

ANNUAL
REPORT
2023-2024



23-24

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Simplified Chinese

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Traditional 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.

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

Persian

آیا به کمک نیاز دارید؟

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

Japanese

ご質問がありますか？

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

Hindi

सहायता चाहिए?

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

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NRS Chat: Go to www.accesshub.gov.au/services/nrs-chat and enter 02 9424 0000.

For all other assistance options see www.accesshub.gov.au

Need help to access Council's building?

Disability parking and access is available via a ramp and lift, off Radford Place at the rear of Council's building, at 818 Pacific Highway, Gordon,

Ku-ring-gai Council

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



krg.nsw.gov.au



— CONI —

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

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INTRODUCTION





ABOUT THIS REPORT

This is Ku-ring-gai Council's report to the Ku-ring-gai community on its performance during the 2023/24 financial year.

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

This report details Council's performance during the 2023/24 financial year including achievements and challenges.

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

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

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

Acknowledgements

Ku-ring-gai Council would like to acknowledge all staff who contributed to the completion of the 2023/24 Annual Report.

Photography

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



COMMUNITY

WIS



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

ION

GUIDING PRINCIPLES

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

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

Social justice principles

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



FURTHER INFORMATION

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

Sustainability principles

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

Quadruple bottom line

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

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



FROM THE MAYOR

I am very pleased to present
Ku-ring-gai Council's Annual
Report for 2023-2024.



This report provides an overview of our achievements over the year, and our progress towards realising the vision outlined in the Ku-ring-gai Community Strategic Plan.

Our key focus during this period has been to respond to the housing changes being imposed by the NSW Government. We are working tirelessly to advocate for the best possible outcomes for our community, engage with residents about the likely impact of the changes and taking decisive action to safeguard Ku-ring-gai's unique environment, heritage and character.

Council also continued to focus on infrastructure, improving and protecting the natural environment and the delivery of programs to support an inclusive and connected community.

During 2023-2024, Council dedicated around \$154 million to provide wide-ranging services to the community. We continued to invest in our future through a \$46 million capital works program, which included:

- \$11.7 million on road renewal, upgrades and repairs
- \$8.3 million towards the St Ives Indoor Centre joint project with the NSW Government
- \$6.4 million on parks, sports facilities and playgrounds
- \$3.0 million on improvements to local centres
- \$2.3 million on footpaths
- \$1.4 million on initiatives to enhance biodiversity and sustainability
- \$1.3 million on community buildings and library resources
- \$1.2 million on new and upgraded traffic and pedestrian facilities
- \$1.0 million on stormwater drainage.

As well as the start of construction of the indoor sports facility at St Ives High School, improvements to local sports facilities included upgrading Primula Oval in Lindfield and Roseville Oval. Samuel King Oval in North Turramurra was upgraded, including the installation of rainwater harvesting for irrigation.

Community engagement was a crucial part of these upgrades. The annual sports forum was held to discuss ways to enhance sporting, recreation and leisure facilities across the area. Council staff engaged with Warrawee Public School to gather ideas for the Duff Street Reserve in Turramurra as part of Council's nature play program. To support long-term planning for recreation services and facilities, Council completed its district park landscape masterplans and conducted an open space and recreation needs study. And we should not forget how we celebrated the Matilda's sporting success at the FIFA Women's World Cup with live sites at St Ives Village Green and Wahroonga Park.

A wide range of events and programs to strengthen community bonds, celebrate diversity and support those in need were held during this period. These included the Gai-mariagal Festival launch, Australia Day, Lunar New Year and the Heritage Festival. Council collaborated with the Hornsby Ku-ring-gai Multicultural Network to celebrate Refugee Week and played a key role in organising a regional Youth Sector Strategic Planning Day. We expanded our event program to support culturally diverse events such as NAIDOC Week, the Chanukah on the Green Jewish Festival and Lighting of the Menorah.

Council established new financial hardship grants and a program to tackle violence against women. We secured funding for a preschool education program and offered various youth programs, including urban art and teens/parents workshops. The mental health youth forum provided a platform for young people to discuss mental health issues and access support services.

I am very proud of the steps that Council has taken to protect Ku-ring-gai's unique environment. A street tree pilot program saw around 50 new trees planted in Roseville, and Council partnered with Earthwatch, the community and local schools to place around 1,300 plants in West Pymble.

Council also continued implementing its Urban Forest Strategy, including a Tree Forum to inform residents about tree protection. An important tree inventory project was completed, providing valuable information on over 6,000 trees on Council land.

Council continued to promote its sustainability initiatives through the Net Zero program, reducing its own energy consumption and collaborating with neighbouring councils to share best practices.

In recognition of the hard work and dedication of the organisation, Ku-ring-gai Council was honoured with a Local Government Excellence in the Environment Award and a Planning Institute of Australia Great Place Excellence Award.

As Mayor during this period, I would like to thank my Councillor colleagues, Council staff and the many community organisations and volunteers who share our vision for Ku-ring-gai's future.

Together we have achieved some outstanding results. I encourage you to explore this annual report in more detail to learn more about our organisation and achievements this past year.



Cr Sam Ngai

Mayor of Ku-ring-gai
(September 2023 – September 2024)

GENERAL MANAGER'S REPORT

As we reflect on the 2023/24 financial year, I am pleased to report that Ku-ring-gai Council has maintained a sound financial position while delivering a range of services to our community.



During this period, Council invested significantly in community infrastructure and services. A total of \$154 million was allocated to service delivery and operations, and \$46 million was directed towards improving roads, parks, and other capital works. Council concluded the 2023-2024 financial year in a sound position, recording an operating surplus of \$21.69 million (including capital grants and contributions) and underlining our commitment to prudent financial management. The surplus will be allocated to essential capital works projects.

While Council's current financial position remains strong, it faces increasing budgetary pressure due to ageing infrastructure, increasing demand for services, and rising costs. This year, we continued to implement the recommendations arising from last year's financial sustainability review. This included a comprehensive reassessment of buildings and stormwater assets and the commencement of a service improvement program to help ensure we are delivering our programs and services as efficiently and effectively as possible.

Key improvements and achievements during 2023-2024 included:

- Advocating for the community on the NSW Government's housing policy and providing extensive and timely information to Councillors and the community on the likely impacts of the changes.
- Implementing 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 the benefits of trees and educating the community about supporting tree health.
- Community consultation and engagement on a range of other matters, including upgrades to play spaces, streetscapes, and traffic arrangements, bush fire and flood planning, and other policies.

- Coordinating over 35 public exhibitions, forums and surveys on a range of matters and responding to around 6,400 submissions from the public.
- Increasing our social media audience and circulation of e-news, which increased by almost 40% in the last 6 months.
- A comprehensive customer service benchmarking exercise to identify areas for improvement, including delivery of training for all staff.
- Undertaking a comprehensive review of development assessment services to identify opportunities to improve the timeliness of decisions for applicants.
- Improving library services with the launch of a new library app, touchscreen library catalogues and enhanced Wi-Fi coverage at Gordon Library. We introduced new activities for children and families and expanded the loan collection with over 42,000 new items and 100 board games. Library visitations and borrowings increased this past year.
- Upgrading Council's phone system, implementing robust systems to prevent potential IT security threats and continuing our transition to cloud-based software systems to reduce our reliance on IT hardware.
- Providing support for staff and ensuring a diverse and highly capable workforce through the implementation of our Equal Employment Opportunity (EEO) Management Plan and Gender Equality Strategy, expansion of our Total Rewards and Recognition Program, and development of a new early careers program framework. Staff participated in a wide range of learning and development activities over this past year, and recent survey results show that staff engagement, wellbeing and progress remain above the industry average.

- Successfully securing grant funding to support refurbishment works at Gordon Library, food waste projects, traffic safety, improved integration with the NSW Planning Portal and other programs.

By understanding and prioritising community needs, maintaining sound financial management and planning strategically, Ku-ring-gai Council will remain well-positioned to address the challenges of the future and deliver exceptional services to its residents.



David Marshall

General Manager

SNAPSHOT OF KU-RING-GAI

RESIDENTS OF KU-RING-GAI

POPULATION IN 2023¹
126,983

POPULATION BY 2036⁵
138,946

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

MEDIAN AGE²
▲ 42 YEARS

LARGEST AGE GROUP²
10-14 YEARS FOLLOWED BY 50-54 YEARS, AND 45-49 YEARS

A growing proportion of older people
▲ 70+ YEARS

CULTURAL DIVERSITY²



▲ **42.6%** residents born overseas

LANGUAGE²

33.4% residents speak a language other than English at home



Dominant language, other than English, is Mandarin²

GROWING HOUSEHOLDS WITHOUT CHILDREN



Families
55.4%² → 50.3%⁵ in 2036



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



Lone person
16.6%² → 20.2%⁵ in 2036

A HIGHLY EDUCATED COMMUNITY²

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

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

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

RESIDENT'S HEALTH AND WELLBEING

ASSISTANCE²

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



UNPAID CARERS²

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



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

▼ **20.4%** of residents volunteer



LONG TERM HEALTH²

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

HOUSING CHOICE

SEPARATE DWELLINGS ARE DECREASING BUT REMAIN DOMINANT²



▼ **66.7%**
SEPARATE DWELLINGS



▲ **24.2%**
HIGH DENSITY DWELLINGS



▲ **8.6%**
MEDIUM DENSITY DWELLINGS

HOUSING TENURE²



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



▲ **19.6%**
HOUSEHOLDS RENTING

AVERAGE HOUSEHOLD SIZE HIGHER THAN GREATER SYDNEY²

▼ **2.84 PERSONS PER DWELLING**

A RESILIENT ECONOMY



LOCAL JOBS³

38,896



LOCAL BUSINESSES⁴

14,920

GRP³

\$8.56 BILLION

EMPLOYED RESIDENTS³

67,374

LARGEST EMPLOYMENT SECTORS³

Health care and social assistance

Education and training

Professional, scientific and technical services

with the most popular occupations in professional and managerial roles ▲

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

Sources:

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





PERFORMANCE SUMMARY

FINANCE SNAPSHOT

Overview

At the end of the 2023/24 financial year, Council remained in a sound position with an operating surplus of \$21.69 million, including capital grants and contributions, and \$1.51 million excluding capital grants and contributions.

During 2023/24, Council spent \$154 million (\$143m in 2022/23) on services and operations and \$46 million (\$54m in 2022/23) on capital projects, including infrastructure assets, to provide a diverse range of services to the community.

Council currently manage \$2.71 billion worth of infrastructure assets including roads, bridges, halls, land, recreation and leisure facilities, drains, parks, and property.

