed explanation of this specific part of WWII.
- improvements made at various community facilities including East Lindfield Community Hall, St Ives Community Hall, West Lindfield Community Hall, Gordon Library and Ku-ring-gai Town Hall.
- completed access improvements on facilities at Lindfield Seniors Centre, Lindfield Resource Centre and Roseville Park Tennis Courts.
- provided Automated External Defibrillators in 22 public facilities to assist the public and staff to manage sudden cardiac emergencies.
- opened the Glade Oval amenities block, upgraded amenities building at Turramurra Memorial Park and new toilet facility on Wade Lane, Gordon.

Data shows that resident satisfaction with the condition of Council's community facilities continues to be very high (92% in 2024), and satisfaction with access to Council's community facilities was also high at 86% in 2024.

### Recreation facilities, sports fields and parks planning and upgrades

Ku-ring-gai Council has completed major projects, upgraded sports fields and playgrounds and developed strategic plans for open space and recreation facilities. These initiatives continue to enhance the quality of life for residents and provide opportunities for recreation, leisure and community engagement. This is in support of our long term objective in the CSP to ensure that recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.

Achievements have included the following:

- celebrated the opening of the new St Ives Youth Centre and Skate Park in partnership with local young people, families, community groups, local police and other relevant stakeholders.
- completed the redesign and rebuild of Jubes Mountain Bike Park at Wahroonga.
- facilitated the installation of a new high ropes course at St Ives Showground.
- completed community consultation and adopted the Ku-ring-gai Open Space and Recreation Needs Study. The study informs long term planning for services and facilities to support community recreation.
- continued to progress the District Park Landscape Masterplan Program which guides improvements and use over time to parks.
- collaborated with Warrawee Public School on Duff Street Reserve in Turramurra to inform the concept plan as part of the nature play program.
- completed the upgrade at Samuel King Oval, North Turramurra, which included a sports field upgrade, rebuild of the amenities block and water harvesting for irrigation purposes.
- completed Primula Oval and Roseville Oval sports field upgrades.
- commenced installation of an all-weather surface for Normal Griffiths Oval, West Pymble in collaboration with local football clubs.
- completed upgrades of playgrounds in Gordon, Turramurra, West Pymble, East Lindfield, Pymble and Warrimoo.
- launched a new fleet of golf carts for Gordon Golf Course and completed the upgrade to the Gordon Pro Shop.
- finalised the funding deed, licence agreements and design documentation for the multi-use indoor sports facility at St Ives High School.
- commenced construction of the indoor sports facility at St Ives High School.
- adopted the St Ives Showground & Precinct Lands Plan of Management.
- adopted the Generic Plan of Management for Parks and Generic Plan of Management for Sportsgrounds with Crown Lands approval.
- adopted the Glade Master Plan.
- acquired five properties in St Ives, Pymble and Roseville for future open space.

The most recent data shows that resident satisfaction with the provision and maintenance of sporting ovals, grounds and leisure facilities remains very high, and was 88% in 2024.

### **Local neighbourhood revitalisation and streetscape improvements**

Council continued its local neighbourhood revitalisation and streetscape improvement programs to enhance the liveability and attractiveness of Ku-ring-gai's local centres. The long term objective in the CSP was that our centres offer a broad range of shops and services and contain lively and shaded urban village spaces and places where people can live, work, shop, meet and spend leisure time.

Achievements have included the following:

- opened the Lindfield Village Green.
- completed St Johns Avenue, Gordon 'Eat Street'.
- continued to implement the Public Domain Plan in Council's key local centres to support the revitalisation of Ku-ring-gai's local centres so that they become more walkable, user friendly and attractive places.
- completed upgrade works at the Fox Valley neighbourhood centre.
- developed concept options for the Eastern Road Neighbourhood Centre in consultation with residents and businesses.

Resident satisfaction with the revitalisation/beautification of their closest bigger retail centre was 70% in 2024, and 68% of residents were satisfied with the revitalisation/beautification of their closest neighbourhood shops.

### **Tree planting and management**

Ku-ring-gai Council is committed to increasing tree canopy coverage and protecting existing trees and continued to engage residents through community events and partnerships to promote tree health and sustainability.

- commenced a Street Tree Planting Pilot project to increase the tree canopy across Ku-ring-gai. The pilot program was successfully completed with 47 new trees planted in selected streets in Roseville as it is the suburb with one of the lowest canopy coverage.
- completed the capture of Ku-ring-gai's urban forest canopy and tree data informing both strategic assessment as well as practical on ground information.

- significantly progressed the Urban Forest Strategy including a Tree Forum to inform residents of Council's activities to protect and increase the tree canopy and a community tree planting event aimed at promoting benefits of trees and educating the community about supporting tree health.
- held The Tiny Forest planting day in partnership with Earthwatch. Approximately 1,300 plants were planted by the community and local schools.

The percentage of urban tree canopy coverage in Ku-ring-gai was 43.6% (excluding national parks) and total canopy (vegetation >3m in height) was 50% in 2022/23.

### **Heritage and land use**

Ku-ring-gai Council has updated its development controls, streamlined planning processes and undertaken a number of studies to inform future planning decisions. These initiatives contributed to the preservation of Ku-ring-gai's heritage and the sustainable development of the local area and the long term objective in the CSP that heritage is protected, promoted and responsibly managed.

Achievements have included the following:

- adopted an updated Development Control Plan (DCP) which includes several new provisions to improve the design quality and environmental performance of buildings.
- transitioned to the NSW Planning Portal for the lodgement of all development related applications and Construction Certificates. This introduced uniformity across NSW and has allowed councils to assess applications more closely.
- implemented a revised s7.12 Contributions Plan.
- completed a Local Character Study to inform future policies and planning controls on the visual and landscape character of Ku-ring-gai.
- implemented a new heritage colours guide for residents and professionals.

Data from 2024 shows that resident satisfaction with the protection of heritage buildings and conservation areas remains high at 82%.

## Theme 4: Access, traffic and transport

### Road improvements, traffic safety and parking

Ku-ring-gai Council has upgraded major roads, improved intersections, access to parking and implemented safety measures to enhance road infrastructure and reduce the risk of accidents. This is in support of the long term objective in the CSP that local roads and parking operate safely and efficiently.

Achievements have included the following:

- upgraded Bobbin Head Road at Turramurra between Hartley Close and Curagul Road.
- upgraded Comenarra Parkway to Fox Valley Road.
- completed works through Transport for NSW's (TfNSW) Black Spot funding including the intersection of Burns Road and Ellalong Road, Turramurra; a roundabout at the intersection of Collins Road and Toolang Road, St Ives; a roundabout Warrimoo Avenue and Dalton Road, St Ives.
- opened the new underground carpark at the Lindfield Village Green with a total of 241 parking spaces located on three levels under the Green. 105 spaces (funded by TfNSW) are dedicated to commuter parking and 136 spaces are for the public.
- completed High Pedestrian Activity Areas (HPAA) for St Ives Local Centre and Gordon Local Centre.

The latest data shows that resident satisfaction with traffic management has increased to 72% in 2024. Resident satisfaction with the availability of short-stay parking in their closest biggest retail centre was 80%. Satisfaction with the availability of commuter parking in Ku-ring-gai has increased slightly to 64%.

### Active transport and public transport

Ku-ring-gai Council has demonstrated its commitment to active transport through initiatives that promote walking, cycling, and other sustainable modes of transportation. This is in support of the long term objective in the CSP for a range of integrated and sustainable transport choices that enable effective movement to, from and around Ku-ring-gai.

Achievements have included the following:

- established the Active Transport Reference Committee to educate and promote active and alternative forms of transport to the community.
- hosted a successful Ride2School Day in collaboration with 12 local schools.
- supported Biketober where individuals and workplaces competed nationally to earn the most points by riding and encouraging others to do the same.
- completed upgrades to pedestrian safety through the Road Safety, Safe Speed and Pedestrian Safety Programs including pedestrian facilities in school zones; the construction of a 40km/h High Pedestrian Activity Area in Gordon; a traffic study for High Pedestrian Activity Areas in Pymble and St Ives; a protected right-hand lane and surface upgrade at Burns Road and Ellalong Road, Turramurra; and a traffic study for a High Pedestrian Activity Area on Eastern Road, Turramurra.
- constructed new pedestrian facilities under the Get NSW Active Grant Program including construction of new footpaths, design of cycle paths and construction of traffic facilities, and several wombat crossings in Warrawee, Gordon, St Ives and Wahroonga.
- installed a separated cycleway in Gilroy Road, Turramurra.
- constructed 12.95 km of additional footpath network during 2021- 2024.
- completed the Footpath Asset Management Plan.
- collaborated with TfNSW to complete access upgrades to all rail stations in Ku-ring-gai.

Data shows that resident satisfaction with access to public transport has remained on target (85% in 2024). Resident satisfaction with access to cycleways, footpaths and walking tracks is also in line with Council's targets (76% in 2024).

## Theme 5: Local economy

### Business engagement and support

Ku-ring-gai Council has provided resources, training, and networking opportunities for local businesses, helping to foster a thriving business environment. These initiatives have contributed to the long term objective in the Community Strategic Plan (CSP) to ensure Ku-ring-gai is an attractive location for business.

Achievements have included the following:

- delivered the annual business engagement program including multiple topical sessions, training and events.
- implemented the national Go Local First campaign achieving the highest number of businesses registered out of participating local government areas.
- offered a monthly drop-in advice service for local small businesses in partnership with Service NSW.

Data shows that the numbers of local businesses and jobs are rebounding after the impacts of the COVID-19 lockdowns.

### Tourism

Ku-ring-gai Council continued to promote the area's attractions and support local businesses. It has successfully increased visitation numbers, expanded its events program and showcased Ku-ring-gai as a desirable destination for visitors. This is in support of the long term objective in the CSP where Ku-ring-gai has a range of attractions and events that draw local and regional visitors.

Achievements have included the following:

- achieved an increase in visitation numbers in the Ku-ring-gai local government area since 2018, based on a four-year average. Council's events and festival program is supported by Destination NSW with ongoing growth in events delivery, partnerships and community engagement.
- implemented 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 to host or support a diverse events program including the community run events St Ives Food & Wine Fair, and Wahroonga Village Fair; Circus Rio; Sunset Cinema; St Ives Summer Fair; 5k Foam Fest; Bobbin Head Cycle Classic; St Ives Show; FIFA Women's World Cup Live Sites; Lindfield Fun Run; Ku-ring-gai Chase Fun Run; Oxfam Trail Walker; Bricks Backyard Ultra Marathon and the Paint it Red Festival.
- expanded Council's events program to include the Arts and Cultural Festival and the Ku-ring-gai Heritage Festival, expanded Gai-mariagal Festival and new regional Ku-ring-gai Eco Festival.
- partnered with Indigiearth for the annual Warrakirri Indigenous Dining Experience in metropolitan Sydney at Ku-ring-gai Wildflower Garden.
- introduced a weekly Organic Market.
- increased events usage at Council venues for key major community and commercial events including St Ives Showground.
- launched the Destination Connections E-newsletter to assist local tourism related businesses.
- refurbished a café at St Ives Showground plus implemented a range of improvements, including new access roads and upgrades to buildings.
- upgraded the Ku-ring-gai Wildflower Garden's most popular walking track by replacing the timber boardwalk with a Fibreglass Reinforced Polymer (FRP) product.

The latest data shows that resident satisfaction with attractions in the local area increased to 81% in 2024. Resident satisfaction with local community festivals and events remained high at 86% in 2024.

## Theme 6: Leadership

### Community engagement, communications and partnerships

Ku-ring-gai Council has conducted extensive community engagement, improved communication channels and fostered connections with community groups and other stakeholders. These initiatives have strengthened the Council's long term objective in the Community Strategic Plan (CSP) for a shared long-term vision that underpins strategic collaboration and partnerships and builds leadership capacity, and an informed and engaged community with enhanced collaboration, participation and decision-making.

Achievements have included the following:

- completed a diverse range of community communication, consultation and engagement during 2021 - 2024 across multiple areas. See **Appendix 4** for further details. This included:
  - a comprehensive program of communication and engagement on the State Government's housing policies and their implications for the Ku-ring-gai LGA.
  - community engagement for the preparation of the Community Strategic Plan 2032 and supporting plans, adopted in June 2022.
  - engagement and consultation for a number of projects under the Activate Ku-ring-gai program including Roseville, Pymble and St Ives Public Domain Plans.
- completed an independent review of customer experience and implemented recommendations.
- enhanced Council's website including a Volunteer Hub linking volunteers with local organisations, improved integration between the Council site and Council's new Net Zero site, and linking to Bookable which allows community groups to book outdoor banners online.
- increased audiences receiving Council's news through social media and e-newsletters.
- continued to maintain and seek opportunities for a diverse range of collaborations and partnerships with Council. See **Appendix 3** for examples during 2021-2024.

Latest data shows that resident satisfaction with opportunities to participate in matters impacting the Ku-ring-gai community has increased to 75% in 2024. Satisfaction with the provision of information about events, services, programs and facilities remains high at 83%. Satisfaction with the level of communication Council has with the community has been high but dropped in 2024 to 80%.

### Service improvement

Ku-ring-gai Council is committed to making ongoing improvements based on community feedback and internal review. Council's long term objective in the CSP is that Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.

Achievements have included the following:

- commenced targeted service reviews of communications and community engagement, development application processes and initial planning for a review of the management and maintenance of sporting fields.
- completed research into community priorities and satisfaction.
- implemented improvements to service and project delivery including actions from planned and completed internal audits of services, improving work practices as well as reviewing and assessing priorities and expected levels of service expressed by the community during community engagement activities. See **Appendix 5** for service improvement highlights throughout 2021-2024.

### Workforce

Ku-ring-gai Council has a strong commitment to the development and wellbeing of its employees. Council has implemented a range of initiatives to enhance customer service, promote diversity and inclusion and improve workplace safety.

Achievements have included the following:

- delivered organisational wide customer service training to staff.
- implemented the Equal Employment Opportunity (EEO) Management Plan.
- implemented an e-learning module to train relevant staff in the skills to conduct fair, unbiased and merit-based recruitment.
- implemented and expanded the Total Rewards & Recognition Program as part of the strategy to attract, develop, engage and retain staff.
- implemented the Succession Planning Strategy.
- implemented the Gender Equality Strategy.
- developed the Market Review and Retention Allowance Policy.
- implemented the 2022 and 2024 Employee Opinion Surveys.
- implemented the inaugural Reward & Recognition Excellence Awards, including awards for behavioural excellence, innovation excellence, customer service excellence, performance excellence and Employee of the Year.

- implemented a new First Aid and First Aid Response Procedure.
- completed a review of findings and recommendations from the inspection conducted by SafeWork Australia under its Musculoskeletal Disorder Program to develop an integrated approach for loss prevention strategies and improve workplace injuries.
- developed the Business Continuity Management Policy and framework, and Business Continuity Plans for Council Chambers and Bridge Street/ Suakin Depot.
- revised the Council Advisory and Reference Committee Guidelines.
- implemented Council's audit program, which included reviews of plant and fleet management, integrated planning and reporting, business continuity planning, payroll, fraud and corruption framework, leisure facilities and parks, project management, fire safety compliance, customer service, tree management, expense management, cyber security and grants management and sponsorships.
- implemented a new Privacy Management Plan.

### Corporate sustainability

Ku-ring-gai Council is committed to improving sustainability outcomes in its operations and service delivery. To achieve this Council has a Corporate Sustainability Action Plan (CSAP) which assists staff to achieve improved sustainable outcomes across their delivery of services, community and recreation facilities buildings and assets.

Achievements included:

- substantially decreased total greenhouse gas emissions from Council facilities by transitioning to 100% renewable energy for its electricity supply with ZEN Energy. Ku-ring-gai played a key role in securing renewable energy through the PEERS 3 Power Purchase Agreement.
- launched the Greenstyle@home program to staff, an extension of Council's successful resident home assessment program which provides advice on creating a healthy, low-cost, comfortable home.