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

Key achievements

- **Operating surplus** - Council achieved an operating surplus for the 2023/24 financial year.
- **Financial position** - Council maintained a sound financial position.
- **Key financial performance (excluding infrastructure assets)** - All key financial performance measures have achieved or outperformed benchmarks except for the Rates and Annual Charges Outstanding Percentage.
- **Strong return on investment portfolio** - Cash and investments at the end of the financial year totalled \$213 million. Council's total return was 4.36% pa for the financial year compared to 3.08% pa for the previous year due to higher interest rates and active management of the investments portfolio during the year.
- **Infrastructure assets revaluation** - Council performs a comprehensive revaluation on its infrastructure assets on a five-year cycle. Each year, however, Council assesses the carrying amount of assets to ensure that it does not differ materially from the fair value. During the 2023/24 financial year, Council performed a comprehensive revaluation of land under

roads and stormwater drainage assets. As a result, there was a \$138 million fair value increase in carrying value of all infrastructure asset classes, including community, Crown, and operational land.

Challenges

Financial sustainability continues to be a significant challenge for Council with increasing demand for services, facilities and infrastructure from the community at odds with restricted revenue that does not keep up with rising costs. In more recent times increased attention has also been placed on improving existing assets and providing new facilities to cater for an increasing population, changing requirements and expectations. This introduces a financial burden for current and future generations for asset management that was not adequately addressed in the past.

While Council's current financial position is sound, the financial performance ratios all exceed benchmark, except the outstanding rates ratio, it is a concern the infrastructure ratios fall short.

There are challenges to meet in the future to be financially sustainable and decisions are required about the revenue and expenditure pathway amid changing circumstances. In response to continuing financial challenges and other external factors impacting Council and local government more generally, the organisation commissioned a financial sustainability review in 2022/23.

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 review informed the development of Council's 2023/24 budget, 2024/25 budget and future years of the Long Term Financial Plan. These documents contain key issues and detailed assumptions around Council's future financial projections.

How did we perform?

Achieved a sound operating result

For the financial year ended 30 June 2024, Council had an operating surplus, excluding revenue from capital grants and contributions, of \$1.51 million (figure 1), which was \$8.57 million lower than the 2022/23 result. This is mainly due to additional Regional and Local Roads Repair Program (RLRRP) and other operational grants received, and higher interest income partially offset by increased materials and contractor costs, depreciation expense and borrowing costs.

The operating result after capital grants and contributions was \$21.69 million (figure 2), a decrease of \$3.15 million in comparison to the previous financial year (\$24.84m).

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

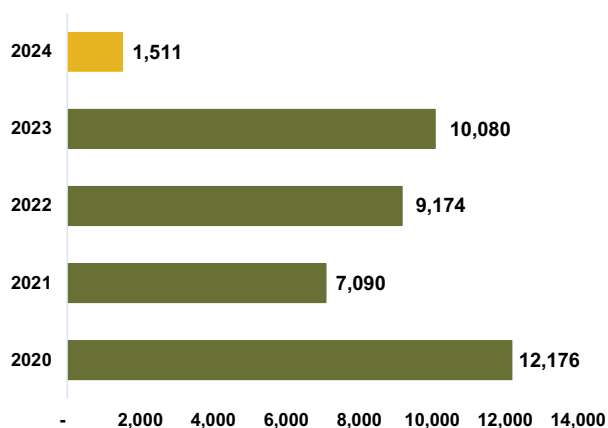


Figure 1 Net operating result \$'000 (excluding capital income) - 5-year trend

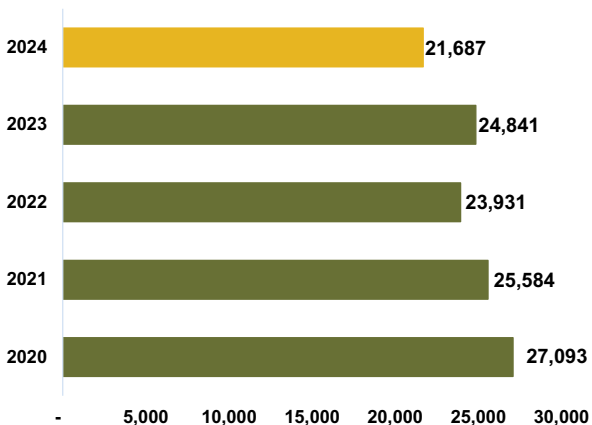


Figure 2 Net operating result \$'000 (including capital income) - 5-year trend

Performance measurement indicators

The Statement of Performance Measurement (Financial Statements – Note F5) provide ratios used to assess various aspects of Council's financial performance. These ratios have been prescribed by the Code of Accounting Practice for 2023/24.

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

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

1. Operating performance ratio

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

2023/24 ratio: 1.65%

Council's Performance Ratio decreased due to a combination of reduced operating grants, increased materials and contract costs, and higher depreciation. However, the ratio remains above the 0% benchmark, indicating that Council can still contain operating expenditures, excluding capital grants and contributions, within its operating revenues.

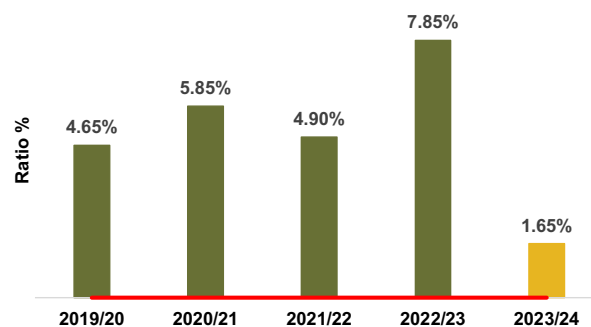


Figure 3 Operating performance ratio

Benchmark: > 0.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting

2. Own source operating revenue ratio

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

2023/24 ratio: 82.86%

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

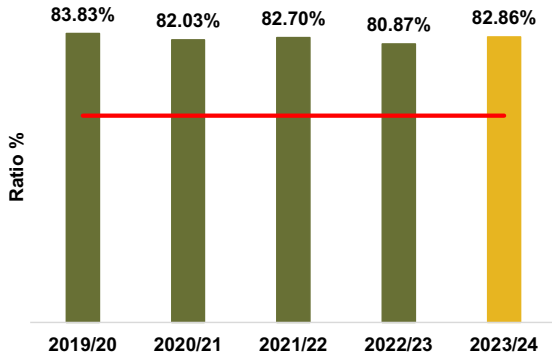


Figure 4 Own source operating revenue ratio

— Benchmark: >60%

Source for benchmark: Code of Accounting Practice and Financial Reporting

3. Unrestricted current ratio

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

2023/24 ratio: 4.00x

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

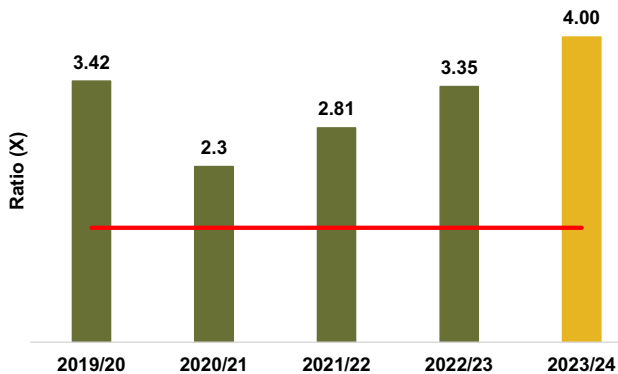


Figure 5 Unrestricted current ratio

— Benchmark: >1.5x

Source for benchmark: Code of Accounting Practice and Financial Reporting

4. Debt service cover ratio

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

2023/24 ratio: 6.49x

The Debt Service Cover Ratio has decreased from the previous year but remains above the benchmark of 2x. This is mainly due to decreased operating results driven by lower operating grants revenue.

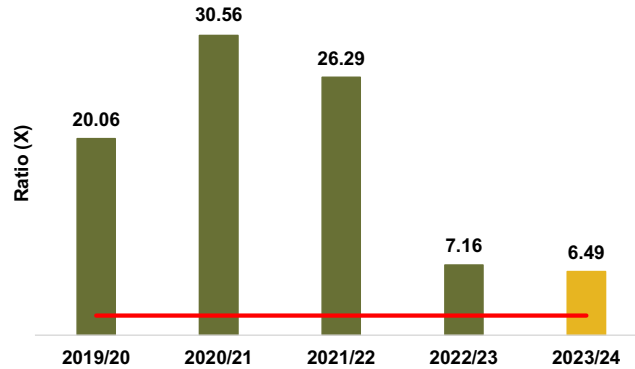


Figure 6 Debt service cover ratio

— Benchmark: >2x

Source for benchmark: Code of Accounting Practice and Financial Reporting

5. Rates and annual charges outstanding percentage

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

2023/24 percentage: 5.18%

The rates and annual charges outstanding percentage of 5.18% is more than the benchmark of ‘less than 5%’.

An increase from the previous year is noticed mainly due to additional new property unit developments that remained unsettled at year end and a greater number of ratepayers entering payment plans due to financial stress during the period. Council will continue to monitor uncollected rates and actively engage in debt recovery processes to ensure these are maintained within the current benchmark.

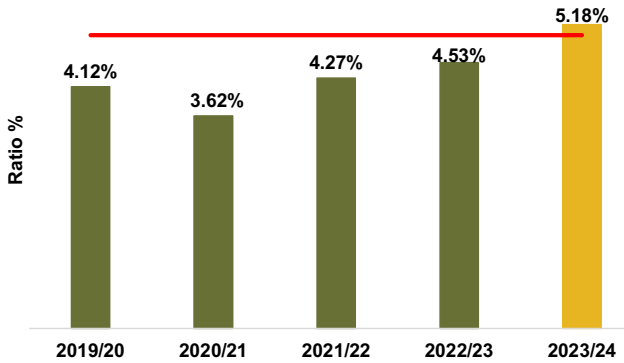


Figure 7 Rates and annual charges outstanding percentage

Benchmark: <5.00%
 Source for benchmark: Code of Accounting Practice and Financial Reporting

6. Cash expense cover ratio (months)

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

2023/24 ratio: 12.56 months

Council’s Cash Expense Cover Ratio is satisfactory and remains above the benchmark of greater than 3 months. The decrease from previous years is primarily due to an increase in payments due to higher operating costs.

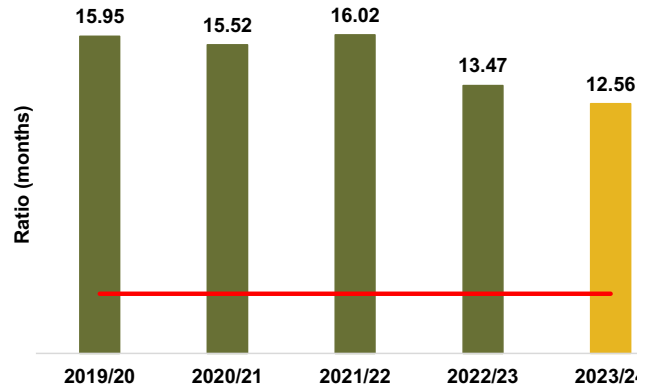


Figure 8 Cash expense cover ratio

Benchmark: >3.00 months
 Source for benchmark: Code of Accounting Practice and Financial Reporting

7. Buildings and infrastructure renewals expenditure ratio

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

2023/24 ratio: 86.91%

Council has maintained the same level of renewals compared to the previous year. However, due to the increase in depreciation, the ratio is lower than prior years. The ratio is below the benchmark of 100%. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital works projects.

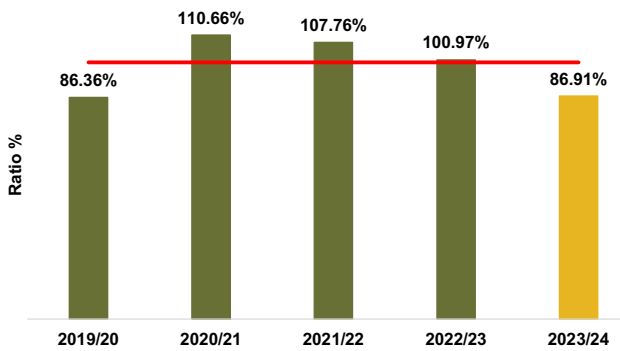


Figure 9 Buildings and infrastructure renewals expenditure ratio

— Benchmark: >=100%
 Source for benchmark: Code of Accounting Practice and Financial Reporting

8. Infrastructure backlog ratio

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

2023/24 ratio: 9.12%

There was a decrease in the ratio when compared to last financial year, mainly due to the reassessment of the building and stormwater drainage. Council is continuing to focus on appropriate asset standards for renewal and maintenance of its assets.

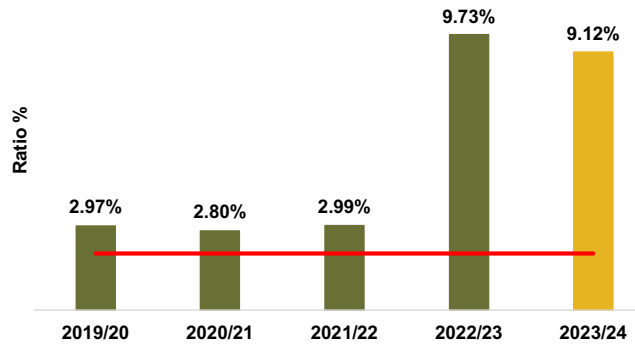


Figure 10 Infrastructure backlog ratio

— Benchmark: < 2%
 Source for benchmark: Code of Accounting Practice and Financial Reporting

9. Asset maintenance ratio

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

2023/24 ratio: 91.94%

A ratio above 100% indicates that Council is investing enough funds within the year to ensure assets reach their useful lives. The ratio has increased slightly compared to last year. Council is committed to increasing expenditure on asset maintenance in future to maintain its infrastructure assets in satisfactory condition in the long term.

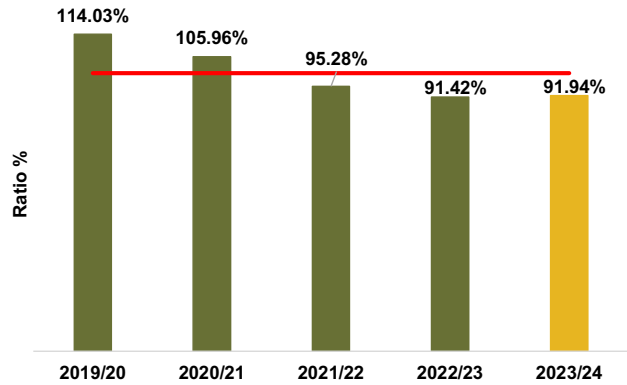


Figure 11 Asset maintenance ratio

— Benchmark: >100.00%
 Source for benchmark: Code of Accounting Practice and Financial Reporting

10. Cost to bring assets to agreed service level

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

2023/24 ratio: 12.81%

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

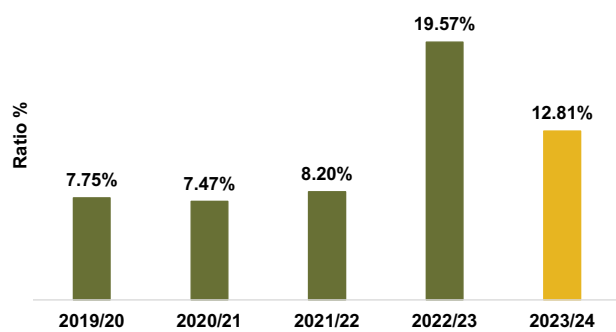


Figure 12 Cost to bring assets to agreed service level

Where did our funds come from?

Total income (2023/24): \$175.96 million (including capital income of \$20.18m)

Our main sources of income in 2023/24, including capital income (grants and contributions) were from:

Total income by category 2023/24		
Income	2023/24	2022/23
Rates and annual charges	\$98.31 million or 56%	\$94.65 million or 56%
User charge and fees	\$22.96 million or 13%	\$21.62 million or 13%
Grants & contributions provided for capital purposes	\$20.18 million or 11%	\$14.76 million or 9%
Other revenues	\$6.33 million or 4%	\$5.18 million or 3%
Grants & contributions provided for operational purpose	\$9.98 million or 6%	\$17.43 million or 10%
Interest and investment revenue	\$9.32 million or 5%	\$7.03 million or 4%
Other income	\$8.88 million or 5%	\$7.65 million or 5%

Where were our funds spent?

Total operating expenses (2023/24): \$154.27 million

The main expenditure items for the year were:

Total expenditure by category 2023/24		
Expenditure	2023/24	2022/23
Materials and services	\$71.75 million or 47%	\$67.52 million or 47%
Employee benefits and on-costs	\$49.12 million or 32%	\$45.90 million or 32%
Depreciation, amortisation and impairment	\$25.95 million or 16%	\$22.47 million or 16%
Other expenses	\$5.06 million or 3%	\$4.18 million or 3%
Borrowing costs	\$1.32 million or 1%	\$1.44 million or 1%
Net losses from disposal of assets	\$1.07 million or 1%	\$1.97 million or 1%



FURTHER INFORMATION

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



PROJECTS SNAPSHOT

Council completed or progressed a range of capital and operational projects and programs to benefit the Ku-ring-gai community during 2023/24.

The following represents a selection of programs, with expenditure, as part of the delivery of Council's Capital Works Program and Operational Projects in 2023/24.

<p>ROADS \$11,750,682</p>	<ul style="list-style-type: none"> • Road renewal and repair across the LGA, including upgrades, and future road acquisition in Gordon and traffic facilities maintenance.
<p>SPORTS COURTS \$9,418,266 (*\$8,386,281)</p>	<ul style="list-style-type: none"> • Council's sports courts development program • Lighting upgrade at Warrimoo Oval, St Ives • Progress of St Ives Indoor Centre project*.
<p>TOWN CENTRE STREETSCAPES \$3,040,852</p>	<p>Design and/or construction works at:</p> <ul style="list-style-type: none"> • St Johns Avenue, Gordon • Streetscape improvements across the LGA including Gordon, Lindfield and Pymble • Neighbourhood centre upgrade at East Turramurra • Turramurra local centre activation project • Local centres traffic and transport studies.
<p>PARKS \$2,337,540</p>	<p>Design and/or construction works at:</p> <ul style="list-style-type: none"> • St Ives Village Green and St Ives Showground • Hassall Park and Bedes Forest, St Ives • Koola Park, East Killara • Gordon Recreation Ground • Robert Pymble Park • Queen Elizabeth Reserve, West Killara • The Glade, Wahroonga • memorial seat donations and works across the LGA as part of Council's parks development program.
<p>FOOTPATHS \$2,330,312</p>	<ul style="list-style-type: none"> • Construction of new footpaths, reconstruction of existing footpaths and improvements to footpaths across the LGA.
<p>SPORTSFIELDS \$2,132,350</p>	<p>Design and/or construction works at:</p> <ul style="list-style-type: none"> • Bannockburn Oval, Pymble • Hockey facility at Barra Brui Oval, St Ives • Primula Oval, Lindfield • Roseville Park Oval, Roseville • Matched funding opportunities.
<p>TRAFFIC/ PEDESTRIAN FACILITIES \$1,155,134</p>	<ul style="list-style-type: none"> • Construction of new and upgraded traffic and pedestrian facilities, traffic studies and sustainable transport initiatives including shared user paths/ cycleways at various locations across the LGA.

LIBRARY RESOURCES \$975,797	<ul style="list-style-type: none"> • New and replacement of library resources and collections and refurbishment works at Gordon library.
DRAINAGE STRUCTURES \$967,266	<ul style="list-style-type: none"> • New, upgrade and renewal works to drainage networks across the LGA and continuation of Council's CCTV condition assessment and repair program.
CAR PARKING & FENCING \$782,848	<ul style="list-style-type: none"> • Car park works at Moree Street Gordon and Golden Jubilee, Wahroonga and fencing works at St Ives Showground, Wahroonga Park and Council's fencing and car parks at sportsgrounds program.
BIODIVERSITY \$715,758	<ul style="list-style-type: none"> • Bushland monitoring, inspection and restoration programs and projects, ecological and fire management, biobanking, pest species management and projects to enhance biodiversity corridors and urban forest areas across the LGA and projects including the Tiny Forest.
COMMUNITY PARTNERSHIPS \$704,911	<ul style="list-style-type: none"> • Community programs and initiatives including the Climate Wise Communities and WildThings programs; community environmental volunteering, grants, education programs, environmental events and workshops; engagement and promotions; environmental art and signage; works associated with the St Ives Cultural Environmental Education Centre.
INFORMATION TECHNOLOGY \$615,986	<ul style="list-style-type: none"> • Improvements to Council's core systems, projects and system maintenance, and technology equipment replacement.
PLAYGROUNDS \$446,943	<p>Design and/or construction works at:</p> <ul style="list-style-type: none"> • Eldinhope Green, Wahroonga • Lorraine Taylor Reserve and Ku-ring-gai Wildflower Garden, St Ives • Rofe Park, South Turramurra • Comenarra playing fields, Turramurra.
RECREATION FACILITIES & SWIMMING POOL \$427,203	<ul style="list-style-type: none"> • Refurbishment works to 50m outdoor pool at the Ku-ring-gai Fitness and Aquatic Centre, preparation of the Green Grid Strategy and Recreation Needs Strategy and upgrade works to Jubes Mountain Bike Park, Wahroonga.
COMMUNITY CENTRES AND HALLS \$294,943	<ul style="list-style-type: none"> • Improvement works to community facilities undertaken at Tulkiyan House, Gordon; community hired facilities and upgrades to seniors facilities.
WASTE & RECYCLING \$291,697	<ul style="list-style-type: none"> • Programs, projects and initiatives within Council's Better Business Partnership program.

Footnotes:

- Figures are rounded and are inclusive of all grants received by Council and all project related costs including project management/ consultant costs, reports commissioned and design/ construction works.
- Figures represent a portion of programs from Council's Capital Works Program and Operational Projects for 2023/24 with expenditure consistent with Council's Financial Statements 2023/24.