### Governance

Ku-ring-gai Council has continued to strengthen its governance and accountability arrangements to ensure transparency and integrity in its operations. These initiatives have contributed to the long term objective in the CSP to an organisation that provides ethical and transparent decision-making, efficient management, and quality customer service.

Achievements have included the following:

- coordinated the delivery of local government elections in 2021 and 2024.
- developed the Community Strategic Plan: Ku-ring-gai 2032, Delivery Program 2022 – 2026 and Operational Plans, adopted in June 2022.
- coordinated the review of policies, plans and strategies across Council – see **Appendix 2** for a listing during 2021 - 2024.
- updated the Code of Meeting Practice to support more accessible, flexible and interactive public forums, and allowing each Councillor to ask questions of a speaker at a forum.

- implemented a new Fraud and Corruption Control Policy and Fraud and Corruption Control Strategy.
- implemented a new Public Interest Disclosures Policy.
- reviewed the Code of Conduct Policy.
- reviewed the Councillor Interaction with Staff and Access to Information Policy.
- reviewed the Councillor Expenses and Facilities Policy.

### Advocating for Ku-ring-gai

Ku-ring-gai Council has continued to advocate on behalf of the Ku-ring-gai community and lobbied NSW and Federal governments on issues such as housing policy, local government funding and transportation improvements. This is in support of the long term objective in the CSP for a shared long-term vision that underpins strategic collaboration and partnerships and builds leadership capacity.

Achievements have included the following:

- successfully advocated for funding for community programs, community and cultural events from government.
- continued to lobby the NSW and Federal governments on matters of importance to the local area and local government generally, including housing policy changes, proposing motions to the ALGA National General Assembly and a submission to the Parliamentary Inquiry into local government funding.
- continued to advocate for the accelerated implementation of a rapid bus route between Chatswood and Dee Why; and Mona Vale and Macquarie Park, the accelerated development of the All-Day Frequent Network (express services) and the upgrade of the Turrumurra bus interchange.

In 2024, 76% of residents reported they were satisfied with Council's advocacy on matters impacting Ku-ring-gai.

## Financial sustainability

Ku-ring-gai Council has continued to maintain a sound financial position while maintaining high standards of service delivery in support of the long term objective in the CSP that Council rigorously manages its financial resources, to sustainably deliver assets and facilities to maximise delivery of services.

Achievements have included the following:

- completed and implemented recommendations from the financial sustainability review.
- continued to proactively source and apply for relevant grants and subsidies to improve levels of service.
- applied successfully to IPART for a levy rates increase of 2.5% in line with previous years.
- generated \$5m from the sale of a portion of Balfour Lane, Lindfield which will fund key road and road safety programs.
- expanded revenue opportunities for Council through two new café licences at Lindfield Village Green and St Ives Showground, a license for use of the Roseville Tennis Pavilion by On-line Tennis and a new lease for building signage at 828 Pacific Highway, Gordon.
- executed variation of licences/leases to extend eight KU Children's Services tenancies on improved commercial terms in accordance with updated valuation advice.
- maintained favourable budget outcomes, resources and levels of services during the COVID-19 pandemic.
- improved probity around procurement processes.

Council has continued to maintain ongoing operating surpluses (excluding capital income) and maintain a building and infrastructure renewals ratio above 100% each year, other than a decline in 2023/24 due to depreciation.

## Challenges

**ageing population**

reducing emissions

high demand for volunteers

**increasing mental health needs**

**increasing natural emergencies**

services for

**climate change**

**disadvantaged residents**

**housing supply and affordability**

**COVID – 19 Pandemic**

cultural understanding and appreciation

work/life balance

skills shortages

supporting local jobs growth

legislative change

attracting and retaining small/medium business

building compliance

traffic congestion

**infrastructure needs**

**balancing development with environmental protection**

parking availability

misinformation

**protecting biodiversity**

cyber security

illegal tree removal

responding to proposed NSW Government housing policy

**protecting heritage**

limited resources

increasing costs

**growing service demands**

social isolation

availability of building supplies

delays in state funding

**engaging hard to reach communities**

grant funding withdrawal (Lindfield Village Hub)

increased animal management complaints

uncertainty about future population growth



# PLANNING FOR THE FUTURE



# PLANNING FOR THE FUTURE

As well as covering the term of the previous Council and progress against the Community Strategic Plan (CSP), the State of our Ku-ring-gai Report also provides information on current and future challenges that sets the scene for the new Council. This is intended to assist the new Council to undertake its review of the CSP.

The following sections provide an overview of key identified challenges for Council and the community over the next 4 years. They include:

1. Social wellbeing
2. Housing supply and affordability
3. Supporting infrastructure and facilities
4. Moving around Ku-ring-gai
5. Revitalising local centres
6. Protecting our environment
7. Responding to climate change
8. Engaging with the community
9. Financial sustainability

# Highest priority issues for the Ku-ring-gai LGA

## Strengths of the Ku-ring-gai area\*

When asked about the positive aspects of living in Ku-ring-gai, residents overwhelmingly cited the natural environment and open spaces as the most significant strengths. Two-thirds (66%) of respondents highlighted these features, underscoring the area’s natural beauty and outdoor amenities. Additional strengths frequently mentioned by residents included a strong sense of community, a safe living environment, and convenient access to public transportation. These factors contribute to the overall quality of life and desirability of the Ku-ring-gai region.



Compared to the 2021 survey, there were notable increases in the number of residents who identified public transport, housing size and quality, history and heritage, proximity to the city, environmental protection, family-friendly amenities, and libraries as strengths of the area. These shifts reflect evolving priorities and preferences among the local population.

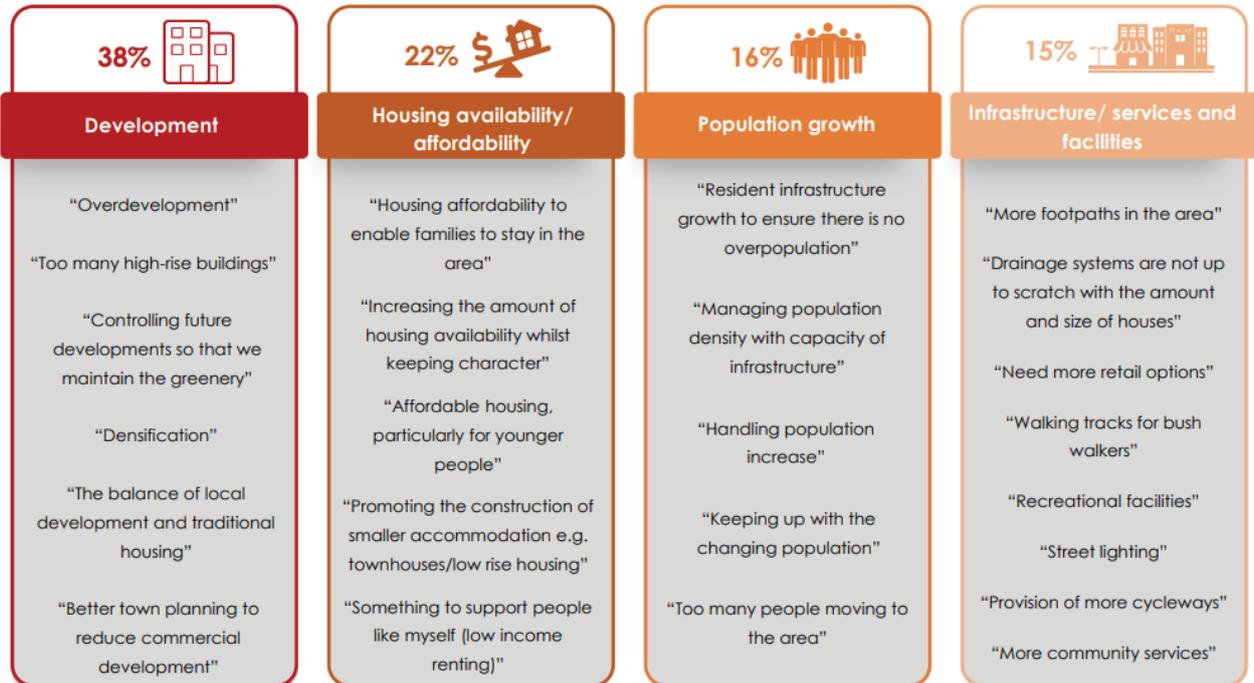
Residents of Ku-ring-gai continued to report a very high overall quality of life. 99% of Ku-ring-gai residents rating their quality of life as ‘good’ to ‘excellent’ (compared to the 93% average for metropolitan areas).

\* Source: Community Research 2021 and 2024, Micromex

## Priority issues for the Ku-ring-gai area\*

Housing affordability and availability have emerged as the most pressing issue facing Ku-ring-gai residents in the coming decade. The proportion of respondents citing housing as a top priority has increased significantly from 5% in 2021 to 22% in the current survey.

While development and traffic remain important concerns, their relative priority has decreased since 2021. Other key areas identified by residents as requiring attention include managing population growth and ensuring adequate infrastructure, services, and facilities.



The new Community Strategic Plan should consider ways to build upon the area's strengths, as well as addressing these challenges and priority issues identified by the Ku-ring-gai community.

\* Source: Community Research 2021 and 2024, Micromex

## Population change

### POPULATION<sup>1</sup>

126,983

### BIRTHS AND DEATHS<sup>2</sup>

#### Fertility rates<sup>3</sup>

1.24 in Ku-ring-gai LGA compared to 1.5 in Australia

#### Death rates<sup>4</sup>

3.6 in Ku-ring-gai LGA compared to 5.1 in Australia

### AGE STRUCTURE<sup>5</sup>

In 2021, Ku-ring-gai had a higher proportion of children (under 18) and a higher proportion of persons aged 60 or older than Greater Sydney.

At the same time the proportion of young workforce (25–34-year-olds) was half that of Greater Sydney.

### OVERSEAS MIGRATION<sup>5</sup>

In 2021, 42.6% of people in Ku-ring-gai were born overseas, compared with 38.6% in Greater Sydney. Highest ranked birthplaces were China, UK, South Africa, Hong Kong, India, South Korea, New Zealand, Malaysia, Iran and USA.

### LANGUAGE USED AT HOME<sup>5</sup>

33.4% of people used a language other than English at home in 2021 in Ku-ring-gai. Languages used by rank were Mandarin, Cantonese, Korean, Persian, Hindi, Japanese and Spanish.

### HOUSEHOLD TYPE<sup>5</sup>

45.7% of households were made up of couples with children in 2021 in Ku-ring-gai, compared with 34.4% in Greater Sydney. Other characteristics:

- 24.8% Couples without children
- 16.6% Lone person
- 9% One parent families

### HOUSING TYPE<sup>5</sup>

32.8% of the dwellings were medium or high density in Ku-ring-gai, compared to 46% in Greater Sydney. This means 66.7% were separate dwellings compared to 55% for Greater Sydney.

### EDUCATION<sup>5</sup>

53.7% of people in Ku-ring-gai had a Bachelor or Higher degree qualification in 2021, higher than Greater Sydney. This represents an increase of 8,517 people since 2016.

### INDUSTRY WORK GROUP<sup>5</sup>

More Ku-ring-gai residents worked in professional, scientific and technical services than any other industry in 2021.

<sup>1</sup> Australian Bureau of Statistics, Estimated Resident Population, 2023

<sup>2</sup> Australian Bureau of Statistics, 2023

<sup>3</sup> Total fertility rate is the number of registered births per woman.

<sup>4</sup> The standardised death rate (SDR) uses the age distribution of total persons in the Australian population at 30 June 2001 as the standard population. The SDR is expressed as deaths per 1,000 standard population.

<sup>5</sup> Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id.

# Issues and challenges for the future

## 1. Social wellbeing

Trends from the 2021 Census indicate a growing diversity in age and cultural background. Ku-ring-gai has a higher proportion of families with children and an ageing population compared to Greater Sydney. Additionally, there is a significant increase in cultural diversity, with many residents born overseas or speaking languages other than English at home.

These trends provide challenges to Council in setting priorities, planning and providing new and expanded programs and facilities to support population change. At the same time we will need to equitably manage competing demands for services and access to community facilities.

Council delivers a diverse range of community services, programs and facilities to the Ku-ring-gai community, including those for youth, seniors, people with disabilities and culturally diverse groups. Many of these programs and services are delivered in collaboration and partnership with government, other agencies and community groups.

Over the last three years Council has responded to the needs of younger age groups, older residents and culturally diverse groups through new and expanded programs and services as well as the establishment of new advisory committees for both youth and cultural diversity.

Council also fostered cultural vitality over the reporting period by expanding programs of cultural events. This included supporting festivals, performances and events that celebrate who we are and provided opportunities for creative experiences, performances, drama and events.

### Challenges going forward

There are indicators of increasing isolation and vulnerability in some sections of the community, particularly in older age groups and those from a non-English speaking background. We also have a growing number of people living on their own in both older and young adult age groups. Council's challenge will be to remove barriers to access by expanding and diversifying Ku-ring-gai's volunteering networks and improving information, services and facilities to those groups who most need them.

**Youth services and facilities:** There is an increasing demand for services and programs focused on youth mental health and associated behaviours. Challenges include increasing rates of anxiety and depression, school behavioural issues, stigma surrounding mental health and digital isolation. Demand for mental health services far exceeds available resources, leaving many young people without timely

support. In addition, waiting lists for counsellors and psychologists are long, and funding for mental health programs is insufficient to address the growing need.

### Services and programs for older residents:

Challenges of an ageing population include higher incidences of loneliness and isolation, physical and cognitive impairments (such as dementia) that limit social engagement, insufficient access to social and home support services, transportation, and mobility solutions, loss of community infrastructure and spaces for socialising, increasing support needed in the home and increasing accessibility and mobility issues. A key focus going forward may be providing accessible services, facilities and infrastructure to meet the demands of an ageing population. The other major challenge is maintaining the wellbeing of older people in the area so they can stay healthy for longer and support themselves in their own home.

**Participation by culturally diverse groups:** A key challenge will be to increase the participation and engagement of culturally diverse residents in social and recreational activities. We will continue supporting festivals, performances and events that celebrate who we are and provide opportunities for creative experiences, performances, drama and events. At the same time we may need to equitably manage competing demands for services and access to community facilities.

**Optimising use of community facilities:** The demand for 'fit for purpose' community facilities (meeting halls and rooms) currently exceeds availability. Challenges include competition for facility usage between community programs and public use, cost barriers reducing more vulnerable resident access to facilities and services and ageing infrastructure increasingly failing to meet modern accessibility requirements. Opportunities to provide more renovated or new multipurpose facilities will need to be explored as well as fostering collaboration between community groups to reduce competition and increase the shared use of spaces and supporting those groups challenged with facility costs.

The new Community Strategic Plan (CSP) and supporting plans should consider the following:

- addressing the increasing isolation and vulnerability of certain community segments, particularly older residents and those from non-English speaking backgrounds.
- focusing on improving access to services and facilities for these groups, expanding volunteering networks, and addressing the growing demand for youth mental health services.
- prioritising accessible services for an ageing population and promoting their wellbeing.
- increasing participation and engagement of culturally diverse residents in community activities while optimising the use of community facilities.

## 2. Housing supply and affordability

New housing will need to be more varied than before to meet the changing needs and preferences of a more diverse population. The cost of housing in Ku-ring-gai is high compared to the Greater Sydney Metropolitan area. While a significant proportion of residents own their own home a growing number are renting.

In considering these challenges we need to focus on facilitating a diverse and affordable range of housing to meet our needs. Our challenge is to plan for development while protecting and enhancing the visual landscape and built characteristics of Ku-ring-gai. We must also create opportunities for neighbours within new developments to connect with each other and existing residents.

The National Housing Accord seeks to deliver 377,000 new well-located homes across NSW by 2029. All local governments are signatories to the National Housing Accord. The key issues that require a response are limited housing supply, providing for housing diversity, housing affordability and responding to future population growth.

The draft Ku-ring-gai Housing Strategy was prepared and exhibited in early 2020. However the previous term of Council decided not to proceed with increased heights or new zonings but to adopt a housing strategy that would provide new housing to the year 2036 from existing capacity within Ku-ring-gai's existing planning controls.