DELIVERY PROGRAM RESULTS

How we performed during 2023/24

Council successfully delivered a range of programs, projects and services to the community across service areas during the year. The 2023/24 capital works program delivered a range of capital and operational projects with an overall expenditure of more than \$55 million.

Council's adopted Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 includes 64 four-year term achievements, 202 annual tasks and 83 annual performance indicators. Progress was measured against these as part of Council's June 2024 bi-annual report.

Council achieved an overall satisfactory result for term achievements, operational plan tasks and performance indicators for the reporting period. Council outperformed its annual target to substantially complete at least 89% of tasks identified in the Operational Plan for 2023/24 with a result of 92.5%.

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



FURTHER INFORMATION

Further details on Council's performance is available in **Performance – Delivering the vision** with a summary of Council's 2023/24 result provided in figure 13. The June 2024 bi-annual report is available at www.krg.nsw.gov.au

Performance summary snapshot

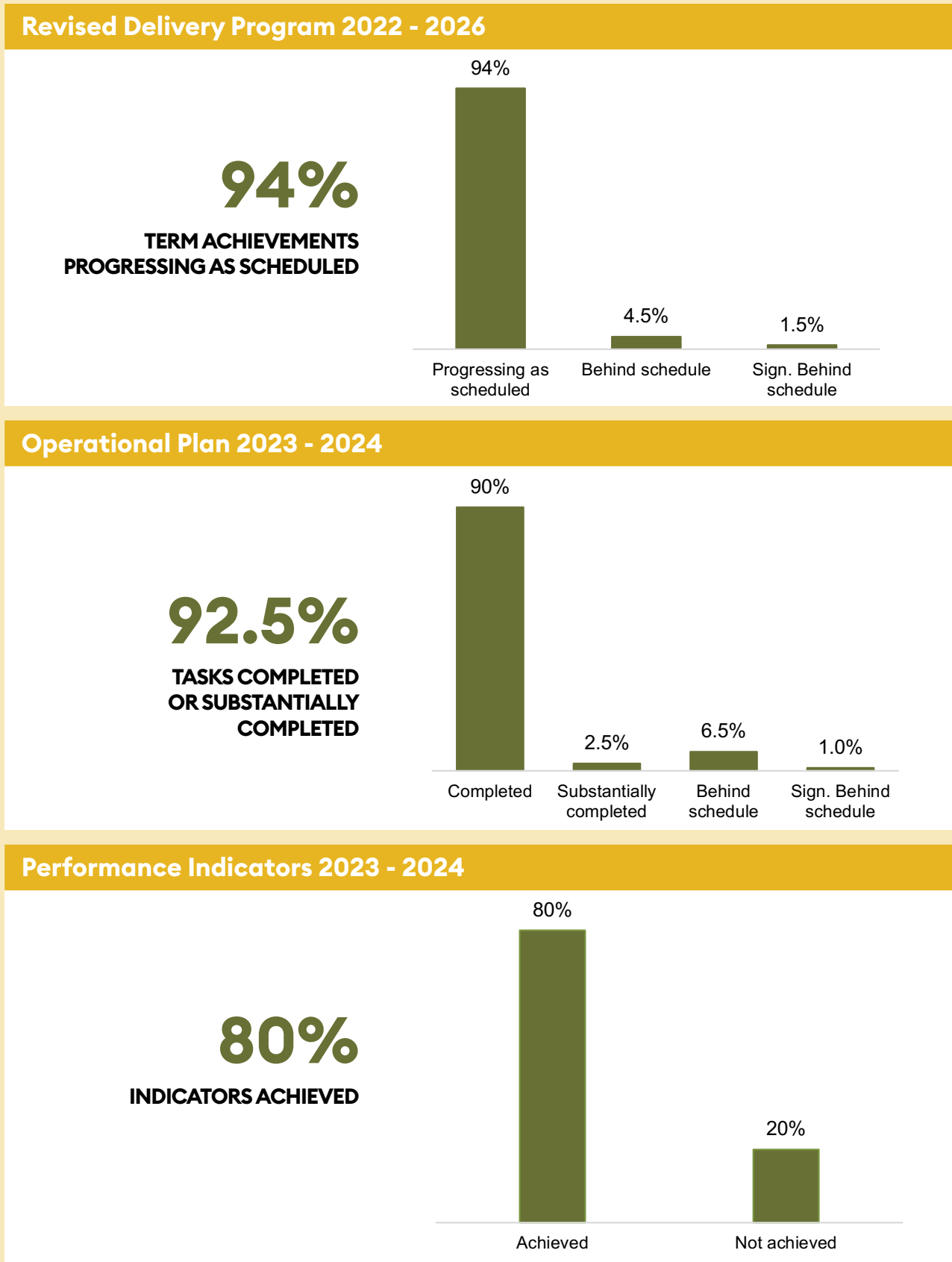


Figure 13 Delivery Program and Operational Plan performance from 1 July 2023 to 30 June 2024.

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

QUADRUPLE BOTTOM LINE

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

Community Strategic Plan

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

Diagram 1 indicates the primary contribution that each long term objective makes to a QBL parameter.







Diagram 1 Ku-ring-gai 2032 Community Strategic Plan focus areas (for long term objectives) mapped by primary quadruple bottom line parameters

Quadruple bottom line performance snapshot

The following table details Council’s progress in addressing and achieving the quadruple bottom line in the Delivery Program through Council’s Term Achievements for 2023/24.

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

QBL parameter	Delivery Program Term Achievements contributing to QBL parameters	
	Number	Progress (Progressing as scheduled)
 SOCIAL	34	94%
 ECONOMIC	15	100%
 ENVIRONMENTAL	10	80%
 CIVIC LEADERSHIP	24	92%

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

IMPROVING SERVICES

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.

Improvement initiatives are identified and implemented through the following:

- undertaking regular research into the community's priorities and satisfaction with a broad selection of Council's external services and facilities
- assessing the community's overall level of satisfaction with Council's performance
- considering the priorities and expected levels of service, expressed by the community during engagement activities across Council's operations
- completing an annual audit program which identifies improvements to business processes and the delivery of services
- assessing the effectiveness of the projects, programs and actions contained in the Delivery Program and Operational Plan against performance measures, and
- encouraging staff to initiate improvements in their work practices and service delivery.

Service improvement program

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

NSW Councils also have obligations under the *Local Government Act 1993* and Integrated Planning and Reporting Framework to:

- identify areas of service that they will review during their term, and how they will engage with the community to determine service level expectations
- specify each service review to be undertaken in each year
- include progress of service reviews, the results of those reviews and any changes made to levels of service in their annual reports, and
- demonstrate an effective service review framework to ensure that services and business functions are delivered to an expected standard.

During 2023/24, Council engaged external consultants to assist in developing a governance and operational framework to support a service improvement program. Council has identified two services to be reviewed – communications and community engagement and the management and maintenance of sports fields. These reviews have been included for completion in the Operational Plan 2024-2025. A third review into development assessment processes has been completed. The progress and outcomes of these reviews will be reported in future performance reports.

Service improvements 2023/24

Examples of improvements to services and work practices during 2023/24 included:

Customer service

- completed benchmarking of customer service across the organisation
- delivered organisational wide customer service training
- introduced a new weekly customer service report for senior management
- completed a review of Council's complaint reporting processes
- developed a grants database allowing community groups to identify grant opportunities in one location.

Community engagement

- increased the e-news database to 25,000 through enhanced opt in options
- enhanced social media communications to highlight operations works, upgrades and project updates
- delivered an expanded events program for Australia Day, Lunar New Year Festival, Heritage Festival and Gai-mariagal Festival.

Support for business

- 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 e-newsletter 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.

Library services

- implemented a new Library App to enhance the community's access to library information, services and membership management
- commenced 4 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 plus 112 board games
- 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
- improved Wi-Fi coverage at Gordon Library including increased download limits and speeds
- removed overdue fines on borrowed library items which were seen as a barrier to library use.

Environmental sustainability

- commenced Recycle Smart which provides a collection service of hard to recycle products
- 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
- installed 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.

Information technology – systems, services and security

- replaced Council's phone system with Microsoft Teams
- implemented a vulnerability scanner to detect and address vulnerabilities in the IT environment
- continued transitioning to a cloud-based software system to reduce the need for on-premise infrastructure and provide simplified software management
- continued Council's records digitisation program making business information easily searchable and accessible, reducing the risks and costs of physical storage on-premise or at the Government Records Repository.

Finance, audit and procurement

- 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
- commenced with a new pound provider with improved financial outcomes
- 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.

Asset and facilities management

- continued a prioritised program of improvements to community buildings and facilities to enhance their functionality and usability, improving the overall experience for residents, and decreasing long-term maintenance costs
- continued to review commercial leases to ensure optimal utilisation of Council owned space and maximising returns
- completed a comprehensive review of drainage assets and buildings with positive financial outcomes
- commenced implementation of an Indoor Air Quality Monitoring program at Council offices.



FURTHER INFORMATION

See each theme in **Performance – Delivering the vision** for further continuous improvement activities undertaken by Council.

ENGAGEMENT AND COLLABORATION

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

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

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

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

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

Benefits of effective community engagement include:

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

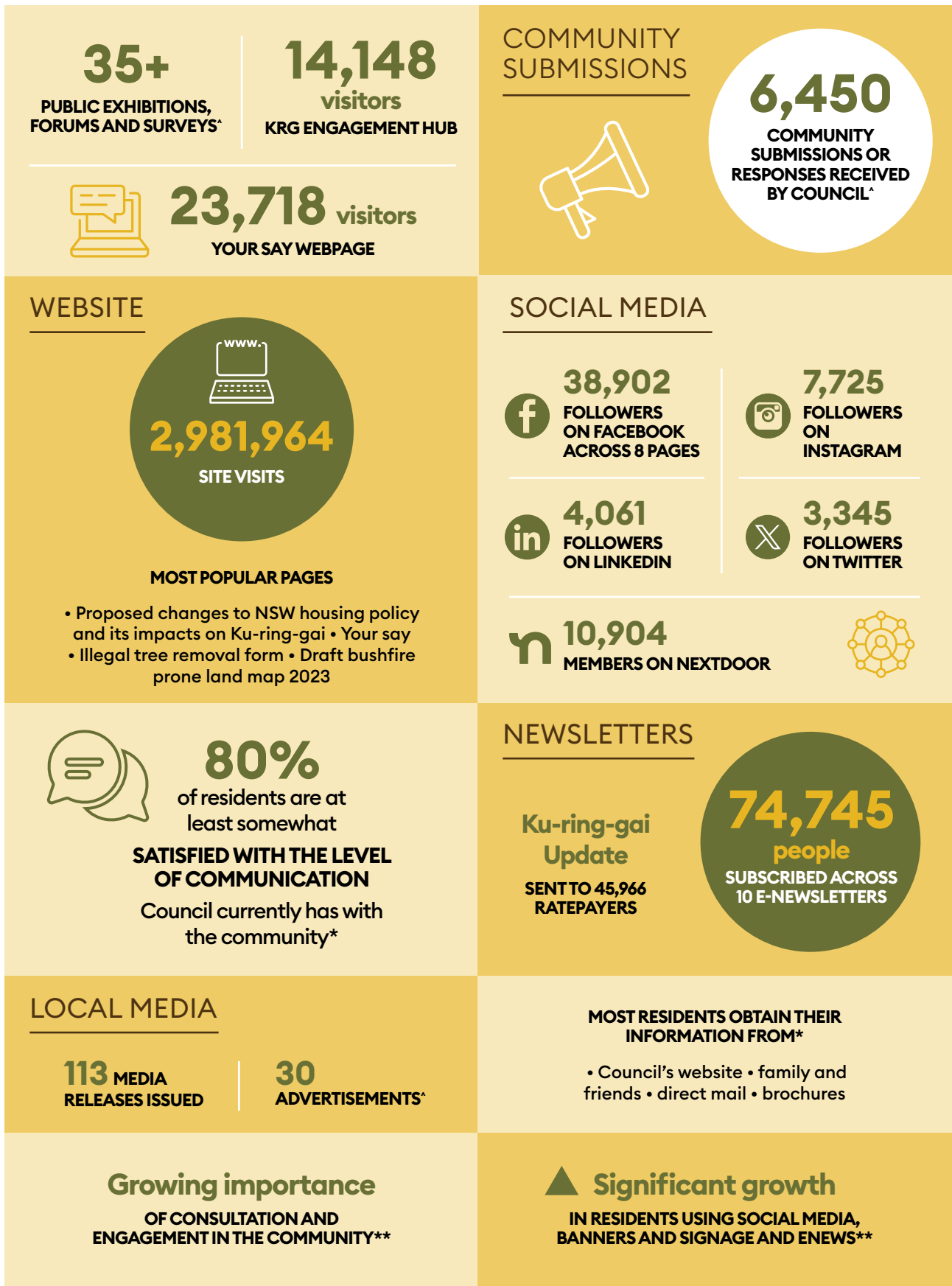
Council connected with our community in 2023/24 through an increasingly sophisticated range of media including surveys, apps, newsletters, public exhibitions, community forums, and the Your Say section of our website.



FURTHER INFORMATION

See **Appendix 1 – Community Engagement and Collaboration Activities** for details of engagement activities held.

Snapshot – Council engagement and communication 2023/24



* Community Satisfaction Survey 2024, Micromex
 ** When comparing 2021 and 2024 results, Community Satisfaction Survey 2024, Micromex
 ^ not including tenders

Collaboration

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

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



FURTHER INFORMATION

See **Appendix 1 – Community Engagement and Collaboration Activities** for details of how we are collaborating with different stakeholders

SUSTAINABILITY PERFORMANCE SNAPSHOT

PROTECTED BUSHLAND AND BIODIVERSITY

303 hectares of bushland regenerated

94% of residents are satisfied with the protection of natural areas and bushland* which is 6% above the benchmark**

REDUCED WASTE TO LANDFILL

9% decrease in waste generated per Ku-ring-gai resident[^]

63.23% household waste diverted from landfill

78% of residents are satisfied with Council initiatives to reduce waste and improve recycling*

REDUCED STORMWATER IMPACTS

33 gross pollutant traps in Ku-ring-gai

new cleaning contract

REDUCED ENERGY AND WATER USE

3% decrease in household electricity consumption per capita[^]

146 smart energy and water rebates provided by Council to the community

IMPROVED SUSTAINABILITY OF COUNCIL ASSETS

100% Council's electricity sourced from wind and sun

new additions to Council's electric fleet

14 rooftop solar systems at Council facilities

decreased reliance on potable water for Council assets

CONNECTED COMMUNITY WITH THE ENVIRONMENT

1,123 volunteers

275 Net Zero champion volunteers

over 8,000 residents involved in environmental programs and events

1,500 residents attended the Sustainable Futures Day event

collaborated with other Councils to share resources and advice on building Net Zero community strategies

USED RECYCLED WATER

97,574kL water reused or recycled by Council operations

20 sewer mining, leachate and stormwater harvesting sites

2 new water recycling systems at Samuel King Oval (North Turrumurra) and Wellington Sportsground (East Lindfield)

REDUCED EMISSIONS

21 public electric vehicle chargers

43% decrease in Greenhouse gas emissions from Council operations[^]



A close-up photograph of yellow flowers, likely a species of acacia, set against a solid black background. The flowers are in various stages of bloom, with some showing distinct stamens and buds. The lighting is dramatic, highlighting the texture and color of the petals and stamens.

AWARDS AND RECOGNITION

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

COMMUNITY

2024 Australia Day Honours List

Mr Julian BICKERSTETH AO of Wahroonga, for distinguished service to the museum and arts sector, and to conservation and the environment

Mr Dallas Wayne BOOTH AM of South Turramurra, for significant service to the insurance industry, and to the community

Mr Guy Stuart FOWLER OAM of Killara, for service to business, and to the community

Dr Peter Charles FREDERIKSEN OAM of Roseville, for service to dermatology

Dr Graham Cameron GRANT AO of Roseville Chase, for distinguished service to biomedical engineering as a pioneer of innovative equipment development, and to medicine

Ms Margaret-Anne HAYES OAM of Turramurra, for service to the community through a range of charitable organisations

The late Dr Sacchint Kumar LAL OAM of Wahroonga for service to tertiary education, and to the community

Mr Robert LIONS OAM of Killara, for service to the community through a range of roles

Mr Anthony Kwong Ming PANG OAM of Wahroonga, for service to the community through a range of roles

2024 King's Birthday Honours List

Professor Karen CANFELL AC of Gordon, for eminent service to medicine as an epidemiologist, particularly through cancer research, to tertiary education, and as a mentor and leader

Dr Eileen GALLERY AM of Roseville, for significant service to nephrology, to obstetric medicine, and to tertiary education

Professor Thomas MASCHMEYER AO of Lindfield, for distinguished service to science as a researcher, innovator and educator, and business through pioneering commercial technologies

Ms Jennifer Lea MORRIS OAM of Roseville, for service to women through leadership and mentoring roles

Professor Donald NUTBEAM AO of Roseville, for distinguished service to public health, to tertiary education, and to professional associations and boards

Professor Helen Kathryn REDDEL AM of St Ives, for significant service to respiratory medicine, and to medical research

Mr Roger Charles WILKINSON OAM of Wahroonga, for service to the community, and to acoustic engineering

2024 Ku-ring-gai NSW Local Citizen of the Year Awards

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

The following members of the community were recognised for their outstanding contributions during 2023/24:

Citizen of the Year

Michele Bell

Michele joined the Ku-ring-gai Neighbourhood Centre (KNC) as a volunteer in March 2013. KNC is a not-for-profit community organisation assisting the elderly and disabled stay in their homes as long as possible with assistance as well as social interaction through group activities. Michele initially became the KNC's Manager and as the organisation expanded in 2019, the CEO. With the significant growth over the last few years the staff numbers have grown from four to fifty, ably led by Michele. Michele also is an excellent networker with other community groups such as Rotary, Women's Shelter, Men's Shed, D'café coffee mornings, and Lifeline. This was particularly evident during COVID when she organised masks, hand sanitiser, food parcels and other essential items to KNC clients to help keep them safe.



Michele Bell

Young Citizen of the Year

Kevin Hao

Kevin co-founded Youth 4 Difference, which is an innovative, student-led community organisation based in Ku-ring-gai, aiming to solve the issue of low student involvement in volunteering and advocating for environmental conservation. Youth 4 Difference regularly organises events such as bush care, beach clean-ups, tree plantings (such as at National Tree Day), park clean-ups and fundraising events with other charities, encouraging high school students to play an active role in sustainability while serving the community and environment. These events are held in conjunction with local organisations such as Ku-ring-gai Council's Bushcare program, St Ives Towards Sustainability and local Lions' Clubs.



Kevin Hao

Environmental Citizen of the Year

Jemma Wlasichuk

Jemma is a local small business owner who freely donates her time and expertise to bring resources and joy to the Ku-ring-gai local area. Her business Shed Eleven is built around the circular economy and she is passionate about keeping resources out of landfill. Jemma upcycles furniture for interior professionals, business, local government and the public. She also holds workshops in creative reuse, the most recent being a mural for the Barra Brui Preschool using plastic bottle lids. In 2023, Jemma launched a national campaign, Paint to Donate Australia, in collaboration with UK Interiors expert Annie Sloan. This initiative won the Local Legends (25-65 years) category in the 2023 Keep Australia Beautiful Sustainable Cities Awards. In 2024, Jemma brought together the community to significantly improve the Hornsby Ku-ring-gai Women's Shelter's House to Home project.



Jemma Wlasichuk

Mayor’s Award for Outstanding Service by a Community Group

The Men’s Kitchen

This service provides an opportunity for older people attending monthly cooking sessions. These events help small groups of men develop and improve their cooking skills while increasing their social connections. Courses are currently held at St Albans Church in Lindfield and the Uniting Church in Turramurra. By learning to cook good nutritious meals, participants can remain in their homes for longer and if they are in a carer’s role, they can better assist their partners and reduce the need for external support.



The Men’s Kitchen

2023 Local Business Awards

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

Business of the Year

Lady Davidson Hospital, North Turramurra

Category winners:

- Most Inclusive Employer - Gusto’s Home Hub
- Early Childhood Centre - Guardian Childcare and Education
- Florist - Kelvin Hall Floral Design
- Music Tuition Business - Studios FiftyOne
- Fitness Services - Run with the Slow Coach
- Hairdresser Studio - Frankee & Co
- Hotel/Bottle Shop/Bar - Porters Liquor, St Ives Shopping Centre
- Specialised Retail Business - The Uniform Exchange
- Cafe - Off the Rails
- Restaurant - Cafe Patina
- Pet Care - The Village Vet
- Pharmacy - West Pymble Pharmacy
- Health Improvement Services – Lady Davidson Hospital

2023 Helping Hands Award

The Village Chef, Turramurra

The Village Chef, Ku-ring-gai’s Meals on Wheels provider, has won a NSW award for excellence in food preparation. The Helping Hand awards are awarded to local meals on wheels organisations and other service providers which have gone above and beyond to support the work of Meals on Wheels in NSW. The Village Chef expanded its menu choices to include multicultural, vegetarian and gluten free options for residents, supports numerous events and community groups with pre-prepared meals, as well as maintaining a weekly output of over 5,000 meals home delivered to elderly and vulnerable clients. Council provides training, a low-cost lease for the premises at Turramurra and grant funding to help The Village Chef continue its work.

ORGANISATION

2023 Keep Australia Beautiful Sustainable Cities Awards

Finalist – Overall Sustainable Cities Award

Council was recognised for our commitment to residents which takes centre stage through the comprehensive sustainability program.

Highly commended – Communication and Engagement category

Loving Living Ku-ring-gai Program

Loving Living Ku-ring-gai empowers residents to build energy-efficient, low-cost, healthy homes and preserve their unique natural surroundings.