The *Environmental Planning and Assessment Act, 1979* (EP&A Act) requires the NSW State Government to establish 5, 10 and 20 year housing targets for each Local Government Area (LGA). Ku-ring-gai has been issued a 5 year (2029) housing target of 7,600 new homes. There is no indication of when 10 and 20 year housing targets will be released.

A new Ku-ring-gai Housing Strategy is required to meet the NSW State Government's requirements and housing under the NSW State Environmental Planning Policies.

The NSW State Government Housing reforms were released and exhibited in late 2023 and early 2024 and these include the Low and Mid Rise Housing Policy and the Transit Oriented Development (TOD) program. The TOD planning controls came into effect in May 2024 and introduced a blanket height rule for unit developments land within 400m of Roseville, Lindfield, Killara and Gordon stations. The first part of the Low and Mid Rise reforms commenced in July 2024, which permits dual occupancy development on most low density residential zoned land, subject to

development consent. It is unknown when the rest of the Low and Mid Rise Policy will commence.

These plans were implemented without adequate public consultation, leading to concerns about their potential negative impacts on the environment, local character and heritage of Ku-ring-gai. Additionally, the lack of infrastructure, time, and funding to accommodate housing growth poses significant challenges, particularly in areas such as open space, utilities, and community facilities.

Council resolved to take legal action and prepare alternative Housing Scenario Plans that need to match or be greater than the housing yields under the TOD State Environmental Planning Policy (SEPP). Council has commenced an affordable housing study, planning for dual occupancies with a minimum lot size and Development Control Plan controls in accordance with the SW State SEPP.

### Challenges going forward

Council will need to consider the Ku-ring-gai Low and Mid Rise SEPP requirements and alternative housing scenarios for Roseville, Lindfield, Killara and Gordon, along with a new contributions plan for local infrastructure. Council will need to prepare, consult, adopt and implement a Ku-ring-gai Housing Strategy based on State Government 10 and 20 year housing targets, including any Council adopted and State Government approved plans for the four TOD stations.

The new CSP and supporting plans should also consider how Council can maximise the benefits of this growth and mitigate the negative impacts of mandated development on infrastructure, environment, transport, heritage and the local character of Ku-ring-gai.

### 3. Supporting infrastructure and facilities

Council faces significant financial challenges associated with the growing demands placed on ageing public infrastructure such as roads, drainage, sporting fields, open space, recreational facilities, buildings, community and cultural facilities.

In the past, new infrastructure has predominantly been funded through development contributions. Council is now looking for a broader range of funding sources to allow it to provide the increasing range of facilities and services that its growing population requires. Further, these new assets will themselves require maintenance and renewal in future years, putting additional pressure on Council's infrastructure backlog.

As Ku-ring-gai's population increases and changes, including increased cultural diversity and older age groups, there will be additional competing demands for services, programs and access to community facilities and infrastructure such as well-maintained and accessible ovals, parks and open spaces.

Through the formulation of funding strategies, renewal and maintenance programs, Council continues to work towards reducing the infrastructure backlog. Information on these strategies and programs and how they are proposed to be funded are detailed in Council's Long Term Financial Plan (LTFP) and Asset Management Strategy.

In response to continuing financial challenges and other external factors impacting on Council and local government more generally, in 2022/23 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 have informed the development of Council's budget and future years of the LTFP.

The development contributions system remains a critical component of a wider funding strategy to deliver new and upgraded infrastructure to support development, and the growing and changing demographics of the area. Council's Contributions Plans will require review to accommodate future population growth.

#### Challenges going forward

Council faces significant challenges associated with the growing demands placed on public infrastructure, sporting fields, open space, buildings and community facilities. Council is currently delivering this infrastructure to support current planned levels of redevelopment. Potential growth resulting from the NSW Government's new housing policies will require significant additional local infrastructure. Ongoing responses will be needed to deliver housing and population growth particularly in relation to any changes to housing policy. This includes implications for new and expanded infrastructure as well as management and renewal of ageing infrastructure such as roads, bridges, drainage and community buildings, which will require substantial renewal or replacement investments.

**Parks and open space:** The pressure on Council's existing sporting and recreation facilities is high, and there are insufficient facilities to meet current and anticipated future demands. A study of Ku-ring-gai's open space and recreation needs was adopted by Council in March 2024. The study identified a number of challenges that Councils face in recreation planning. These include provision of sports fields for structured sports; playing surface type (synthetic, natural and hybrid); dog off leash areas; competing demands for the same space; unstructured recreation, and changes in cultural diversity and community density with associated changes in land use and community need. Council has been actively acquiring land and converting the land to new parks since 2010 in line with the Ku-ring-gai Contributions Plan, which has been supporting the delivery of local open space and generally funds 100% of the cost of land acquisition and embellishment.

**Community and cultural facilities:** Council provides a range of buildings and facilities that are available for the community for long term lease or for casual or permanent hire. Council is actively planning for a network of new and upgraded facilities to cater for the needs of the current and future community and respond to an increase in female sport participation requiring an expansion of existing building facilities to allow for female amenities.

**Local centre streetscape:** The Ku-ring-gai Contributions Plan allocates funding for works to streets that form part of the Local Centres; works include new footpaths, street furniture, street trees, pedestrian and street lighting and underground powerlines. The work also includes road works such as road widening, intersection improvements and changes to traffic signals. This work is generally fully funded by development contributions.

**Local road and associated infrastructure:** Council is working with stakeholders to make improvements to the network to reduce congestion, particularly around local centres, to maximise the efficiency of parking and to improve safety and accessibility for pedestrians, cyclists and motorists. This includes proactively seeking grant funding for eligible sites through both federal and state road improvement programs and preparing detailed Transport Management Plans for each of the local centres.

The new CSP and supporting plans should consider ways to address the growing infrastructure demands in Ku-ring-gai, including the need for additional facilities to support the increasing population and housing density. This will require significant investment in infrastructure renewal and expansion, as well as ongoing planning and management to ensure facilities are available and meeting the expectations of users.

## 4. Moving around Ku-ring-gai

The ability to move around plays a key role in our quality of life, the choices we make about where we live and the liveability of our communities. Residents also want the ability to live relatively close to where they work and play and feel socially connected.

Ku-ring-gai's challenge is to continue developing an integrated and accessible transport network with improved access for residents, flexible transport options that cater for the needs of the population and efficient support infrastructure.

A major challenge is to reduce dependence on private motor vehicles utilising high-emission fuels and moving to zero emission vehicles with supporting charging infrastructure. A reliable, cost-effective public transport system, accessible footpaths and bikeways will also assist in moving cars off the road. Fewer cars will reduce traffic congestion, put less pressure on parking spaces and lower greenhouse gas emissions.

This is increasingly important as our population and housing density increases in Ku-ring-gai and across the Sydney metropolitan area.

The efficiency of Ku-ring-gai's transport network is significantly impacted by factors such as the Pacific Highway's congestion, inadequate footpaths, limited parking options, lack of accessible transport for older residents and people with disabilities, high demand for commuter parking, the need for electric vehicle charging infrastructure and further infrastructure to support active transport choices.

Between 2021 and 2024, Council collaborated with government agencies, transport providers and neighbouring councils to enhance the local transport network. Significant achievements include improvements to the Pacific Highway to reduce congestion, introduction of peak period clearway restrictions on Mona Vale Road, completion of traffic studies and designs for right turn bays and pedestrian crossings, successful grant applications for infrastructure improvements, and collaboration with Transport for NSW for railway station accessibility and active transport initiatives. Additionally, Ku-ring-gai Council established an Active Transport Reference Committee and introduced policies for e-charging stations on both public and private land, and for car share vehicles.

### Challenges going forward

The increasing population and housing density due to the Transit Oriented Development (TOD) reforms will likely lead to higher traffic volumes on Ku-ring-gai's roads. To address this, Council may need to work with Transport for NSW on a long-term plan to upgrade the Pacific Highway and the intersection of Boundary Street and Archbold Road, Roseville. Additionally, Ku-ring-gai Council may need to seek increased funding for traffic facilities.

Encouraging alternative modes of transport, such as public transport, cycling, and walking, is crucial to reduce traffic congestion. This requires significant investment in infrastructure, including safe bike lanes, well-maintained footpaths, reallocation of road space and improved public transport access.

Meeting the parking needs of all road users, especially residents and commuters, remains a challenge. Strategies to address this may include implementing smart parking solutions, encouraging carpooling, facilitating access to car share vehicles and promoting active transportation options.

## 5. Revitalising local centres

The Gordon, Turramurra, and Lindfield Hub projects are key urban renewal initiatives outlined in Ku-ring-gai's Local Strategic Planning Statement (LSPS). These projects aim to revitalise local centres, offering a diverse range of shops, homes, and community facilities.

Implementation of these priorities is being considered in the context of the new State Environmental Planning Policy (Housing) amendment (Transport Oriented Development) 2024, and Low to Mid Rise SEPP provisions (some parts of which are still to be published by the NSW Government) which may influence the form and nature of development options for the Hub sites.

**Gordon Community Hub:** The LSPS planning priority for Gordon sees the centre as 'the civic and cultural heart of Ku-ring-gai'. This priority would support the growth and revitalisation of Gordon Local Centre incorporating a diverse mix of uses including civic and cultural, business and retail, entertainment and leisure and residential uses. The Activate Gordon precinct is identified in the Ku-ring-gai Development Control Plan 2016 (DCP) and is a revitalisation and beautification initiative focused largely on Council-owned sites which include the former school, Gordon Library and the Council Chambers. The intention is to leverage these sites to develop a Civic Hub Precinct in the centre which will incorporate a cultural centre and art gallery, new council chambers and administration offices, a library and a civic and ceremonial space.

**Turramurra Community Hub:** The LSPS planning priority for Turramurra sees the place as 'a family-focused urban village'. This priority would support the growth and revitalisation of Turramurra Local Centre as a community hub for residents living in the north of Ku-ring-gai. The Activate Turramurra precinct is identified in the Ku-ring-gai DCP and Activate Turramurra seeks to leverage Council-owned sites, in collaboration with private and government landowners, to develop a community hub which will incorporate an integrated district library and community centre, a park and new public domain areas. A masterplan was adopted and forms part of the current DCP for the site. During this term, Council has analysed the development viability of this project, and in 2022 resolved that it did not have the financial capacity to deliver the masterplan. Council further resolved that discussions should proceed with the neighbouring landowner to consider a plan to deliver the masterplan in stages.

**Lindfield Village Hub:** The LSPS planning priority for Lindfield sees the place as 'a thriving and diverse centre'. This priority would support the emerging urban culture of Lindfield Local Centre by encouraging a vibrant mix of uses to service the local community. Improvements will support the provision of new housing, contemporary retail environments, new parks and community facilities offering local people exciting opportunities to shop and eat and socialise, both during the day and night. A procurement process to appoint a suitable developer was undertaken but the withdrawal of State Government funding in November 2023 meant that there was insufficient funding for Council to allow the contract to be executed. Council is now exploring other options to proceed with the project.

### Challenges going forward

The Gordon, Turramurra and Lindfield Hub projects are major urban renewal projects that aim to revive these local centres. Due to the complex nature of these projects, they require engagement of sophisticated property development specialists with capacity and experience to deliver Council's required community facilities in a cost neutral way, and where Council does not take on unacceptable development risks. A key challenge for these projects is balancing community willingness to accept change and increased development density, with the goals of urban renewal and housing affordability.

The future direction of these major urban renewal projects should be considered under the new CSP and supporting plans.

## 6. Protecting our environment

Ku-ring-gai Council faces increasing pressure to balance environmental sustainability with urban development and a growing population. As the population grows, protecting biodiversity, mitigating climate change, and reducing resource consumption are strategic challenges. Council must ensure that development aligns with appropriate planning and environmental assessment principles as well as ecologically sustainable development while maintaining high-quality public green spaces, providing recreational opportunities and further engaging with and empowering the community on contemporary environmental challenges, and transitioning to net-zero emissions by 2040 or earlier.

Ku-ring-gai is known for its rich biodiversity and heritage landscapes. However, urban and population growth, increased development, and changing environmental conditions, particularly extreme weather events, have put significant strain on natural resources and ecosystems leading to reduction in canopy cover, increased erosion and sedimentation of creeks, and increasing fragmentation of bushland reserves. External factors such as state and national housing targets, biodiversity conservation legislation, and climate policies further complicate the local strategic planning process. Additionally, community expectations around environmental performance are growing, driving demand for more sustainable outcomes within the local government area.

From 2021 to 2024, Ku-ring-gai Council has made substantial progress in fostering community involvement and appreciation for environmental challenges and maintains a number of key volunteer and action groups as well as high levels of engagement across numerous media streams. Through initiatives such as environmental workshops, net zero champion groups, environmental volunteering and engagement in local sustainability projects, there has been a noticeable increase in awareness and participation. The introduction of the Water Sensitive Cities Strategy has provided a framework for improving water efficiency, stormwater management, and integrating water-sensitive urban design into planning frameworks. The Urban Forest Strategy has raised awareness around tree canopy coverage, enhancing biodiversity and efforts to mitigate the urban heat island effect. Additionally, Council has improved its policy and strategy framework, integrating sustainability into key planning processes to ensure long-term environmental resilience.

### Challenges going forward

Key challenges include balancing the pressures of increased population and associated increased pressure on open space and resources, with the protection of natural habitats including both terrestrial and aquatic ecosystems. In addition, addressing the impacts of climate change and building ecosystems and community resilience remains a challenge. Population growth and development continue to threaten biodiversity and green spaces, requiring stronger efforts to preserve and restore critical ecosystems and provide leadership on ecologically sustainable recreation and development. Climate change poses ongoing risks, including more frequent extreme weather events, which will require enhanced adaptation strategies. Ensuring community resilience and supporting sustainable housing solutions are essential. The next CSP and supporting plans should emphasise climate resilience, prioritise habitat conservation, and ensure that social and environmental goals are aligned, particularly in the context of new urban developments. Collaboration with state and federal governments on policy and funding alignment will be key to addressing these complex challenges.

### Frameworks guiding Ku-ring-gai Council's environmental actions:

#### 1. Net Zero emissions:

Achieving net zero emissions by 2040 is central to Ku-ring-gai's strategy, supported by the Climate Change Policy 2020 and the Towards Zero Emissions 2030 Action Plan. The energy transition has broad implications across electric vehicle adoption, renewable energy, building and asset management and community-driven initiatives like the Net Zero Communities Strategy.

#### 2. Climate change:

Council works on climate mitigation through emissions reduction. Additionally, Council works on resilience through collaboration with Resilient Sydney and emergency preparedness through the Climate Wise program.

#### 3. Biodiversity conservation:

Protecting biodiversity, including habitat restoration and conservation, is a key focus. Biodiversity conservation is supported through fauna and flora monitoring programs as well as the Urban Forest Strategy, Biodiversity Policy, Natural Areas Plan of Management and other environmental impact assessment.

#### **4. Waste reduction and circular economy:**

Reducing waste and promoting resource recovery requires a multipronged and innovative approach to various materials and behaviours. Council looks for partnerships within the community, government agencies and commercial providers to improve the circular economy and align with state efforts to phase out single-use plastics and incentivise recycling.

#### **5. Water sensitive cities:**

Council's Water Sensitive Cities Strategy seeks to integrate sustainable water management into urban planning. It focuses on improving stormwater management, water harvesting, and implementing water-sensitive urban designs to ensure a sustainable future.

#### **6. Community engagement and education:**

Through environmental workshops, eNewsletters, social media platforms, and volunteering programs, Council is engaging residents in sustainability. Initiatives like Net Zero Champions help foster a community wide commitment to environmental resilience and climate action.

## 7. Responding to climate change

Climate change presents a significant global challenge that necessitates local, actionable responses. Ku-ring-gai Council is committed to leading in sustainability by implementing strategies that not only reduce carbon emissions but also enhance community resilience. While climate impacts are felt worldwide, local governments play a crucial role in addressing these challenges through sustainable urban planning, energy efficiency initiatives, and nature-based solutions. Council's efforts focus on reducing greenhouse gas emissions, protecting the natural environment, and promoting sustainable practices within the community. These efforts aim to contribute to the global fight against climate change, protect the quality of life for current and future generations, and accelerate progress towards net zero emissions.

Ku-ring-gai Council's Climate Change Policy, adopted in 2020, aligns with international and state commitments, including the Paris Agreement and New South Wales' Net Zero Plan. Council has set ambitious targets to reduce its own emissions by 50% by 2030 and achieve net zero by 2040. The Towards Net Zero Emissions 2030 Action Plan and Net Zero Communities Strategy 2022-2027 provide structured approaches to guide the Council and community towards these goals. Recent infrastructure developments, such as electric vehicle charging

policies, combined with increased community involvement through volunteer initiatives and digital engagement, demonstrate a growing commitment to sustainable practices and climate action.

Since late 2021, Council has taken significant steps to support climate change resilience and reduce greenhouse gas emissions in line with Australia's commitment to the Paris Agreement. Major initiatives include:

- adoption of the Towards Net Zero Emissions 2030 Action Plan, setting out measures for emission reductions across Council operations and the community.
- installation of renewable energy solutions at Council facilities, including solar power generation and energy-efficient upgrades.
- implementation of electric vehicle charging infrastructure and incorporation of electric vehicles in Council's operational and passenger fleet, supporting the transition to a low-emission transport system.
- enhanced community engagement through the Net Zero Communities champions program and subsite, providing accessible information and resources to encourage sustainable practices whilst engaging with approximately 300 Net Zero Champions.

Emission reduction and renewable energy targets are outlined below:

Emission trajectories	Council targets (2000 baseline)
<b>Council</b>	
50% reduction	By 2030 or earlier
100% reduction (net zero emissions)	By 2040 or earlier
100% renewable energy	By 2030 whilst pursuing efforts to reach 100% renewable by 2025
100% reduction in fleet emissions	By 2040 or earlier
<b>Community</b>	
100% reduction (net zero emissions)	By 2040 or earlier

## Challenges going forward

As Ku-ring-gai Council looks ahead to the next CSP and supporting plans, several challenges and priorities should be considered:

- with the increasing frequency and severity of weather events, Council may need to enhance infrastructure adaptation and community preparedness to minimise climate-related disruptions.
- achieving net zero emissions will require ongoing investment in energy-efficient technologies, infrastructure upgrades and optimised energy management. Collaborating with state and federal governments will be crucial in securing funding support for these initiatives.
- engaging the community is essential for driving local climate action. Council should consider ways to leverage digital platforms and improve communication channels to educate and inspire residents to participate in climate-friendly initiatives.
- protecting bushland, urban forests, and biodiversity is vital for maintaining ecological resilience in a changing climate. Council must invest in effective monitoring and management practices to conserve natural assets and adapt to changing conditions.
- Council must stay agile and responsive to evolving political, social, and technological trends. This may involve refining existing policies, adopting new technologies and aligning with emerging standards and best practices.
- Ku-ring-gai Council's path towards net zero will shape its service delivery, resource management, and community support, with a strong focus on resilience, sustainability, and continuous improvement.

## 8. Engaging with the community

Ku-ring-gai Council faces challenges in delivering community engagement and communication strategies for an increasingly diverse and digitally connected population with increasing expectations of transparency, responsiveness and service. With 33% of residents speaking languages other than English at home, the community's cultural and linguistic landscape is rapidly evolving. This demographic shift, coupled with the rise of digital platforms as primary information sources and the decline of local media, requires us to adopt a dynamic approach in how we interact with our community.

Since 2021, Council has taken steps to address these changes, including diversifying communication approaches, expanding our digital presence, employing more active engagement, initiating multilingual efforts, and exploring use of some AI applications.

However, challenges remain including maintaining consistent engagement across evolving digital platforms, combating misinformation, ensuring inclusive participation, adapting to changing social media algorithms, and effectively balancing digital and traditional engagement methods to meet the diverse needs of our constituents.

### Challenges going forward

In the development of the next CSP and supporting plans, Council should consider the complexities, challenges and opportunities presented by digital technology while ensuring data privacy and security, and ways to measure success.

To address these challenges, the next CSP should focus on developing a flexible communication approach that leverages technology for multilingual communication, drives digital literacy (in staff and the community), and incorporates rigorous data analysis to inform and support effective decision-making.

Focusing on innovation through community and staff engagement could support improvements in engagement. A strong focus on continuous improvement, and not settling for 'business as usual' will help but requires support and resourcing to ensure success. Additionally, regular assessment of community needs and preferences will be crucial, especially for those whose voices are quietest, but who may be most affected by Council's decisions.

Ultimately, success will hinge on Council's ability to remain adaptable and responsive to technological changes while ensuring inclusive and effective communication with all community members in the rapidly changing real and virtual world.



## 9. Financial sustainability

Council is facing financial challenges due to rising costs and limited revenue growth. Increased community demand for services and ageing infrastructure are driving up maintenance and renewal expenses, while rate caps and restrictions on rate increases limit Council's ability to generate additional income. Recent economic pressures, including high inflation, escalating infrastructure project costs, and rising prices for services, labour, energy, and materials, have compounded these issues. Without additional funding or adjustments to operations, Council's financial sustainability is at risk in the long term.

Ageing infrastructure, including key assets like buildings, footpaths, and drains, presents a significant challenge for Council. Many of these assets are decades old and have not been adequately upgraded. With growing populations and new government housing reforms, there is increasing pressure to improve the existing infrastructure and build new assets. However, funding for their long-term maintenance has been inadequate, creating a financial burden on both current and future generations. To address these challenges, Council's Long Term Financial Plan (LTFP) considers various strategies.

Council is currently in a sound financial position. However, long-term financial sustainability is becoming a growing concern due to rising costs driven by increased community demand for services, ageing infrastructure, and limited revenue growth. The current levels of income that councils receive are insufficient for ensuring long-term financial sustainability and meeting community needs. Ku-ring-gai Council, like other NSW councils, relies heavily on rates, which make up about 60% of its revenue. While the rate peg helps protect ratepayers from sharp increases, it also limits Council's ability to keep up with rising costs. Over the past decade, Council's costs for providing services have increased by 40%, while rates have only risen by 28%. This disparity makes it challenging for Council to meet growing demands for infrastructure and services in the community.

In response to ongoing financial challenges and external pressures, Ku-ring-gai Council commissioned a financial sustainability review in 2022/23. The review recommended updating Council's Resourcing Strategy and LTFP to account for recent changes in funding strategies, rising costs in major projects, updated asset condition assessments and projected maintenance needs.

Key recommendations included adjustments to the capital works program, funding strategies for major projects, and reviewing services and rates to ensure long-term financial sustainability while meeting community needs.

Council has also engaged independent consultants to prioritise capital upgrades for community buildings and review the Asset Management Plans (AMP), providing a detailed condition assessment. In addition, a comprehensive revaluation of stormwater assets revealed a more deteriorated network than initially assumed, leading to the introduction of a new renewal methodology and relining program to extend asset lives.

To better understand community needs and expectations, Council recently conducted a community satisfaction survey, gathering feedback on service satisfaction and willingness to pay for infrastructure and services. A service review program is also being implemented to identify areas for improvement and operational efficiencies.

### Challenges going forward

To ensure long-term financial sustainability, it is crucial to explore additional recurrent revenue sources that strike a balance between the community's capacity and willingness to pay and the demand for services, facilities, and infrastructure. Without securing additional funding or adjusting operations and services, Council's financial capacity is expected to decline in the coming years. These challenges are shared by councils across NSW, as they strive to balance service delivery, infrastructure maintenance, statutory obligations, and minimising costs to ratepayers in a changing economic environment.

To address the financial challenges and ensure long-term sustainability, Council should consider several strategies as part of the development of the new CSP and supporting plans:

- Exploring additional revenue sources that balance the community's capacity to pay with the demand for services, facilities, and infrastructure. This will be key to avoiding deficits as costs continue to rise.
- Based on the financial sustainability review, the LTFP proposes a special rate variation (SRV) starting in 2026/27. The process will involve detailed analysis of financial impacts, community consultation, updates to strategic plans, and an application to IPART. Clear communication with ratepayers will be essential to explain how the increased revenue will benefit the community.

- Council will regularly review projected revenues and expenditures, update and report through the Delivery Program and Operational Plan, and keep the community informed of how increased rates are improving local services and infrastructure. This transparency is intended to build community trust and support for the SRV.
- Council is committed to an ongoing program of continuous improvement and service reviews. Recognising the community's high expectations, Council's Integrated Planning and Reporting documents highlight the need to develop and implement a comprehensive Continuous Improvement Program to ensure services are efficiently delivered and aligned with financial realities. This commitment will help address financial pressures while meeting community needs. By implementing these strategies, Council aims to mitigate the risks posed by rising costs, insufficient infrastructure funding, and limited revenue growth.

Lindfield Village Green.  
Photographer: Kane.



# APPENDICES



# APPENDICES

## Appendix 1: community strategic plan 2032 - detailed performance results

### Community Strategic Plan – Ku-ring-gai 2032

Council's current Community Strategic Plan - Ku-ring-gai 2032 (CSP) was adopted in June 2022 and includes 30 long term objectives and 52 progress indicators. Long term objectives describe the desired future state or outcome for Council and the community's priorities. Progress indicators provide additional means of assessing whether Council is heading in the right direction for each long term objective.

#### Long term objective assessment

The assessment of each long term objective was based on the following:

- term achievement results in bi-annual performance reports
- annual performance indicator results in June bi-annual performance reports
- whether progress indicators for long term objectives are meeting set targets.

Commentary on progress including relevant achievements and challenges is provided for each long term objective. The time period for reporting for this CSP is 2 years of a 10-year plan.

Progress results for long term objectives are categorised as follows:

1. Substantial – progress has significantly contributed towards achieving the long term objective
2. Sound – progress has satisfactorily contributed towards achieving the long term objective
3. Limited – progress has been impacted by identified factors.

#### Progress indicator assessment

Progress indicators for long term objectives have been reviewed and analysed against identified baselines, set targets and trend analysis with explanatory comments included. Results have been sourced from Council's commissioned Community Research, Council records and data from external agencies such as Sydney Water and Ausgrid.

Results for progress for indicators<sup>1</sup> in this report are categorised as follows:

1. Meeting target (i.e. meeting or exceeding the baseline set by Council in the CSP)
2. Stable
3. Not meeting target (i.e. not meeting the baseline set by Council in the CSP).

Council's complete bi-annual progress reports on the Delivery Programs are available at [www.krg.nsw.gov.au](http://www.krg.nsw.gov.au)

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<sup>1</sup> Note that performance indicators based on community satisfaction survey results include an allowance for fluctuations over time and statistical error (the latest survey has a sampling error of plus or minus 4.4% at 95% confidence). For the purposes of these indicators, a change of <4% is not considered significant.

## 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.

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.



Diagram 2 Ku-ring-gai 2032 Community Strategic Plan focus areas (for long term objectives) mapped by primary quadruple bottom line parameters.

Details of Council's progress in addressing the quadruple bottom line through term achievements, that contribute to long term objectives in the Community Strategic Plan, for the period 2021/22 - 2023/24 is demonstrated in the pages following.



# Theme 1: COMMUNITY, PEOPLE AND CULTURE

## Focus area C1 Engagement and connectedness

**Long Term Objective C1.1:** An empowered community where opportunities are provided for all voices to be heard and participation and engagement are encouraged.

### Sound progress

Over the reporting period community engagement and communication as well as opportunities for community participation were significantly expanded and enhanced. This included:

- communications on Council projects and initiatives
- engagement opportunities for participation by ‘harder to reach’ groups
- opportunities for community connectedness during and after COVID-19 restrictions
- livestreaming and opportunities to participate in Council meeting forums.

Community survey results show resident satisfaction with Council’s consultation and engagement has been stable over the last five years.

A review of Council’s communications and community engagement, commenced in 2024, will include research of community needs and priorities and opportunities for further improvements to delivery of these services.

A revised Community Engagement Strategy for Ku-ring-gai has been prepared for Council endorsement.

Further information on achievements during the reporting period can be found on pages 24-25.

Progress indicator	Results					Progress
	2014	2017	2019	2021	2024	
<b>Resident satisfaction with Council’s consultation and engagement.</b> Baseline: 68% of residents are satisfied <sup>1</sup> . Target: Increasing. Source: Micromex Community Research.	No data	No data	68%	67%	68%	Stable
<i>Comment:</i> Resident satisfaction results have been stable over the last 5 years but reduced to 5% below the Metro benchmark in 2024.						
<b>Percentage of residents who feel they belong to the Ku-ring-gai community.</b> Baseline: 76% of residents agree or strongly agree. Target: Increasing. Source: Micromex Community Research.	75%	78%	76%	74%	72%	Not meeting target
<i>Comment:</i> There has been a downward shift in this result from 2021. This may be partly explained by restrictions to community connections during the COVID-19 period in 2021-22. Despite this, Ku-ring-gai’s result is 4% above the Metro LGA Benchmark and listed as a key strength of Ku-ring-gai by residents in 2024. While results against this indicator are driven by a range of factors outside of Council’s control, Council may wish to review the underlying factors and the effectiveness of Council’s programs in the development of the new Community Strategic Plan (CSP) and supporting plans.						

## Focus area C2 Housing choice

**Long Term Objective C2.1:** Housing choice and adaptability support the needs of a changing population.

### Limited progress

Progress towards this long term objective over the reporting period has been limited.

Council continued to process development applications for new dwellings within existing residential planning controls as well as private and Council led planning proposals on Council owned land, where appropriate, for new housing, consistent with Council's adopted position on the Ku-ring-gai Housing Strategy.

An affordable housing study and policy commenced preparation in 2024.

Council's focus over the last 12 months of the reporting period has been on assessing and responding to the NSW Government's introduction of new State Environmental Planning Policies (SEPP's) for housing and their implications.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Housing in the area meets my current needs.</b>                      Baseline: 82% of residents agree or strongly agree. Target: Maintain.                      Source: Micromex Community Research.</p>	No data	No data	81%	83%	81%	Stable
<p><i>Comment:</i>                      Results have been stable since 2019, and most residents of Ku-ring-gai believe that housing meets their current needs. Results against this indicator are driven by a range of factors outside of Council's control.</p>						
<p><b>Housing in the area meets my future needs.</b>                      Baseline: 65% of residents agree or strongly agree. Target: Increasing.                      Source: Micromex Community Research.</p>	No data	No data	No data	65%	55%	Not meeting target
<p><i>Comment:</i>                      While there is limited data for trend analysis and comparisons, results declined sharply in 2024 and 45% of residents do not believe that the current housing in Ku-ring-gai meets their future needs. While results against this indicator are driven by a range of factors outside of Council's control, Council may wish to review the underlying factors and the likely impact of the NSW Government's housing reforms in the development of the new CSP and supporting plans.</p>						

## Focus area C3 Health and wellbeing

**Long Term Objective C3.1:** An equitable, inclusive and resilient community that cares and provides for its residents and embraces healthier lifestyles.

### Substantial progress

Over the reporting period Council enhanced and expanded the delivery of programs and services directly or in partnership with others towards creating a more equitable, inclusive and resilient community. This included comprehensive and diverse library services, healthy lifestyle programs, information to raise awareness and educate the community, children services supporting working families and aged services aimed at improving the mental and physical wellbeing of seniors.

Programs across several service areas encouraged residents to re-engage with their local community and participate in targeted activities post COVID-19. This included a focus on:

- programs for residents to reconnect with community groups
- a women’s forum that showcased women’s achievements, examined local concerns and explored solutions that may be achieved in Ku-ring-gai
- new partnerships with agencies/stakeholders to deliver services and events to the community
- preparation of a domestic violence action plan.

A slight downward trend in resident views on access to groups and support networks shows a return to pre-COVID-19 survey results. Surveyed participation in sport and fitness activities showed an increasing trend.

Further information on achievements during the reporting period can be found on pages 24-25.