Highly commended – Litter Prevention – Clean Waterways category

Be A Sport: Let's Stop Rubber Crumb Loss

This was a partnership with AusMap and Council investigating ways to reduce rubber crumb loss from synthetic sportsfield surfaces. The findings of this continuing study will inform management and a community education campaign.

Finalist – Biodiversity Conservation category

Microbat Monitoring

Finalist – Heritage, Culture and Community Spirit

Ku-ring-gai's Sculpture Trail

2024 NSW & ACT Institute of Public Works Engineering Australasia Engineering Excellence Awards

Highly commended – Diversity and inclusion

St Ives Village Green Recreation Precinct

These awards showcase the outstanding projects local government and individuals have accomplished, which directly impact the lives of their communities. They inspire innovation, ingenuity, and sustainable practices in the public works industry, and to recognise the efforts and dedication of those who have contributed to making their communities better places to live.

2023 Local Government Excellence in the Environment Awards

Division C winner – Climate Change Adaptation category

The Simtable Project

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. The project won its division in the Climate Change Adaptation category, dedicated to outstanding initiatives undertaken to address climate change risks and vulnerabilities. The Simtable is part of Council's Climate Wise Communities program and simulates the impact of bushfire, storm and flooding events on a specific area. Residents can recreate the topography of their suburb, overlaying it with aerial photos creating the 3D effect, then input weather, fuel and vegetation data to see the potential impact of extreme weather scenarios on their homes and neighbourhood. By seeing the Simtable, residents are made more aware of the need for an emergency plan including how to best prepare their homes for bushfires and the importance of evacuating early.

Division C and overall winner – Communication, Education and Empowerment category

Net Zero Ku-ring-gai Champions Program

The Net Zero Ku-ring-gai program supports residents, schools and businesses to reduce emissions and create healthy liveable communities. Net Zero Champions are residents volunteering to spread the net zero message to the local community. They host events, talks and webinars and share their own journeys. The Communication, Education and Empowerment category recognises 'outstanding initiatives that have informed the community and increased people's capacity to be active participants in moving society towards sustainability'.

2023 Local Government NSW RH Dougherty Awards

Highly Commended - Division C – population >70,000 people

Net Zero Champions volunteer program

Council received a commendation for the Net Zero Champions volunteer program which supports local schools and organisations to reduce carbon emissions. This award recognises and encourages greater understanding and communication by councils to their local communities.

2023 Resilient Australia Awards

Finalist

The Simtable Project

2023 Planning Institute of Australia Awards

Winner – Great Place Excellence Award

Lindfield Village Green

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. The project was further commended for providing an underground car park to shield car owners from excessive heat and the partnership with the NSW Government which provided funding for the commuter car parking. The Great Place Award recognises 'a great place, street or neighbourhood. A great place is one that attracts, inspires and motivates people'.

2023 Australasian Management Challenge – Australasian Finals

Third place – Overall

First place – Best Performing Team (JLT Australia Risk Task)

Ku-ring-gai Council 'Success Squad'

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



The Ku-ring-gai Council team with Mayor of Ku-ring-gai, Sam Ngai, accepting the 2023 Local Government Excellence in the Environment Awards.



A close-up photograph of a bright yellow flower, likely a Hibiscus, occupies the lower-left portion of the page. The petals are in sharp focus, showing their delicate texture and vibrant color. The background is a dark, gradient grey, which makes the yellow of the flower and the text stand out.

PERFORMANCE – DELIVERING THE VISION

INTEGRATED PLANNING AND REPORTING

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

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

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

Councils are also required to continuously monitor and review planning documents and undertake statutory reporting in line with the framework.

Diagram 2 illustrates the hierarchy of plans within the framework and their relationship to state and regional planning.

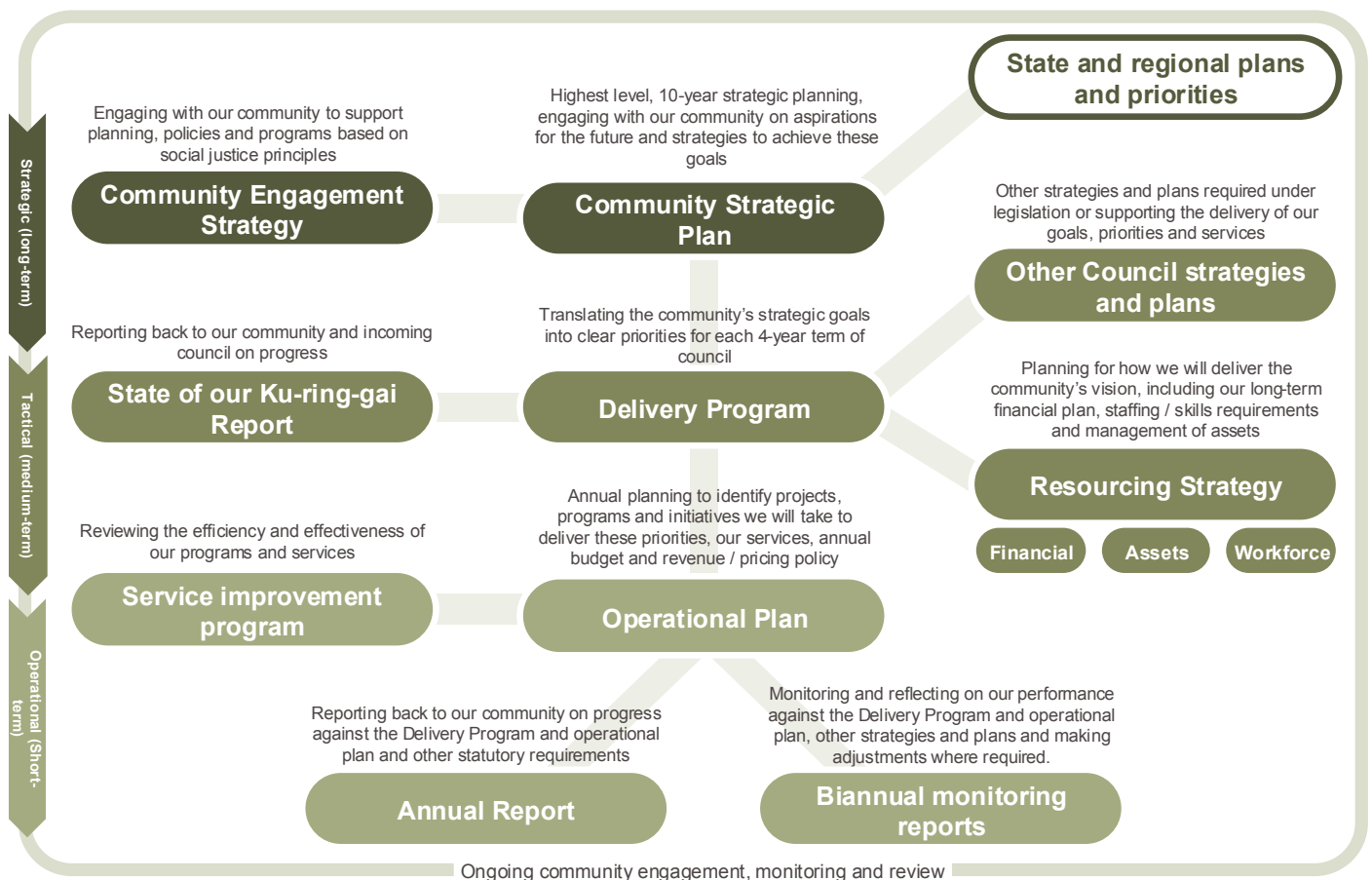


Diagram 2: Ku-ring-gai Council's integrated and planning reporting framework



Possum on a rope bridge.





MEASURING OUR PERFORMANCE

Council's Revised Delivery Program 2022-2026 and Operational Plan 2023-2024

The annual Operational Plan contains Council's planned actions, projects and activities and service delivery programs for the year including required financial resources. Successful outcomes contribute to the achievement of Council's four-year Delivery Program, which aligns with Long Term Objectives identified in the adopted Community Strategic Plan. Council's performance results for 2023/24 are available in **Performance – Delivering the vision**.

The tables on the following pages outline Council's performance measurement framework and summarises the performance monitoring and reporting undertaken during 2023/24.

Performance measurement

QUADRUPLE BOTTOM LINE (QBL)

- Measures performance for key economic, environmental, civic and social parameters
- Presented by overall performance and theme for 2023/24 in the Annual Report (see **Performance – Delivering the vision**)

DELIVERY PROGRAM – TERM ACHIEVEMENTS

- Measures progress of four-year term achievements as outlined in the Revised Delivery Program 2022-2026
- Presented by overall performance and theme for 2023/24 in the Annual Report

DELIVERY PROGRAM – PERFORMANCE INDICATORS

- Measures achievement in the delivery of Council services, programs and activities during the financial year
- Presented by overall performance and theme for 2023/24 in the Annual Report (see **Performance – Delivering the vision**)

OPERATIONAL PLAN TASKS

- Measures completion/substantial completion of tasks and shows how effective Council was in achieving planned activities during the financial year
- Presented by overall performance and theme for 2023/24 in the Annual Report

Performance monitoring and reporting

QUARTERLY REPORT

Reports presented to Council quarterly:

- Annual budget - including progress and expenditure on capital and operating projects and all Council services.

Reports presented to General Manager/Directors September 2023 and March 2024:

- Operational Plan - progress and/or completion of annual tasks

BI-ANNUAL REPORT

Reports presented to Council every six months:

- December 2023 - progress of term achievements and annual tasks
- June 2024 - progress of term achievements, completion/substantial completion of annual tasks, and achievement of annual performance indicators. Bi-annual reports are available at www.krg.nsw.gov.au

ANNUAL REPORT

Presented to Council, Ku-ring-gai community and Office of Local Government:

- Organisational performance and service delivery reporting through key achievements, challenges and performance indicators and includes:
- Statutory reporting in line with local government legislation
- Audited financial statements (see separate document at www.krg.nsw.gov.au)

STATE OF OUR KU-RING-GAI REPORT

The report will be presented to the new elected Councillors in November for endorsement. It covers the previous Council's term and demonstrates Council's progress against the adopted Community Strategic Plan, provides the new Council with achievements to date and identifies key strategic issues moving forward. This will provide a foundation for the preparation of the next Community Strategic Plan. The report is appended to Council's Annual Report 2023/24.

SERVICE PERFORMANCE

- Continued to implement recommended actions from Council's review of services and results of community satisfaction surveys, in line with community needs and strategic outcomes. Community research reports are available at www.krg.nsw.gov.au
- Continued to develop a service review program framework and undertake service improvement reviews



Theme 1

COMMUNITY, PEOPLE AND CULTURE



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

Services provided under this theme

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

The following provides some highlights and challenges during 2023/24 for the theme *Community, people and culture* within the Revised Delivery Program 2022–2026.