Progress indicator	Results					Progress
	2014	2017	2019	2021	2024	
<p><b>Percentage of residents that have access to community groups and support networks.</b> Baseline: 57% of residents agree or strongly agree. Target: Increasing. Source: Micromex Community Research.</p> <p><i>Comment:</i> While Council did not meet its target, results are performing above the Metro LGA Benchmark of 51%. There was strong growth in this measure during the COVID-19 restrictions with results now returning to pre-COVID-19 levels. While results against this indicator are driven by a range of factors outside of Council’s control, Council may wish to review the underlying factors and the effectiveness of Council’s programs in the development of the new CSP and supporting plans.</p>	No data	No data	54%	60%	53%	Not meeting target
<p><b>Percentage of residents who participate in sports and fitness activities.</b> Baseline: 79% of residents participate in sports and fitness activities at least once per week. Target: Increasing. Source: Micromex Community Research.</p>	80%	74%	80%	83%	83%	Meeting target

## Focus area C4 Diversity and inclusiveness



**Long Term Objective C4.1:** Harmonious communities that understand, value and accept each other, and embrace our evolving cultural identities.

### Substantial progress

During the reporting period Council delivered diverse programs to reduce barriers to social inclusion. This included initiatives under Council's Access, Disability and Inclusion Plan, establishment of a Dementia Friendly Alliance within the community, the Sunflower Project to assist people with hidden disabilities, establishment of an inclusive playgroup, workshops for people with complex health care needs during disasters and proposed establishment of a youth advisory committee.

Council expanded and delivered Indigenous programs and events at Ku-ring-gai Wildflower Garden.

A Multicultural Advisory Committee was established to assist in increasing community involvement and improving equity across multicultural communities. Initiatives included a social cohesion grant application, Refugee Week Celebration, engagement session held for Korean speakers and obtaining feedback on the Multicultural Festival and Multicultural Inclusion Plan.

While resident satisfaction with Council initiatives remains high, satisfaction levels have not increased over the period.

A further review of factors contributing to the survey results will inform preparation of the next Community Strategic Plan.

Further information on achievements during the reporting period can be found on pages 24-25.

Progress indicator	Results					Progress
	2014	2017	2019	2021	2024	
<b>Resident satisfaction with Council's programs that support people from diverse cultural backgrounds.</b> Baseline: 88% of residents are satisfied <sup>1</sup> . Target: Increasing. Source: Micromex Community Research.	88%	89%	88%	87%	82%	Not meeting target

*Comment:*

Results are stable over time but decreased in 2024. Although survey results are high, community satisfaction is 6% below the Metro LGA benchmark in 2024. Council may wish to review the underlying factors and the effectiveness of Council's programs in the development of the new CSP and supporting plans.

## Focus area C5 Creativity

**Long Term Objective C5.1:** Our creativity and rich cultural diversity is promoted and celebrated.

### Sound progress

Following face-to-face event restrictions related to COVID-19 during 2021-22 Council’s event’s program has been steadily re-establishing and increasing participation over the last two years.

Many events were delivered in partnership with the Australia Day Council, Multicultural NSW, National Trust, Aboriginal Affairs NSW and Destination NSW and opportunities promoted for Indigenous and cultural groups to stage events consistent with Council’s destination events program, including opportunities to partner with other local government areas.

Council’s libraries and the art centre continued to encourage and support participation in lifelong learning and community connection within cultural, creative and information programs targeted at a broad section of community groups.

Council established the Arts and Cultural Advisory Committee and the Multicultural Advisory Committee to increase community involvement and enhance programs and participation.

Further information on achievements during the reporting period can be found on pages 24-25.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<b>Resident satisfaction with the range of opportunities in Ku-ring-gai for cultural and artistic participation.</b> Baseline: 80% of residents are satisfied <sup>1</sup> . Target: Increasing. Source: Micromex Community Research.	81%	81%	78%	76%	73%	Not meeting target

*Comment:*

These results remain high but have been steadily decreasing over time. While results against this indicator are driven by a range of factors outside of Council’s control, Council may wish to review the underlying factors and the effectiveness of Council’s programs in the development of the new CSP and supporting plans.

## Focus area C6 Safety and emergency management



**Long Term Objective C6.1:** A community that feels safe and is equipped to respond to risks to life and property from emergency events.

### Substantial progress

During the reporting period Council continued to engage with emergency service providers and combat agencies to meet, consult, develop and implement emergency management plans as well as fire hazard reduction programs to ensure the safety of Ku-ring-gai communities. This was supplemented by the ongoing engagement of the community through education programs and initiatives such as the award-winning Climate Wise Communities website and workshops. Council's delivery of regulatory responsibilities and services for companion animals, community health and safety continued to meet or exceed industry standards.

Further information on achievements during the reporting period can be found on pages 24-25.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Proportion of residents who feel safe in their neighbourhood.</b>                      Baseline: 95% of residents agree or strongly agree. Target: Increasing.                      Source: Micromex Community Research.</p> <p><i>Comment:</i>                      Survey results remain significantly above the Metro LGA Benchmark of 80% and have remained relatively high and stable over a 10-year period. Results against this indicator are driven by a range of factors outside of Council's control.</p>	93%	95%	96%	94%	93%	Stable
<p><b>Percentage of residents who feel adequately informed and prepared to deal with emergency events.</b>                      Baseline: 70% of residents strongly agree or agree. Target: Increasing.                      Source: Micromex Community Research.</p> <p><i>Comment:</i>                      Survey results are trending upwards, despite a slight dip in 2024.</p>	68%	66%	69%	74%	72%	Stable
<p><b>Number of recorded incidences of major offences in the LGA.</b>                      Baseline: 1930 recorded incidences of major offences. Target: Decreasing.                      Source: NSW Bureau of Crime Statistics and Research.</p>	No data	1,979	1,684 <sup>2</sup>	1,117 <sup>3</sup>	1,072 <sup>4</sup>	Meeting target

<sup>1</sup> Either very satisfied, satisfied or somewhat satisfied

<sup>2</sup> April 2019 - March 2020

<sup>3</sup> April 2021 - March 2022

<sup>4</sup> April 2023 - March 2024



## Theme 2: NATURAL ENVIRONMENT

### Focus area N1 Appreciating Ku-ring-gai’s unique natural environment



**Long Term Objective N1.1:** A community empowered with knowledge, learning and information that drives participation in activities that benefit the environment.

#### Substantial progress

During the reporting period the community continued to actively seek information, participation and volunteering in environmental programs and events that benefit the environment.

Community engagement continued to increase through Council’s communication channels, the Loving Living Ku-ring-gai program as well as the highly successful Net Zero Ku-ring-gai website.

Development of the new Cultural and Environmental Education Centre at St Ives Showground Precinct progressed with detailed design and construction to commence in 2024-25.

Further information on achievements during the reporting period can be found on pages 26-28.

Progress indicator	Results					Progress
	2019/20	2020/21	2021/22	2022/23	2023/24	
<b>Number of residents involved in community environmental programs and events.</b> Baseline: 5,500 residents are involved in community environmental programs per year. Target: Increasing. Source: Council.	5,348	5,836	5,842	7,637	8,072	Meeting target

## Focus area N2 Natural areas

**Long Term Objective N2.1:** Our bushland, tree canopy and biodiversity are managed and improved to enhance the health and function of ecosystems.

### Substantial progress

The community continued to place a very high value on protecting Ku-ring-gai's natural areas and bushland. Comprehensive policies and studies to protect and manage the natural environment were developed or updated to guide investment and activities to improve Ku-ring-gai's bushland, flora and fauna. This included a Biodiversity Policy, Water Sensitive City Policy and Strategy, Middle Harbour Southern Catchments Flood Study, Net Zero Communities Strategy 2022-2027 and Urban Forest Strategy.

A key challenge going forward will be the protection and enhancement of Ku-ring-gai's tree canopy.

Further information on achievements during the reporting period can be found on pages 26-28.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<b>Resident satisfaction with the protection of natural areas and bushland.</b> Baseline: 94% of residents are satisfied <sup>1</sup> . Target: Increasing. Source: Micromex Community Research.	89%	94%	92%	95%	94%	Stable

*Comment:*

Results for this indicator remain very high and stable. 2024 results are 6% above the Metro LGA benchmark.

Percentage of urban tree canopy coverage in Ku-ring-gai.	2019/20	2020/21	2021/22	2022/23	2023/24	Progress
Baseline: Ku-ring-gai has an urban canopy cover of 45%. Target: Increasing. Source: Ku-ring-gai Council, sourced Arbour Carbon acquisition.	No data	44.8%	No data	43.6%	No data at time of report preparation	Not meeting target
		Urban Canopy (excluding land zoned C1 - National Parks) 51.4% Total Canopy (vegetation >3m in height)		Urban Canopy (excluding land zoned C1 - National Parks) 50% Total Canopy (vegetation >3m in height)		

*Comment:*

Aerial data is obtained every two years and it is anticipated the next canopy data in 2025 will indicate a further loss. It is noted that the canopy target is very ambitious. Whilst tree canopy loss is instantly impacted through loss of trees, initiatives to increase canopy (such as like planting) take time while trees grow. Canopy is defined as being vegetation above 3m in height.

## Focus area N3 Natural waterways

**Long Term Objective N3.1:** Our natural waterways and riparian areas are enjoyed, enhanced and protected.

### Sound progress

Council continued to partner with key industry and community leaders and citizen science programs to assist in monitoring and to facilitate improvement of riparian zones. This included:

- implementing actions in the Water Sensitive City Strategy
- installation of new gross pollutant traps
- installation of water harvesting devices at sports fields including Roseville Park and Primula Oval.

Further information on achievements during the reporting period can be found on pages 26-28.

Progress indicator	Results*					Progress
	2019/20	2020/21	2021/22	2022/23	2023/24	
<p><b>Overall health grade of waterway sites sampled in Ku-ring-gai per year.</b>                      Baseline: In 2021/22, sites sampled in Ku-ring-gai had an average health grade of “B” (physical and chemical condition, bacterial contamination and the presence of water bugs). Target: Maintain.                      Source: Council’s Water Quality Report Card.</p>	B	B	B	C (just below overall B grade)	B	Meeting target

\* Data has been updated from previously reported figures due to improvements in data collection systems and reporting.

## Focus area N4 Climate change

**Long Term Objective N4.1:** A community transitioning to net zero emissions and responding to the impacts of climate change and extreme weather events.

### Substantial progress

Council established strong foundations to address climate change and support the community's achievement of net zero emissions by 2040 during the reporting period. This included:

- launching the Net Zero Champions and Net Zero website with a big increase in engagement through Council's digital channels
- establishing a net zero champion volunteer group with 275 members to support community outreach initiatives, coordinate and host events and share advice with fellow residents
- establishing a volunteer-led Ku-ring-gai Composting Network with 121 members
- commencing the installation of public electric vehicle chargers at locations across Ku-ring-gai
- updating the Better Business Partnership rebates program to incorporate stronger support for Net Zero actions
- educating and preparing the community for the occurrence of more frequent and extreme weather events through the Climate Wise Communities program and website.

Further information on achievements during the reporting period can be found on pages 26-28.

Progress indicator	Results*					Progress
	2019/20	2020/21	2021/22	2022/23	2023/24	
<b>Greenhouse gas emissions (tonnes CO2-e) from Ku-ring-gai community.</b> Baseline: 859,049 tCO2e of greenhouse emissions are from the Ku-ring-gai community. Target: Decreasing. Source: Resilient Sydney.	859,049 tCO2e	855,452 tCO2e	817,682 tCO2e	794,638 tCO2e	786,888 tCO2e	Meeting target

\* Excludes non-residential waste greenhouse gas emissions and includes emissions from fossil gas, electricity, transport, waste and wastewater. Historical data has been updated from previously reported figures due to improvements in data collection systems and reporting. Due to a lag in data availability current year reporting uses the previous year's data.

## Focus area N5 Sustainable resource management



**Long Term Objective N5.1:** A community progressively reducing its consumption of resources and leading in resource recovery and the circular economy.

### Substantial progress

Significant progress was made towards sustainable resource management through waste recovery and reduction education programs including recycling of domestic goods, textiles, chemical disposal, home composting and green waste. Contracts for recycling processing and green waste processing continued and research and development progressed for the Food Organics and Garden Organics (FOGO) waste stream. Council continued to effectively engage with the Ku-ring-gai community on energy and water programs, including rebates. These programs promote positive behavioural changes for the community to reduce energy and water consumption. Results for the reduction of resident household waste to landfill, electricity consumption and water consumption were positive for the period.

Further information on achievements during the reporting period can be found on pages 26-28.

Progress indicator	Results					Progress
	2019/20	2020/21	2021/22	2022/23	2023/24	
<b>Household electricity consumption per capita.</b> Baseline: 2,980kWh household energy consumption per capita. Target: Decreasing. Source: Ausgrid and Council's Annual Report.	2,841kWh	2,790kWh	2,814kWh	2,917kWh	2,822kWh	Meeting target
<i>Comment:</i> Council's results are well below the baseline and remain relatively stable with a slight upward trend over the five-year period. Several unplanned variables likely impacted these results including COVID-19 lockdowns and weather.						
<b>Household potable water consumption per capita.</b> Baseline: 79.38 kL household water consumption per capita. Target: Decreasing. Source: Sydney Water.	73.74kL	77.74 kL	79.05kL	74.10kL	78.60kL	Meeting target
<i>Comment:</i> Council's results are below the baseline but indicate a general upward trend over the five-year period, despite the dip in 2022/23. Several unplanned variables likely impacted these results including COVID-19 lockdowns and weather.						
<b>Percentage of household waste diverted from landfill.</b> Baseline: 60% of total household waste diverted from landfill per year. Target: Increasing. Source: Council.	55.8%	61.44%	61.13%	62.42%	63.23%	Meeting target



## Theme 3: PLACES, SPACES AND INFRASTRUCTURE

### Focus area P1 Preserving Ku-ring-gai's character

**Long Term Objective P1.1:** Ku-ring-gai's unique visual character and identity is maintained.

#### Sound progress

Plans, policies and projects were delivered or progressed over the reporting period to maintain and enhance Ku-ring-gai's natural and built character with positive community feedback. This included:

- adoption of public domain plans for Ku-ring-gai's local centres
- streetscape enhancement projects in Gordon and Lindfield local centres
- completion of the award-winning Lindfield Village Green, St Ives Community Recreation area and St Johns Avenue 'eat street', Gordon
- completion of upgrade works at Fox Valley neighbourhood shopping centre
- amendments to the Ku-ring-gai Development Control Plan to protect and enhance visual and landscape character
- initiatives to increase tree planting on public and private land.

Further information on plans, policies and actions can be found on pages 30-31.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<b>Level of importance of Ku-ring-gai's unique visual character and identity to the community.</b> Baseline: 86% of residents believe it is important or very important. Target: Increasing. Source: Micromex Community Research.	No data	86%	85%	88%	79%	Not meeting target

*Comment:*

The importance of Ku-ring-gai's unique visual character and identity continues to remain high. However, the 2024 survey result shows a decline. Results against this indicator are driven by a range of factors outside of Council's control. Council may wish to review the value and effectiveness of this measure as part of the development of the new Community Strategic Plan (CSP).

## Focus area P2 Managing urban change

**Long Term Objective P2.1:** A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.

### Limited progress

Land-use strategies and plans are developed to guide development in Ku-ring-gai over the long term to address community needs and quality design objectives.

Council's Local Strategic Planning Statement (LSPS) continued to be implemented in the areas of transport planning, open space acquisition, recreation planning, urban forest enhancement, heritage and affordable housing study. Work also progressed on including local character controls within the Development Control Plan (DCP), based on the findings of a Local Character Study.

Implementation of Council's Housing Strategy was limited to private and public residential proposals within existing residential planning controls. This followed Council's resolution in July 2021 to reject conditions imposed by the Department of Planning, with the housing strategy and related actions placed on hold.

Since late 2023 Council has focused on assessing and responding to the NSW Government's Transport Orientated Development (TOD) State Environmental Planning Policy (SEPP) and Low and Mid Rise Housing SEPP. The introduction of these policies has significant implications and potential negative impacts for Council's natural and built character.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<b>Resident satisfaction with development compatible with the local area.</b> Baseline: 61% of residents are satisfied. Target: Increasing. Source: Micromex Community Research.	47%	69%	62%	64%	68%	Meeting target

## Focus area P3 Quality urban design and development



**Long Term Objective P3.1:** The built environment delivers attractive, interactive, healthy and sustainable living and working environments.

### Sound progress

Council's Development Control Plan (DCP) for development applications was updated to include the following amendments:

- green building certification to align with the State Government's Sustainability SEPP
- guidelines for building materials and finishes to ensure new buildings better suit local character
- new facade design controls to improve mixed use building design.

Projects to enhance streetscapes in both neighbourhood and local centres were delivered or substantially progressed to a high standard with very positive community feedback.

The introduction of the NSW Government's new state policies - Transport Orientated Development SEPP and Low and Mid Rise Housing SEPP - with significantly reduced development standards, has significant implications for Ku-ring-gai's existing and future built character.

Further information on plans, policies and actions can be found on pages 30-31.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Resident satisfaction with visual quality of building design in the Ku-ring-gai area.</b> Baseline: 69% of residents are satisfied<sup>1</sup>. Target: Increasing. Source: Micromex Community Research.</p> <hr/> <p><i>Comment:</i> Results show an upward trend in satisfaction, despite a slight dip in 2024.</p>	No data	No data	64%	73%	71%	Stable
<p><b>Proportion of residents that can find shade in public places when they need it.</b> Baseline: New measure. Target: Increasing. Source: Micromex Community Research.</p> <hr/> <p><i>Comment:</i> Results show a high level of agreement by residents. A trend was not established as this is a new measure with initial data available in 2024.</p>	No data	No data	No data	No data	79%	Insufficient data available for trend analysis.

## Focus area P4 Revitalising our centres



**Long Term Objective P4.1:** Our centres offer a broad range of shops and services and contain lively and shaded urban village spaces and places where people can live, work, shop, meet and spend leisure time.

### Limited progress

The preparation of structure plans and master plans for the key local centres of Lindfield, Gordon and Turramurra could not be progressed following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy. However, studies and plans for the general planning of the centres, consistent with the adopted Local Strategic Planning Statement, has continued. This included traffic and transport planning, streetscape and public domain planning and open space planning, along with early engagement with relevant state agencies.

Streetscape improvement projects were completed or progressed for Gordon and Lindfield. The Lindfield Village Green project was also completed.

Further information on achievements can be found on pages 30-31.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Resident satisfaction with the revitalisation/beautification of their closest bigger retail centre.</b>                      Baseline: 72% of residents are satisfied<sup>1</sup>.                      Target: Increasing.                      Source: Micromex Community Research.</p>	No data	No data	No data	72%	70%	Stable
<p><i>Comment:</i>                      Satisfaction has remained relatively stable over the past 3 years. Further data would be required to determine a trend.</p>						
<p><b>Resident satisfaction with the revitalisation/beautification of their closest neighbourhood shops.</b>                      Baseline: 72% of residents are satisfied<sup>1</sup>.                      Target: Increasing.                      Source: Micromex Community Research.</p>	No data	No data	No data	72%	68%	Not meeting target
<p><i>Comment:</i>                      Resident satisfaction has declined. Further data would be required to determine a trend.</p>						

## Focus area P5 Heritage that is protected and responsibly managed



**Long Term Objective P5.1:** Ku-ring-gai's heritage is protected, promoted and responsibly managed.

### Substantial progress

Council continued to promote and protect local heritage in consultation with key stakeholders. This included:

- publication of a new colours guideline online to encourage traditional colours and improve community access to this information
- commencement of a modern heritage study
- improving online information for heritage items and conservation areas on the Heritage NSW State Heritage Inventory
- continuation of the Heritage Home Grants program
- a preliminary heritage assessment of conservation areas affected by the NSW Transport Oriented Development SEPP. The study found the SEPP is likely to significantly impact heritage values
- the protection and management of Ku-ring-gai's Aboriginal heritage assets
- Delivered Aboriginal Heritage training through the Aboriginal Heritage Office with a total of 31 Council staff completing Aboriginal Site Awareness training.

Further information on achievements can be found on pages 30-31.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Resident satisfaction with the protection of heritage buildings and conservation areas.</b></p> <p>Baseline: 80% of residents are satisfied<sup>1</sup>. Target: Increasing. Source: Micromex Community Research.</p>	75%	83%	78%	85%	82%	Stable
<p><i>Comment:</i> Results show an upward trend and relatively high level of satisfaction over the reporting period.</p>						

## Focus area P6 Enhancing recreation, sporting and leisure facilities



**Long Term Objective P6.1:** Recreation, sporting and leisure facilities are available to meet the community’s diverse and changing needs.

### Substantial progress

Significant progress has been made across this program during the reporting period. This included:

- completion and adoption of the Ku-ring-gai Open Space and Recreation Needs Study. The study will inform long term planning for services and facilities to support community recreation
- completion of Generic Plan of Management - Sportsgrounds and Generic Plan of Management - Parks
- completion of Generic Plan of Management - General Community Use and Generic Plan of Management Natural Areas
- completion or progression of design and construction of upgrades to parks, sportsgrounds, sporting facilities and amenities.

Further information on achievements can be found on pages 30-31.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Resident satisfaction with the provision and maintenance of sporting ovals, grounds and leisure facilities.</b></p> <p>Baseline: 90% of residents are satisfied<sup>1</sup>. Target: Increasing. Source: Micromex Community Research.</p>	90%	90%	92%	91%	88%	Stable
<p><i>Comment:</i> Results against this indicator remain high and relatively stable over time.</p>						

## Focus area P7 Enhancing Council’s community buildings and facilities



**Long Term Objective P7.1:** Multipurpose community buildings and facilities are available to meet the community’s diverse and changing needs.

### Sound progress

Implementation of a prioritised improvement program for Ku-ring-gai’s community buildings and facilities continued over the reporting period to increase community usage opportunities, respond to community needs and address sustainability objectives. This included:

- substantial completion of renovation works to the Pymble Town Hall and Gordon Library
- design works significantly progressed for the redevelopment of the clubhouse/amenities block at Bannockburn Road and the Auluba Clubhouse/amenities upgrade is scheduled for procurement
- investigation of works required to enable Marian Street Theatre facility operational in some capacity
- integration of sustainability and climate resilience measures, incorporating practical performance standards into the building upgrade and renewal program
- installation of rooftop solar systems at Council Chambers in Gordon, Council’s Depot at 31 Bridge Street, Pymble, and the West Lindfield Community Centre
- a funding agreement with the Department of Sport to assist design and construction of fully accessible amenities and changing facilities at Bannockburn Oval, Pymble
- maximising the use and efficiency of Council’s existing community property portfolio to facilitate greater community access and multi-use of facilities.

The Marian Street Theatre renewal project was placed on hold during the reporting period while funding strategies are being explored consistent with Council resolutions.

The development of a long-term strategic program for the renewal of community facilities will inform preparation of the next Community Strategic Plan.

Further information on achievements can be found on pages 30-31.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Resident satisfaction with the condition of Council’s community facilities.</b>                      Baseline: 92% of residents are satisfied<sup>1</sup>.                      Target: Increasing.                      Source: Micromex Community Research.</p>	No data	94%	90%	92%	92%	Stable
<p><i>Comment:</i>                      This result is 2% above the Metro LGA Benchmark, with a very high level of satisfaction and relatively stable trend over the past 7 years.</p>						
<p><b>Resident satisfaction with access to Council’s community facilities.</b>                      Baseline: 90% of residents are satisfied<sup>1</sup>.                      Target: Increasing.                      Source: Micromex Community Research.</p>	No data	No data	87%	88%	86%	Not meeting target
<p><i>Comment:</i>                      Results show a high level of satisfaction, although results in 2024 did not meet Council’s ambitious target. Council may wish to review the underlying factors and the effectiveness of Council’s programs in the development of the new CSP and supporting plans.</p>						

## Focus area P8 Improving the standard of our infrastructure



**Long Term Objective P8.1:** An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets.

### Substantial progress

Significant investment continued in infrastructure in Ku-ring-gai over the reporting period. This included both new capital works and the renewal and upgrade of existing assets. Capital works programs over the three years for car parking, drainage, footpaths and roads were generally delivered on time and within budget with some delay variations due to COVID-19 impacts and weather conditions. Other design projects were significantly advanced or completed to ensure readiness for delivery over subsequent year programs. Revised asset management plans across all asset classes were completed or nearing completion.

Reviews of Council's development contributions plans were completed or advanced consistent with the Local Strategic Planning Statement. However, this work will need further review to assess implications of the State Government's housing policy changes.

Further information on achievements can be found on pages 30-31.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Resident satisfaction with the condition of local roads.</b>                      Baseline: 73% of residents are satisfied<sup>1</sup>.                      Target: Increasing.                      Source: Micromex Community Research.</p>	54%	68%	76%	74%	66%	Not meeting target
<p><i>Comment:</i>                      Council did not meet its target in 2024, despite maintaining an upward trend over the past 10 years. The reduced result in 2024 can be partly attributed to wet weather and significant deterioration of road surfaces. Also note that state and regional roads are outside the responsibility of Council. Council may wish to review the underlying factors and its renewal program as part of the development of its new CSP and supporting plans.</p>						
<p><b>Resident satisfaction with the condition of existing footpaths.</b>                      Baseline: 63% of residents are satisfied<sup>1</sup>.                      Target: Increasing. Source: Micromex Community Research.</p>	55%	63%	62%	74%	72%	Meeting target
<p><b>Resident satisfaction with the provision of adequate drainage.</b>                      Baseline: 80% of residents are satisfied<sup>1</sup>.                      Target: Increasing. Source: Micromex Community Research.</p>	75%	80%	78%	83%	80%	Stable
<p><i>Comment:</i>                      Resident satisfaction remains relatively stable over time.</p>						

<sup>1</sup>Either very satisfied, satisfied or somewhat satisfied



## Theme 4: ACCESS, TRAFFIC AND TRANSPORT

### Focus area T1 Integrated and accessible transport

**Long Term Objective T1.1:** A range of integrated and sustainable transport choices enable effective movement to, from and around Ku-ring-gai.

#### Substantial progress

Significant progress was made in developing a broader range of integrated and sustainable transport options for Ku-ring-gai residents through Council programs or in partnership with government and community groups.

This included:

- establishment of Council’s Active Transport Reference Committee to contribute to the planning and design of active transport infrastructure and support facilities, active transport initiatives, and Council’s plans, policies and strategies
- grant funding received from Transport for NSW (TfNSW) towards new pedestrian crossings and footpaths
- traffic studies completed for High Pedestrian Activity areas in Grandview Street, Pymble; Stanley Lane in St Ives and Eastern Road, Turramurra with funding from TfNSW
- active transport projects co-funded by TfNSW in the Get NSW Active program have been progressed
- detailed designs are in progress to provide for buses, taxis, drop-off and pick-up as well as improved walking and cycling connections to Lindfield Station via Lindfield Avenue
- progressed actions from the Ku-ring-gai Integrated Transport Strategy
- continued advocacy and provision for improved connections to public transport including offers from TfNSW for co-funding cycling facilities, and accessibility upgrades for bus stops
- working with TfNSW to facilitate completion of all accessibility upgrades to Ku-ring-gai railway stations, including new lift access.

Further information on achievements and funding can be found on page 32.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<b>Resident satisfaction with access to public transport.</b> Baseline: 85% of residents are satisfied <sup>1</sup> . Target: Increasing. Source: Micromex Community Research.	79%	85%	86%	87%	85%	Meeting target
<i>Comment:</i> Council continued to meet its target in 2024, and results have remained high and stable since 2017. Residents identified access to public transport as a key strength of the area.						
<b>Resident satisfaction with access to cycleways, footpaths and walking tracks.</b> Baseline: 76% of residents are satisfied <sup>1</sup> . Target: Increasing. Source: Micromex Community Research.	72%	76%	77%	78%	76%	Stable
<i>Comment:</i> Council continued to meet its target in 2024, and results have remained high and stable since 2017.						

## Focus area T2 Road network

**Long Term Objective T2.1:** Local roads and parking operate safely and efficiently.

### Substantial progress

A significant program of capital works was delivered over the three year period to improve local roads, footpaths, drainage, pedestrian facilities, active transport facilities and parking. This included substantial additional state government grant funding for upgrades to local roads and footpaths and traffic studies for high pedestrian activity areas. Council's 10-year Traffic and Transport Program continued to be implemented. Completion of the Lindfield Village Green project included the addition of 105 long stay commuter parking spaces at Lindfield. The State Government's withdrawal of commuter car park funding for the Lindfield Village Hub has delayed the project.

Further information on achievements and funding can be found on page 32.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Resident satisfaction with traffic management.</b> Baseline: 70% of residents are satisfied<sup>1</sup>. Target: Increasing Source: Micromex Community Research.</p> <hr/> <p><i>Comment:</i> Results show an upward trend and relatively high level of satisfaction over the reporting period.</p>	64%	69%	66%	70%	72%	Stable
<p><b>Resident satisfaction with the availability of short-stay parking in their closest biggest retail centre.</b> Baseline: 83% of residents are satisfied<sup>1</sup>. Target: Increasing. Source: Micromex Community Research.</p> <hr/> <p><i>Comment:</i> Results for 2024 are relatively consistent with the previous reporting period. Further data is required to determine a trend.</p>	No data	No data	No data	83%	80%	Stable
<p><b>Resident satisfaction with the availability of commuter parking in Ku-ring-gai.</b> Baseline: 61% of residents satisfied<sup>1</sup>. Target: Increasing. Source: Micromex Community Research.</p> <hr/> <p><i>Comment:</i> Results for 2024 have increased from the previous reporting period. Further data is required to determine a trend.</p>	No data	No data	No data	61%	64%	Stable
<p><b>The number of recorded collisions involving vehicles or pedestrians in Ku-ring-gai.</b> Baseline: There were 257 recorded collisions involving vehicles or pedestrians in Ku-ring-gai. Target: Decreasing. Source: NSW Centre for Road Safety.</p>	No data	194	153	175	175 (2022)	Meeting target

## Focus area T3 Regional transport network

**Long Term Objective T3.1:** An accessible public transport and regional road network.

### Sound progress

Advocacy and collaboration continued with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with the Local Strategic Planning Statement, North District Plan, and Future Transport Strategy.

Planning continued for transport and road works in response to development in local centres.

The potential implications of the State Government’s housing policy changes on development in Ku-ring-gai will be the subject of further investigations.

Further information on achievements can be found on page 32.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Percentage of residents satisfied with their ability to move in and around Ku-ring-gai.</b></p> <p>Baseline: 89% of residents are satisfied<sup>1</sup>. Target: Increasing. Source: Micromex Community Research.</p>	No data	No data	87%	90%	92%	Stable
<p><i>Comment:</i> Results show an upward trend and relatively high level of satisfaction over the reporting period.</p>						

<sup>1</sup>Either very satisfied, satisfied or somewhat satisfied



## Theme 5: LOCAL ECONOMY

### Focus area E1 Facilitating business growth



**Long Term Objective E1.1:** Ku-ring-gai is an attractive location for business.

#### Limited progress

Progress of Council's major revitalisation projects at Lindfield and Turramurra local centres was very limited over the reporting period.

The withdrawal of Transport for NSW commuter car park funding for the Lindfield Village Hub project disrupted the procurement process for that project, delaying the appointment of a developer.

Preparation of an Employment Lands Strategy was also delayed as a result of the NSW Government housing announcements and uncertainty about future population growth.

Following restrictions to face-to-face business training and events resulting from COVID-19, the reintroduction of active engagement with local businesses continued during the reporting period. This included Council's growing range of e-newsletters and quarterly bulletin to all new ABN registrants.

Council continued to promote the area's economic strengths and opportunities. This focused on reducing red tape for small business, partnerships with other stakeholders and many small businesses through our training and guest speaker program.