HIGHLIGHTS

Successful grant applications

- \$312,315: State Library NSW (Public Library Infrastructure scheme) - second stage of refurbishment works of Gordon Library.
- \$141,191: NSW Rural Fire Service (Bush Fire Risk Mitigation and Resilience Support program) - asset protection zone maintenance enhancement.
- \$94,225: Department of Planning and Environment (Floodplain Management Program) - Lane Cove Southern Catchments Flood Study.
- \$84,300: Funding for the action plan of the Ku-ring-gai Dementia Alliance.
- \$10,000: Multicultural NSW - 2024 Lunar New Year Festival.
- \$3,000: NSW Aboriginal Affairs Program - to support the delivery of Council's NAIDOC Week programs within the Gai-mariagal Festival.

Community connection and inclusiveness

- Expanded culturally diverse event programming and support including NAIDOC Week as part of the Gai-mariagal Festival, the Chanukah on the Green Jewish Festival and Lighting of the Menorah.
- Planned and delivered the highly successful NSROC Gai-mariagal Festival launch.
- Delivered expanded events program for Australia Day, Lunar New Year Festival and Heritage Festival.
- Refugee Week Celebration held in partnership with the Hornsby Ku-ring-gai Multicultural Network.
- Weekly attendance at the St Ives Youth Hub has increased by 15% since last reporting period.
- Coordination of steering committee meetings for a regional Youth Sector Strategic Planning Day to be held in 2024. With 100 registrants from local non-government organisations, councils, health and education representatives, the planning day will

highlight sector barriers and facilitate collaborative approaches to meet the changing needs across the region.

- The delivery of the FIFA Women's World Cup live sites at St Ives Village Green and Wahroonga Park attracting 6,000 people to watch the Matildas.

Community support

- Successful development of the Upper North Shore Volunteer Hub with input from participating organisations. More organisations continue to join the Hub and advertise their volunteer roles. The sub-projects reached over 440 participants.
- The Volunteer Expo attracted around 80 potential volunteers in all age groups. The Seniors Expo provided a showcase and participation opportunity to 36 local community organisations and groups which attracted around 90 visitors to their stalls.
- Establishment of Financial Hardship Grants Program and Violence Against Women Grants Program.
- Commenced work on the development of the Violence Against Women Action Plan in cooperation with service providers, professional networks, government departments and police.
- The International Women's Day Forum featured over 20 representatives from local high schools. These students participated in a pre-forum workshop, advocating for local initiatives to improve gender equity and inclusion.
- 140 students attended the annual Mental Health Youth Forum which addressed the varying roles young people can play in improving mental health stigma and accessing services in the community.
- 95 young people participated in a weekly Urban Art Program at St Ives Youth Hub, facilitated by Streetwork. This program encouraged positive graffiti expression in a supportive and controlled environment.

- A series of online parenting workshops were delivered in partnership with regional local councils. Topics included consent and relationships, gaming and addiction and building emotional resilience with teens.
- Senior's programs are reaching more older people, with new attendees making up around 15% of attendees at each activity.
- StartStrong funding has been secured to provide a program for approved community long day care services in Ku-ring-gai. The purpose of the program is to ensure that all children have access to 600 hours of quality preschool education the year before entering school.

Responding to climate change and emergencies

- Council's Simtable project was a divisional winner in the Climate Change Adaption category at the Local Government NSW (LGNSW) Excellence in the Environment Awards in December 2023.
- Successful certification and implementation of the revised Bushfire Prone Land mapping which was well accepted by the community.

Improved community services and facilities

- Access improvements were carried out on facilities including Lindfield Seniors Centre, Lindfield Resource Centre and Roseville Park Tennis Courts.
- There was an increase in library service usage compared to the same period in 2022 – an 18% increase or 202,291 additional visits to the four branches and 12.7% increase or 411,030 additional items borrowed from the collection.
- The Home Library Service provided 4,715 items to those in our community who have difficulties visiting branches.
- A new library app was launched with 1,509 device downloads (October to December 2023). This app upgrades and enhances the community's access to library information, services and membership management.
- A grants database was developed allowing community groups to identify grant opportunities.
- Appointment of a new Nursery Officer and improvements made to the community nursery grounds and facilities.

CHALLENGES

- The increasing regulations for individuals providing volunteer services has constrained the community's ability to meet the high demand for volunteers in the many aged care volunteering roles. In this period, more volunteers were placed in outdoor or other roles.
- Increasing demand for a range of support services (transport, domestic assistance, meals, social support, home maintenance etc) due to population growth, people remaining in their own homes as they age and the increased rate of people living with dementia in the community.
- Increasing need for settlement services for residents from culturally and linguistically diverse backgrounds moving into the area.
- Growing demands on accessibility of support services, particularly mental health services for young people and older residents.
- Managing community safety implications associated with climate change and natural disasters particularly for vulnerable communities i.e. older people, people with disabilities and children.

SUMMARY OF PERFORMANCE 2023/24

The Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 sets out the term achievements, performance indicators and operational plan tasks for each theme in 2023/24. The table below represents Council's performance in completing what we said we would do under this theme during 2023/24.

Community, people and culture








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











Revised Delivery Program Term Achievements 2022-2026	100% progressing as scheduled
Operational Plan Tasks 2023-2024	100% completed
Performance Indicators 2023-2024	65% achieved 35% not achieved

Annual performance indicator results

The following tables detail Council's achievement during 2023/24 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Revised Delivery Program 2022-2026. QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. A trend analysis of an indicator's performance is presented where data is available.

Indicator	Target	Achieved	Performance	5-year trend
 SOCIAL – QUADRUPLE BOTTOM LINE				
Number of submissions and responses received through community engagement activities delivered by Council. Baseline: New measure (from Council's surveys, social media, website and other written submissions) per financial year.	Monitor	6,450 submissions and responses		–
Number of followers of Council's social media accounts. Baseline: There are 14,250 followers of Council's social media accounts (Facebook, Twitter, Instagram, Nextdoor and LinkedIn).	Increasing	63,159 followers		▲
Comment: Council significantly increased the number of followers of Council's social media accounts during the period through paid Facebook (FB) ads, boosting posts, posting engaging content, frequent posts, cross promoting by sharing content across different FB pages, promoting on different digital channels such as e-news, website, YouTube and promoting the FB page on print such as brochures and posters.				
Number of enrolments for Council's art centre courses. Baseline: There are 2,000 enrolments for art centre courses per financial year.	Maintain	1,837 enrolments		▼▲
Comment: This target was not met due to a number of reasons including customers reporting cost of living pressures, changes to Creative Kids vouchers impacting availability to families, an older demographic reducing daytime art program attendees and repairs and maintenance issues on Studio 3 impacting space availability. In response, Council is looking at ways to engage other segments of the population at more suitable times, updating the children/teens program, and developing community engagement strategies to determine community needs.				
Number of visits to Council libraries. Baseline: There are 350,000 visits to the libraries per financial year.	Increasing	419,606 visits		▲
Number of environmental volunteers in Council programs. Baseline: There are over 700 environmental volunteers in Council programs (Bushcare, Streetcare, Parkcare, Trailcare, Native Bee Program, Propagating Shed, Streamwatch, EPP monitoring) during the financial year.	Maintain	957		▲
Number of additional new dwellings approved in Ku-ring-gai. Includes for example, multiunit, secondary dwellings, seniors housing and other per financial year.	Monitor	116 dwellings		–

Indicator	Target	Achieved	Performance	5-year trend
<p>Utilisation rate for Council's children's services.</p> <p>Baseline: 87% utilisation of children's services (Thomas Carlyle Children's Centre, Family Day Care and Vacation Care programs) per financial year.</p>	Increasing	83.34%		
<p>Comment: This indicator was not met due to staff shortages in Vacation Care which resulted in the closure of one centre and a limitation on the number of children who could attend.</p>				
<p>Number of participants in programs delivered by Council's youth services.</p> <p>Baseline: 5,000 participants in youth service programs.</p>	Maintain	7,500 participants		
<p>Number of participants in programs delivered by Council's aged and disability services.</p> <p>Baseline: 2,800 participants in aged and disability programs.</p>	Increasing	3,171 participants		
<p>Number of residents in Ku-ring-gai hospitalised due to falls.</p> <p>Baseline: 725 people per 100,000 of the population are hospitalised due to falls (spatially adjusted) per year.</p>	Decreasing	753 (with injury)		
<p>Comment: Fall-related injury hospitalisations occur more frequently in older adults and more frequently in women than men. Council continues to run senior's exercise classes and programs focused on falls prevention, strength and mobility training, balance and coordination.</p>				
<p>Number of registrations in active recreation programs supported by Council.</p> <p>Baseline: 700 registrations in active recreation programs supported by Council.</p>	Increasing	687 registrations		
<p>Comment: There has been a drop in participant numbers in Council's Junior Golf programs in line with the reduction of the discount to families available through the Active Kids Vouchers.</p>				
<p>Number of accessibility and inclusion improvements delivered through Council's Access, Disability and Inclusion Plan and other strategic documents.</p> <p>Baseline: New measure per financial year.</p>	Monitor	5 improvements		
<p>Comment: Improvements delivered through Council's Access, Disability and Inclusion Plan included implementing the Sunflower Lanyard program with more than 1,000 lanyards distributed to residents, and providing staff training and community education. Access improvements were completed to the bathrooms at the Lindfield and Turrumurra senior's centres, and at the Roseville Tennis Courts. Council participated in a service provider expo to provide information and resources to the community with 100 attendees.</p>				
<p>Number of Council's community education programs and events that support Ku-ring-gai's diversity.</p> <p>Baseline: New measure (delivered through Council's community, event and library services) per financial year.</p>	Increasing	45		

Indicator	Target	Achieved	Performance	5-year trend
<p>Number of participants in Council's events and programs.</p> <p>Baseline: 60,000 participants attended Council's events and programs (includes community, environmental, cultural and civic events and programs) per financial year.</p>	Increasing	78,698 participants		
<p>Percentage registration of companion animals within Ku-ring-gai.</p> <p>Baseline: 95% of companion animals in Ku-ring-gai are registered.</p> <p>Comment: Performance was impacted by increasing animal ownership rates in the local government area and educating new pet owners of lifetime registration.</p>	Maintain or increasing	93%		
<p>Percentage completion of Council's fire trail improvement program.</p> <p>Baseline: 100% of the fire trail improvement program is completed.</p> <p>Comment: 100% of the fire trail network was inspected and was trafficable for emergency services. 21km or 45% of the fire trail network received civil maintenance works improving its condition.</p>	Maintain	100%		
<p>Percentage completion of Council's hazard reduction program.</p> <p>Baseline: 45% of the hazard reduction program is completed.</p> <p>Comment: Unsuitable weather conditions were experienced during the 2023/24 hazard reduction season which limited hazard reduction burning activities.</p>	Increasing	41.5%		

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

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

 **FURTHER INFORMATION**
The Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 June 2024 bi-annual report is available at www.krg.nsw.gov.au



Theme 2

NATURAL ENVIRONMENT



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

Services provided under this theme

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

The following provides some highlights and challenges during 2023/24 for the theme *Natural environment* within the Revised Delivery Program 2022–2026.