Progress indicator	Results					Progress
	2019	2020	2021	2022	2023	
<b>Number of local businesses in Ku-ring-gai.</b> Baseline: There are 14,549 businesses in Ku-ring-gai. Target: Increasing. Source: Census data, ABS, 2021.	14,931	14,036	14,545	14,994	14,920	Meeting target
<i>Comment:</i> The number of local businesses continue to increase following the economic challenges during the COVID-19 pandemic and are returning to pre-pandemic levels.						
<b>Number of local jobs in Ku-ring-gai.</b> Baseline: There are 37,708 local jobs in Ku-ring-gai. Target: Increasing. Source: National Institute of Economic and Industry Research (NIEIR), 2021.	37,271	36,903	37,059	36,845	38,896	Meeting target
<i>Comment:</i> The number of local jobs continue to increase following the economic challenges during the COVID-19 pandemic.						

## Focus area E2 Partnering for business growth

**Long Term Objective E2.1:** Key stakeholders partner with Council to strengthen and develop Ku-ring-gai's local economic base.

### Sound progress

Council continued to work closely with the Service NSW Business Bureau, as a promotional partner for the Federal Government's Digital Solutions Program and regularly engage with other councils and the NSW State Government on economic development small business issues.

Council actively engaged with Service NSW staff to ensure any activities were widely promoted through Council's Business Connections E-newsletter. A new quarterly e-newsletter was distributed to new businesses registering in Ku-ring-gai which details a range of support services available including the Service NSW Business Bureau.

Support for business in Ku-ring-gai includes a significant program of events, state government support and consultation. During COVID-19 restrictions on face-to-face activities, a program of business events and training were delivered online.

During the period Council staff met with a range of businesses, including shopping centre management to inform them of Council projects and explore opportunities for collaboration.

Progress indicator	Results					Progress
	2019	2020	2021	2022	2023	
<p><b>Percentage growth of the Ku-ring-gai economy.</b>                      Baseline: Ku-ring-gai's economy grows by 2.5% per year (Gross Regional Product).                      Target: Increasing. Source: National Institute of Economic and Industry Research (NIEIR), 2021.</p>	5.0%	-1.0%	1.0%	1.9%	1.4%	Not meeting target

*Comment:*

Ku-ring-gai's economy continued to slowly grow since 2021 following the impacts of the COVID-19 pandemic. This measure and target should be reviewed as part of the development of the new CSP and supporting plans.

## Focus area E3 Destination opportunities



**Long Term Objective E3.1:** Ku-ring-gai has a range of attractions and events that draw local and regional visitors.

### Substantial progress

An expanded program of attractions and events was delivered during the reporting period, following limitations imposed by COVID-19 restrictions during 2021-22.

This included expanded programs for Australia Day, Lunar New Year, Heritage Festival, Ku-ring-gai Arts & Cultural Festival, and the Gai-mariagal Festival.

Major events were delivered at St Ives Showground attracting both local and regional visitors.

Regular promotion of Council destination related facilities and events on social media continued. This included creating videos on social media to promote parks, bushwalks, shops and other destinations, events and facilities in Ku-ring-gai.

Council engaged with the Destination NSW Sydney Harbour and Surrounds North network forums for key regional industry developments.

Domestic visitation numbers have increased in the Ku-ring-gai local government area since 2018 (Destination NSW).

Further information on achievements can be found on page 33.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Resident satisfaction with attractions in the local area.</b>                      Baseline: 76% of residents are satisfied<sup>1</sup>.                      Target: Increasing.                      Source: Micromex Community Research.</p>	No data	No data	85%	75%	81%	Meeting target
<p><i>Comment:</i>                      Satisfaction has remained relatively high over the past 5 years with a slight decline during the COVID-19 pandemic.</p>						
<p><b>Resident satisfaction with local community festivals and events.</b>                      Baseline: 87% of residents are satisfied<sup>1</sup>.                      Target: Increasing.                      Source: Micromex Community Research.</p>	90%	87%	86%	89%	86%	Stable
<p><i>Comment:</i>                      Satisfaction has remained high and relatively stable over the past 10 years.</p>						

<sup>1</sup>Either very satisfied, satisfied or somewhat satisfied



## Theme 6: LEADERSHIP

### Focus area L1 Leadership

**Long Term Objective L1.1:** A shared long-term vision underpins strategic collaboration and partnerships and builds leadership capacity.

#### Sound progress

A review of Council and the community's long term objectives and strategies for Ku-ring-gai was undertaken at the beginning of the previous Council's term. This included extensive engagement with the local community in developing plans, priorities and determining key activities under the Integrated Planning and Reporting framework.

A new Community Engagement Strategy has been developed to guide engagement as part of the preparation of the next suite of plans with the incoming Council.

Regular reporting to the community on performance and progress against Council's Delivery Program and Operational Plan has continued over the reporting period.

Council continued to advocate on behalf of the community on issues affecting Ku-ring-gai. This particularly focused on the NSW housing policy changes including submissions to the parliamentary inquiries into the development of the Transport Oriented Development (TOD) program.

Collaborations and partnerships continued to be supported with other agencies, organisations and community groups.

Further information on achievements can be found on pages 34-36.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<b>Resident satisfaction with opportunities to participate in matters impacting the Ku-ring-gai community.</b> Baseline: 67% of residents are satisfied <sup>1</sup> . Target: Increasing. Source: Micromex Community Research.	54%	66%	68%	67%	75%	Meeting target
<b>Resident satisfaction with Council's advocacy on matters impacting Ku-ring-gai.</b> Baseline: 75% of residents are satisfied <sup>1</sup> . Target: Increasing. Source: Micromex Community Research.	59%	75%	76%	73%	76%	Stable

*Comment:*

Results are relatively consistent with a significant improvement since 2014

## Focus area L2 Financial capacity and sustainability



**Long Term Objective L2.1:** Council rigorously manages its financial resources, to sustainably deliver assets and facilities to maximise delivery of services.

### Sound progress

Council's Long Term Financial Plan (LTFP) was reviewed annually as part of the review of Council's long term Resourcing Strategy and Delivery Program.

Asset Management Plans for various asset classes were reviewed and updated as well as associated financial strategies.

All identified asset programs were completed, including the footpath program, the roads program and the sports court development program. A comprehensive review of drainage assets and buildings was performed with positive financial outcomes.

Annual income and expenditure budgets were monitored monthly and reported to Council as part of Quarterly Budget Reviews. The current LTFP allocates funding to current services, priority projects and infrastructure assets to meet identified assets and financial performance benchmarks.

At the end of the reporting period Council has insufficient funding in the LTFP to sustainably manage and improve its existing infrastructure and meet community expectations.

While Council is in a sound financial position, it still faces potential challenges and risks which have been highlighted in the current LTFP.

To partly address this issue two scenarios have been recommended for a special rate variation in future years to provide additional revenue for core infrastructure. The special rate variation is proposed to commence in 2026/27.

Progress indicator	Results					Progress
	2019/20	2020/21	2021/22	2022/23	2023/24*	
<p><b>Achieve ongoing operating surpluses (excluding capital income).</b></p> <p>Baseline: Council reports an operating surplus. Target: Maintain. Source: Council's Audited Financial Statements.</p>	\$12.2m	\$7.09m	\$9.17m	\$10.08m	\$1.51m	Meeting target
<p><b>Maintain Building and Infrastructure Renewals Ratio.</b></p> <p>Baseline: Council reports a Building and Infrastructure Renewals Ratio greater or equal to 100%. Target: Maintain. Source: Council's Audited Financial Statements.</p>	86.36%	110.60%	107%	100.97%	86.91%	Not meeting target

#### Comment:

Despite the 2023/24 ratio falling below the baseline, Council has maintained high results in previous years. The most recent result is due to the increase in depreciation.

\* Financial results for 2023/24 are sourced from Council's draft Financial Statements 2023-2024 and will be reviewed and updated, as required, once audited and considered by Council.

## Focus area L3 Communication

**Long Term Objective L3.1:** An informed and engaged community with enhanced collaboration, participation and decision-making.

### Sound progress

Over the reporting period communication methods were significantly expanded and enhanced. This included expanded communications on Council projects and initiatives, sustainability and climate change programs, local events and more recent communications on the NSW Government's Housing Policy changes.

There were significant increases in e-news subscribers, as well as increases in the traction of social media. Much of this growth has been driven by the NSW Government's planning policy changes which have created significant community interest in the future of housing development in Ku-ring-gai and resulted in a high level of web traffic over the past six months.

Recent community research results show resident satisfaction has been stable over the last five years.

A review of Council's communications and community engagement, commenced in 2024, will include further research of community needs and priorities and opportunities for further improvements to Council's delivery of these services.

Progress indicator	Results					
	2014	2017	2019	2021	2024	Progress
<p><b>Resident satisfaction with Council's provision of information about events, services, programs and facilities.</b>                      Baseline: 84% of residents are satisfied<sup>1</sup>.                      Target: Increasing.                      Source: Micromex Community Research.</p>	73%	81%	88%	83%	83%	Stable
<p><i>Comment:</i>                      Resident satisfaction remains high and 3% above the Metro LGA benchmark.</p>						
<p><b>Resident satisfaction with the level of communication Council has with the community.</b>                      Baseline: 88% of residents are satisfied<sup>1</sup>.                      Target: Increasing.                      Source: Micromex Community Research.</p>	83%	90%	90%	91%	80%	Not meeting target
<p><i>Comment:</i>                      Council had been performing above the Metro LGA benchmark since 2017, maintaining a very high level of satisfaction. The decreased result in 2024 may be partly attributed to a boosted result achieved in 2021 during COVID-19 restrictions, reflecting the extent of communications provided by Council during that period. Further analysis and investigation of these results is underway.</p>						

## Focus area L4 Good governance and management

**Long Term Objective L4.1:** The organisation provides ethical and transparent decision-making, efficient management, and quality customer service.

### Substantial progress

Significant work was completed over the reporting period to review and enhance Council's policies and governance arrangements for the day-to-day management and sustainable operation of the organisation as well as to support ethical and transparent decision-making. This included:

- completion of a comprehensive enterprise risk management framework including a policy, strategy and risk register
- new and revised policies to support good governance and decision-making
- implementation of new governance arrangements for Council's Audit, Risk and Improvement Committee (ARIC) and internal audit program
- ongoing work, health and safety training and delivery of initiatives to improve staff health and safety
- regular Council meetings and opportunities for the public to address Council forums on the issues important to them. All meetings were live-streamed and recordings are available online.
- continued training and development opportunities for councillors
- continued integration of sustainability across Council operations through the Corporate Sustainability Action Plan to deliver strategies to reduce energy, waste and water use within Council facilities
- focus on customer service quality and performance with a new weekly customer service report for senior management, a review of Council's complaint reporting processes and customer service training for staff across the organisation aimed at delineating staff responsibilities and enhancing awareness of delivering excellent customer service.

Further information on achievements can be found on pages 34-36.

Progress indicator	Results						Progress
	2010	2014	2017	2019	2021	2024	
<b>Resident satisfaction with overall Council performance.</b> Baseline: 89% of residents are satisfied <sup>1</sup> . Target: Increasing. Source: Micromex Community Research.	85%	84%	87%	90%	91%	84%	Not meeting target

*Comment:*

Resident satisfaction with Council performance across all functions has been steadily increasing since 2010 and performing above the Metro LGA Benchmark since 2019. The decrease in resident satisfaction in 2024 can be partly attributed to a boosted result achieved in 2021 during COVID-19 restrictions, reflecting the extent of support programs provided by Council during that period.

## Focus area L5 Continuous improvement



**Long Term Objective L5.1:** Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.

### Sound progress

Improvements to service and project delivery continued through implementing actions from planned and completed internal audits of services, improving work practices as well as reviewing and assessing priorities and expected levels of service expressed by the community during community engagement activities.

A draft service improvement policy and guidelines were developed in partnership with independent consultancy services. Work commenced on a series of reviews including communications and community engagement and development assessment. A review of the management and maintenance of sporting fields will commence in 2024/25.

Progress indicator	Results
<p><b>Percentage completion of Council's annual improvement program.</b>                      Baseline: 95% of Council's annual improvement program is completed. Target: Monitor.                      Source: Council.</p>	<p>Council is continuing to deliver improvements to its operations through its internal audit program, service reviews and other initiatives undertaken by business units to streamline services, reduce waste or enhance the customer experience.</p>

<sup>1</sup>Either very satisfied, satisfied or somewhat satisfied

Council's biannual reports for the Delivery Program and Operational Plans are available at [www.krg.nsw.gov.au](http://www.krg.nsw.gov.au)

## Appendix 2: Key Council documents prepared and revised

The table below lists key Council documents which have been prepared or revised during the 2021/22 – 2023/24 period.

<b>Theme 1: Community, people and culture</b>	Community Engagement Policy (2021)
	Child Safety Policy and Procedure (2022)
	Public Art Policy (2022)
	Social Media Policy (2023)
	Volunteer Management Policy (2023)
<b>Theme 2: Natural environment</b>	Flying Fox Reserve Management Plan (2021)
	Fauna Management Policy (2021)
	Biodiversity Policy (2022)
	Water Sensitive City Policy and Strategy (2022)
	Middle Harbour Southern Catchments Flood Study (2022)
	Net Zero Communities Strategy 2022-2027 (2022)
	Urban Forest Strategy (2022)
	Single-use Plastic Policy (2023)
	Sustainable Event Management Policy (2023)
	Electric Vehicle Charging Infrastructure on Public Policy (2023)
<b>Theme 3: Places, spaces and infrastructure</b>	St Ives Showground & Precinct Lands Plan of Management (2021)
	Turrumurra Public Domain Plan – Volumes 1-3 (2022)
	Gordon Public Domain Plan – Volume 2 (2022)
	Overt Electronic Surveillance in Public Places Policy (2022)
	Lindfield Public Domain Plan – Volume 2 (2022)
	Local Approvals Policy (2022)
	Environmental Impact Assessment (EIA) Guidelines for Council (2022)
	Pesticide Use Notification Plan for Outdoor Public Places (2022)
	Outdoor Dining and Footpath Trading Policy (2022)
	Compliance Policy (December 2022)
	Pymble Public Domain Plan – Volume 2 (2023)
	Roseville Public Domain Plan – Volume 2 (2023)
	St Ives Public Domain Plan – Volume 2 (2023)
	Managing Conflicts of Interest for Council-related Development (2023)
	Generic Plan of Management – Parks (2023)
Generic Plan of Management – Sportsgrounds (2023)	

	Social Impact Assessment Policy (2023)
	Open Space and Recreation Needs Study (2024)
	Generic Plan of Management – General Community Use (2024)
	Generic Plan of Management – Natural Areas (2024)
	Canoon Road Recreation Area Plan of Management (2024)
<b>Theme 4: Access, traffic and transport</b>	Car Share Policy (2023)
<b>Theme 6: Leadership</b>	Code of Meeting Practice for KLPP (2021)
	Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery Policy (2021)
	Community Strategic Plan: Ku-ring-gai 2032 (2022)
	Resourcing Strategy 2022-2032 (2022 and annual reviews)
	Delivery Program 2022-2026 and Operational Plan 2022-2023 (2022 and annual reviews)
	Code of Meeting Practice (2022)
	Code of Conduct (2022)
	Fraud and Corruption Control Policy and Strategy (2022)
	Privacy Management Plan (2023)
	Information and Cyber Security (May 2023)
	Councillor Interaction with Staff and Access to Information Policy (2023)
	Public Interest Disclosures Policy (2023)
	Councillor Expenses and Facilities Policy (2023)
	Data Breach Policy (2024)
	Audit, Risk, and Improvement Committee Terms of Reference and Workplan (2024)
	Business Continuity Management Policy and Framework (2024)
	Agency Information Guide (2024)
	Enterprise Risk Management Strategy (2024), Policy and Risk Appetite Statement (2024)
	Council Advisory and Reference Committee Guideline (revised 2022, 2023 and 2024)

Council's policies and strategies are available at [www.krg.nsw.gov.au](http://www.krg.nsw.gov.au)

## Appendix 3: Council partnerships and collaborations

Council works with local, regional and state partners to optimise resources and the delivery of programs, projects and initiatives to the community.

Collaborations and partnerships are varied and include those with residents, the business community and local service providers, community organisations and groups, sporting organisations and clubs, non-government organisations and clubs, local and regional professional networks, universities and research groups, schools and childcare centres, and government organisations.

Some of the partnerships and collaborations during 2021 – 2024 include:

### Partnerships

Aboriginal Heritage Office  
Bobbin Head Cycle Classic  
Byron Shire Council  
Cadence 180  
Challenge Works Pty Ltd – Bare Creek Trail Run  
City of Ryde  
Department of Health and Aged Care  
EarlyEd  
Hawkesbury Nepean Catchment Management Program  
Ku-ring-gai Art Society  
Ku-ring-gai Philharmonic Orchestra  
Margot Natoli Project Management – Wahroonga  
Food & Wine Festival  
Marian Street Theatre for Young People  
Mental Fitness Collective  
Noosa Shire Council  
North Shore Council's Internal Audit Service  
Northern Sydney Community Network  
NSW Department of Education - School Infrastructure  
NSW Food Authority  
PEERS3  
Premier's Department  
Ravenswood School for Girls - Ravenswood Australian  
Women's Art Prize  
Resilient Sydney  
Rotary Club of Ku-ring-gai – Lindfield Fun Run  
Rotary Club of St Ives – St Ives Food & Wine  
Rotary Wahroonga Community Events – Wahroonga  
Village Fair  
Scene to Believe  
Special Olympics Sydney Upper North Shore –  
Ku-ring-gai Chase Fun Run  
St Ives Men's Bowling Club  
St Ives Preschool Kindergarten  
Sydney North Health Network  
Sydney Water  
The Better Business Partnership  
Welcome Basket  
Wollondilly Shire Council

### Collaborations

2nd/17th Battalion RNSW  
Abbotsleigh  
Aboriginal Affairs NSW  
Aboriginal Heritage Office  
AUSMAP  
Aussie Night Markets  
Australia Day Council  
BlockTexx  
Carer Gateway  
Carers NSW  
CASS Care  
Cerebral Palsy Alliance – St Ives Lifestyles  
Charter Australia  
Chinese Australian Services Society  
City of Ryde  
Community Drug Action Team - Hornsby-Ku-ring-gai  
Computer Pals  
Council of Small Business Organisations Australia  
CSIRO  
Dae Hahn Culture School  
Darcy Street Project  
Defy Design – through Why Waste It?  
Dementia Australia  
Department of Employment and Workplace Relations  
Local Jobs Program (Federal)  
Destination NSW  
Earthwatch Australia  
Easy Care Gardening  
Electrifying Bradfield  
Empowering Parents in Crisis  
Energyze  
Eryldene Trust  
Film Heritage Academy  
Four Seasons Dietetics  
Friends of Mahratta  
Friends of Swain Gardens  
Gaimaragal Group  
Gordon Uniting Church  
Grace Cossington Smith Gallery  
Greener for Business

Greening Australia - Rewilding Sydney  
 Headspace  
 Heritage NSW  
 Heritage Society of NSW  
 Hornsby Chamber of Commerce  
 Hornsby Ku-ring-gai Community Transport  
 Hornsby Ku-ring-gai Multicultural Network  
 Hornsby Ku-ring-gai Youth Network  
 Hornsby Shire Council  
 Hunters Hill Council  
 Killara High School  
 Koomurri Entertainment  
 Ku-ring-gai Chamber of Commerce  
 Ku-ring-gai Historical Society  
 Ku-ring-gai Neighbourhood Centre  
 Ku-ring-gai Police Area Command  
 Ku-ring-gai Youth Orchestra  
 KYDS Counselling  
 Lane Cove Council  
 Lifeline Community Aid  
 Lower North Shore Domestic Violence Network  
 Macquarie University  
 Macquarie University Lifespan Health and Wellbeing  
 Research Centre  
 Macquarie University PACE Program  
 Mahratta House  
 Metropolitan Local Aboriginal Land Council  
 Mission Australia  
 Mosman Council  
 Multicultural NSW  
 Museums of History NSW - Sydney Living Museums  
 National Parks and Wildlife Service  
 National Trust  
 North Sydney Council  
 Northern Beaches Council  
 Northern Sydney Community Drug Action Team  
 Northern Sydney Dementia Collaborative  
 Northern Sydney Disability Network  
 Northern Sydney Local Health District  
 Northern Sydney Primary Health Network  
 Northern Sydney Regional Organisation of Council  
 (NSROC)  
 NSROC Northern Sydney Transport Leadership Group  
 NSROC/Southern Sydney Regional Organisation  
 of Council (SSROC)/Western Sydney Regional  
 Organisation of Council (WSROC) Clothing Market  
 Steering Group  
 NSW Business Chamber  
 NSW Department of Communities and Justice  
 NSW Department of Planning  
 NSW Fire & Rescue  
 NSW GambleAware  
 NSW Police  
 NSW SES  
 NSW Small Business Commission  
 One Street

OzHarvest  
 Pymble Ladies College  
 Ravenswood School for Girls  
 Realise Business  
 RecycleSmart  
 Regional Development Australia  
 Relationship Australia  
 Roseville Club  
 Rotary Club  
 Rural Fire Service  
 Service NSW  
 St Ives High School  
 St Ives Rotary Club  
 St Ives Towards Sustainability  
 St Vincent's De Paul Society  
 State Insurance Regulatory Authority Transition to  
 Work Program  
 State Library of NSW  
 StreetWork  
 Sydney Water  
 TAFE NSW  
 The Australian Library and Information Association  
 The Australian Plant Society North Shore Branch  
 The Cavalcade of History & Fashion  
 The Funding Centre  
 The Inclusion Support Program  
 The Village Chef  
 Totem Collective  
 Turramurra Lions Club  
 Warrawee Public School  
 Willoughby City Council  
 Woodlands House  
 Your Side  
 Zero Emissions Sydney North

## Appendix 4: Council consultation and engagement activities 2021 - 2024

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.

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

Some examples of the community consultation and engagement\* undertaken during 2021 - 2024 included:

### 2021/22

- Community Strategic Plan
- Councillor Expenses and Facilities Policy
- Heritage Strategy
- Lindfield Village Hub
- Community engagement policy
- Bedes Forest, St Ives
- St Ives Showground and Precinct Lands Draft Plan of Management
- Landscape Masterplan for Hassall Park - Stage 2
- Fauna Management Policy
- Biodiversity Policy
- Sequoia Close Playspace Upgrade - Phase 1
- North Gordon streetscape upgrades
- Eldinhope Green playspace upgrade
- Water Sensitive City Policy and Water Sensitive City Strategy
- Nature play in Ku-ring-gai
- Public Domain Plans
- Landscape masterplan for The Glade at Wahroonga - Stage 1
- Middle Harbour - Southern Catchments Flood Study
- Code of Meeting Practice
- Urban Forest Strategy - Phase 2

### 2022/23

- Draft Revised Resourcing Strategy, Delivery Program and Operational Plan
- Draft Privacy Management Plan
- The Glade, Wahroonga - draft landscape masterplan phase 3 consultation
- Queen Elizabeth Reserve Landscape Masterplan
- Lorraine Taylor Reserve Playground Concept Plan
- Car Share Policy
- Draft s7.12 Local Levy Contributions Plan 2022
- Councillor Expenses and Facilities Policy 2022
- Hassall Park, St Ives Masterplan - Stage 1 works
- Plans of Management for Sportsgrounds and Parks
- Eastern Road Turramurra streetscape upgrades
- Ibbitson Park, Lindfield playspace upgrade
- Outdoor Dining and Footpath Trading Policy
- Pymble Public Domain Plan
- Landscape Masterplan for Queen Elizabeth Reserve, West Lindfield
- Financial Statements and Auditor's Reports year end 30 June 2022
- Gordon Library improvements
- Roseville Public Domain Plan
- New park at Bedes Forest, St Ives
- Sequoia Close, West Pymble playspace upgrade - concept
- Draft Landscape Masterplan for The Glade, Wahroonga

- Draft Policy for Electric Vehicle Charging Infrastructure
- St Ives Public Domain Plan
- Ku-ring-gai Recreation Needs Study
- Draft Urban Forest Strategy
- Playground upgrade at Lorraine Taylor Reserve, St Ives

## 2023/24

- Public Forum - NSW Government planning reforms (overview January 2024)
- Public Ward Forums - NSW Government 'Low and Mid Rise' housing plans
- Community survey - NSW Government planning reforms
- Community Satisfaction Survey 2024
- Public Forum - Illegal tree removal in local neighbourhoods
- Public Forum - Exploring gender inequality and impacts
- Long-term plan to guide the future use of the Showground precinct
- Khartoum Lane, Gordon traffic arrangements
- Draft Planning Agreement Dorset Drive, St Ives
- Reclassification of 47 Warrane Road, Roseville Chase
- Dumaresq Street Park concept plan
- Draft revised Resourcing Strategy, Delivery Program and Operational Plan
- Canoon Road Plan of Management amendments
- Comenarra Playing Fields Playspace upgrade - Concept
- Draft Data Breach Policy
- Generic Plans of Management - General Community Use and Natural Areas
- Eastern Road Turramurra Streetscape Upgrades - Concept Plan
- Ku-ring-gai Local Planning Panel (KLPP) - Community representatives
- Roseville street tree planting project
- Draft Middle Harbour Northern Catchments Flood Study

- Southern catchment area of the Lane Cove River Flood Study
- Financial Statements and Auditor's Reports year end 30 June 2023
- Library improvements
- Draft Bushfire Prone Land Map 2023
- Draft Social Impact Assessment Policy
- Mimosa Oval playspace upgrade
- Comenarra playing fields playspace upgrade
- Ku-ring-gai Development Control Plan housekeeping review
- Draft Ku-ring-gai Recreation Needs Study
- Draft Social Media Policy
- A range of more localised consultation activities in areas such as minor traffic amendments, infrastructure upgrades and trees works are undertaken on an ongoing basis.

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

Further details on community consultation and engagement activities can be found in Council's Annual Reports or Your say at [www.krg.nsw.gov.au](http://www.krg.nsw.gov.au)

## Appendix 5: Service improvement highlights 2021-2024

Council has a responsibility under the *Local Government Act 1993* 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.

Highlights of some of the service improvements made during 2021 - 2024 include:

### 2021/22

- increased customer service resources across library branches
- enhanced community access to library resources and technology
- developed a local volunteer online platform to help connect local residents and community organisations
- upgraded contemporary self-loan terminals at all library sites
- implemented a new booking system for events and facilities
- installed a new remote access control system which integrates with Council's venue hire booking system
- negotiated a new waste collection contract leading to increased waste recovery
- launched the Net Zero Communities e-newsletter
- upgraded the Envizi reporting platform and automation of Council's energy management snapshot
- launch of the Destination Connections E-newsletter to assist local tourism related businesses
- installed visitor counters at St Ives Showground and the Wildflower Garden to assist with service planning
- launched a new intranet for staff
- implemented new recruitment software, and
- implemented a staff Rewards & Recognition Program.

### 2022/23

- improved engagement with harder to reach groups including people with disabilities, culturally and linguistically diverse groups and young people
- enhanced training for front line staff to effectively communicate with people who have dementia, hidden disabilities or health conditions
- enhanced 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
- improved Council's website content to assist the community's access and understanding
- improved facilities for Gordon Library users including new powered benches shelving, carpets and furniture
- reinvested library cost savings in improved library collections and infrastructure
- expanded the diversity of collections including new digital multicultural collections with 1,000 titles
- implemented a new microfilm reader to enhance and increase accessibility of local history research at the library
- reviewed the Hornsby Ku-ring-gai Emergency Management Plan (EMPLAN) including an audit of evacuation centres in conjunction with NSW Health
- completed 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
- updated the Better Business Partnership rebates program to incorporate stronger support for Net Zero actions
- 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

- provided new guidelines and templates for environmental assessments in response to the *Environmental Planning and Assessment Regulation 2021*
- revised asset management plans to ensure effective maintenance and utilisation of assets, prolonging their lifespan and improving operational efficiency
- implemented 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
- reviewed commercial leases to ensure optimal utilisation of Council owned space and maximising returns
- implemented 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
- expanded the booking system for residents to enrol in Council events, programs and courses
- implemented 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.
- upgraded the Library Management System allowing for a better user experience and a contemporary look and function
- improved cyber security policies, processes and information security
- transitioned to a cloud-based software system to reduce the need for on-premises infrastructure and provide simplified software management
- implemented the 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, and
- 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.

## 2023/24

- implemented a new Library App to enhance the community's access to library information, services and membership management
- commenced four new clubs - chess for adults (Gordon), scrabble for adults (Gordon), coding for children (Gordon) and book club for children (Lindfield)
- increased the library collection by 42,463 items and 112 board games
- developed a grants database allowing community groups to identify grant opportunities in one location
- delivered an expanded events program for Australia Day, Lunar New Year Festival, Heritage Festival and Gai-mariagal Festival
- increased usage of the Library's Multicultural box service by 15%. The most popular languages requested through the service have been Dutch, French, German, Hebrew, Hindi, Hungarian, Italian, Japanese, Korean, Persian, Portuguese, Russian, Sinhalese, Spanish and Ukrainian.
- implemented touchscreen library catalogues to improve accessibility of library collections
- removed overdue fines on borrowed library items which were seen as a barrier to library use
- improved Wi-Fi coverage at Gordon Library including increased download limits and speeds
- installation of three new gross pollutant traps in Gordon (Blackbutt Creek catchment), West Pymble (Lofberg Quarry catchment), and Pymble (Branch Cowan Creek catchment). A new service contract was implemented to service the cleaning of these.
- updated the Development Control Plan including green building certification to align with the new Sustainability SEPP, new guidelines for building materials and finishes to ensure new buildings better suit local character and new facade design controls to improve mixed use building design
- commenced with a new pound provider with improved financial outcomes
- improved opportunities for local business education and support with Council and other government regulations through Council's monthly Business Connections Enews
- implemented a new quarterly enewsletter for new businesses registered in Ku-ring-gai (on the Australian Business Register) which details a range of support services available including the Service NSW Business Bureau (to support businesses

- navigating red tape and regulations)
- increased support for local business to navigate Council's regulations through face-to-face interactions with staff including Development and Regulation and the Corporate Communications teams
  - completed benchmarking of customer service across the organisation
  - delivered organisational wide customer service training
  - updated various asset management plans and associated financial strategies
  - completed a comprehensive review of Drainage Assets and Buildings with positive financial outcomes
  - enhanced social media communications to highlight operations works, upgrades and project updates
  - introduced a new weekly customer service report for senior management
  - completed a review of Council's complaint reporting processes
  - developed a draft suite of proposed Work Health and Safety initiatives to enhance the existing functions
  - commenced implementation of an Indoor Air Quality Monitoring program
  - improved efficiency in records retrieval and records management processes
  - implemented improvements to procurement processes including probity and guidance for all tenders and sourcing activities, centrally recorded contracts in a Contract Management System and a draft Contract Management Framework
  - replaced the phone system with Microsoft Teams
  - implemented a vulnerability scanner to detect and address vulnerabilities in our IT environment
  - implemented actions from Council's audit program, which included reviews of plant and fleet management, integrated planning and reporting, business continuity planning, payroll, fraud and corruption framework, leisure facilities and parks, project management, fire safety compliance, customer service, tree management, expense management, cyber security and grants management and sponsorships, and
  - increased the e-news database to 25,000 through enhanced opt in options.

Further details on service improvements and innovations can be found in Council's Annual Reports at [www.krg.nsw.gov.au](http://www.krg.nsw.gov.au)



# CONTACT US

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

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### Business hours

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### Online chat

Go to our online chat at [krq.nsw.gov.au](http://krq.nsw.gov.au)  
8.30am - 5.00pm (AEST), Monday - Friday

### Website

[krq.nsw.gov.au](http://krq.nsw.gov.au)

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