HIGHLIGHTS

Successful grant applications

- \$197,000: Environmental Protection Authority - food waste project.
- \$60,000: Sydney North Health Network (Community Capacity Resilience Scheme) - running of emergency ready expos (run by a project manager from the Rural Fire Service in collaboration with Council and Sydney North Health Network).
- \$15,000: Local Land Services - Blue Gum High Forest Land Managers Guide to fire and regeneration.

Sustainability planning

- Delivery of environmental works and programs funded by Council's annual Environmental Levy program. See Figure 14 showing expenditure across key focus areas for 2023/24.
- Successfully completed works for over 50% of the Environmental Conservation grants.
- Council's Development Control Plan has been updated and exhibited with new standards for green building certification.

Biodiversity

- The threatened Eastern Pygmy-Possum was recorded at four of 10 reserves monitored by staff and volunteers in the north and east of the Ku-ring-gai LGA, including evidence of breeding within one reserve.

Water and energy management

- Presentation with AUSMAP on microplastic management of synthetic sports fields at the 2024 Stormwater NSW conference in April.
- \$47,000 in Energy Smart rebates delivered to the community.

- Water Smart rebates provided to residents resulting in the installation of four rainwater tanks with a total capacity of 18,000 litres.
- Energy Smart and Smart Unit Program rebates of \$60,750 have been approved or pre-approved this financial year.

Waste education and reduction

- Successful delivery of diverse waste education programs including a chemical collection event (76.05 tonnes diverted from landfill), the textiles collection program (over 15 tonnes of clothing diverted from landfill), 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.
- Recycle Smart commenced providing a collection service of hard to recycle products. This service has been well supported by Ku-ring-gai's residents.

Emission reduction

- Estimated reduction in annual electricity consumption of 179.51 megawatt hours, through community actions.
- Council hosted a stall at the NRMA Electric Vehicle Drive Day. Staff and members from the Ku-ring-gai's Net Zero Champions engaged with residents.
- Collaborated with several neighbouring and wider state Councils to share resources and advice on building successful Net Zero community strategies.

Community education and preparedness

- Council 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.

CHALLENGES

- Continuing to increase community knowledge and appreciation of the benefits of environmental sustainability to Ku-ring-gai.
- Enhancing Ku-ring-gai's tree canopy in a highly vegetated LGA.
- Managing demand for access to bushland areas and providing opportunities for residents and visitors to enjoy bushland whilst protecting biodiversity, social and heritage values.
- Increased frequency and intensity of weather events requires expanded focus on resilience and recovery.
- Net Zero objectives for Council and the community require ongoing community engagement and leadership, improved accountability and communication.
- Higher expectations and more dependence on digital platforms to engage, inform and inspire community.

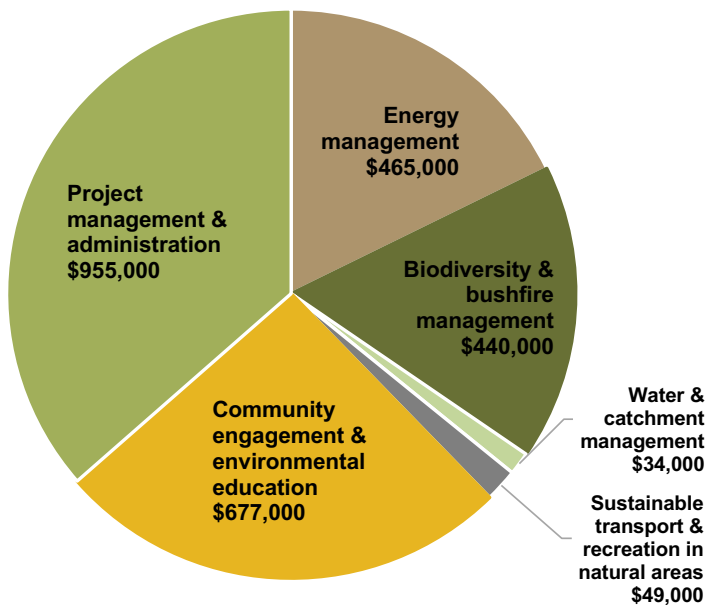


Figure 14: Summary of Environmental Levy expenditure by theme in 2023/24



FURTHER INFORMATION
For more information on Environmental Levy expenditure during 2023/24 see **Statutory Reporting**.


SUMMARY OF PERFORMANCE 2023/24




The Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 sets out the term achievements, performance indicators and operational plan tasks for each theme in 2023/24. The table below represents Council's performance in completing what we said we would do under this theme during 2023/24.





Natural environment <i>Working together as a community to protect and enhance our natural environment and resources.</i>	
Revised Delivery Program Term Achievements 2022-2026	100% progressing as scheduled
Operational Plan Tasks 2023-2024	90% completed 10% behind schedule
Performance Indicators 2023-2024	80% achieved 20% not achieved

Annual performance indicator results

The following tables detail Council's achievement during 2023/24 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Revised Delivery Program 2022-2026. QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. A trend analysis of an indicator's performance is presented where data is available.

Indicator	Target	Achieved	Performance	5-year trend
 ENVIRONMENTAL – QUADRUPLE BOTTOM LINE				
Number of residents involved in Council's community environmental programs and events. Baseline: 5,500 residents are involved in Council's community environmental programs per financial year.	Increasing	8,072 residents		▲
Community actions at a household or individual level, carried out to benefit the environment through participation in Council's environmental programs. Baseline: 2,430 actions occurred to benefit the environment per financial year.	Increasing	2,638 actions		▲
Number of hectares of bushland/habitat regenerated. Baseline: Bush regeneration works are conducted on 250 hectares of bushland per financial year.	Maintain	303 hectares		▲
Number of ecological assessments completed by Council's ecological assessment officer each financial year. Baseline: New measure.	Monitor	218		–
Overall health grade of waterway sites sampled in Ku-ring-gai per year. 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).	Maintain	B		–
Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites. Baseline: 89% of harvested/reused water was utilised at harvested/reuse sites per financial year.	Monitor	74%		▼
Number of residents involved in climate change adaptation activities per year through participation in Council's Climate Wise Communities. Baseline: 570 participants in climate change adaptation activities per financial year.	Increasing	566 participants		▼▲
Comment: A key staff vacancy impacted delivery times for the program. The position has now been filled.				

Indicator	Target	Achieved	Performance	5-year trend
<p>Greenhouse gas emissions (tonnes CO2-e) from Council operations.</p> <p>Baseline: 9,930 tonnes of CO2-e greenhouse gas emissions are from Council operations (electricity, gas, fleet, street lighting) per financial year.</p> <p>Comment: This figure is 90% below the baseline as Council's electricity supply now comes from the 100% renewable energy PPA (electricity contract) with ZEN Energy.</p>	Decreasing	1,541 tonnes		▼
<p>Kilograms of waste generated per resident in Ku-ring-gai.</p> <p>Baseline: 194kg of waste is generated per resident per financial year.</p>	Decreasing	164.3kg		▼
<p>The number of smart energy and water rebates provided by Council to the community.</p> <p>Baseline: 180 smart energy and water rebates are provided by Council per financial year.</p> <p>Comment: While the result has not met the target baseline, it is an improvement on previous results.</p>	Maintain	146 rebates		–

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

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

 **FURTHER INFORMATION**
The Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 June 2024 bi-annual report is available at www.krg.nsw.gov.au



National Tree Day 2024, Turramurra
Memorial Oval planting.
Photographer: Lindy Williams.



Theme 3

PLACES, SPACES AND INFRASTRUCTURE



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

Services provided under this theme

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

The following provides some highlights and challenges during 2023/24 for the theme *Places, spaces and infrastructure* within the Revised Delivery Program 2022–2026.

HIGHLIGHTS

Keeping Ku-ring-gai green

- Development of a new street tree planting program involving engagement with residents and strategic selection of locations for trees. Pilot program successfully completed with 47 new trees planted in selected streets in Roseville.
- The priority area tree inventory data capture project was completed and provides data on over 6,000 trees on Council land in key areas of the LGA including local centres and parks.
- The Tiny Forest planting day was undertaken in partnership with Earthwatch with approximately 1,300 plants put in by the community and local schools.
- Significant progress has been made in implementing 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.

Community building and amenity upgrades

- Opening of the Glade Oval, Wahroonga amenities block.
- Completed upgrades to the Gordon Golf Course Pro Shop.

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

- Progressed construction of the indoor sports facility at St Ives High School.
- Completed Primula Oval, Lindfield and Roseville Oval sports field upgrades.
- Completed the sports field upgrade at Samuel King Oval, North Turramurra, which included water harvesting for irrigation purposes.
- Landscape master planning and tenders issued for key parks to implement the open space capital works program.
- Progressed design and construction of improvements to parks which incorporate accessible and inclusive passive recreation facilities.
- Drainage Asset Management Plan and Open Space Asset Management Plan updates completed
- Completed the District Park Landscape Masterplan Program.
- The Ku-ring-gai Open Space and Recreation Needs Study was adopted by Council. The study will inform long term planning for services and facilities to support community recreation.
- The annual sports forum was conducted with ongoing partnerships with key groups to improve sporting, recreation and leisure facilities.
- Successful collaboration with Warrawee Public School on Duff Street Reserve in Turramurra to gather ideas to develop the concept plan as part of the nature play program.

Centres revitalisation and streetscape improvements

- Construction of St Johns Avenue, Gordon 'Eat Street' was completed and opened to the public.

Planning – heritage and land-use

- Provision of accurate and timely information on the Transport Oriented Development and Low and Mid-Rise State Environmental Planning Policies (SEPPs) to Councillors and the communities.

- 31 Council staff completed the Aboriginal Site Awareness training with the Aboriginal Heritage Office.
- Council's new heritage colours guide received positive feedback from the community and professionals.
- Council's Development Control Plan (DCP) was updated and adopted by Council. The amendments include several new provisions to improve the design quality and environmental performance of buildings.
- Approval of 13 heritage home grants.

CHALLENGES

- Responding to the NSW Government's announcement of proposed changes to the NSW housing policy, Council provided information to residents on the likely impacts of the changes on Ku-ring-gai, opportunities for residents to provide feedback and prepared to make a detailed submission to the NSW Government.
- Community expectations to maintain and improve the condition of local roads and footpaths.
- Ongoing need to replace or renew ageing infrastructure.
- Ongoing skilled labour shortages and increasing contract costs.
- Changing weather patterns affecting scheduled maintenance of parks and sports fields.

Development assessment

Development application median processing times

The median processing time for Development Applications has increased for the 2023/24 year, as shown in Figure 15. This has increased due to the continued resourcing issues that faced the Development Assessment Unit during the previous financial year, which as previously reported, reflected other councils and the private sector. Development application numbers have reduced, although the complexity of development and related applications remained high, as reflected in the total value of development applications (figure 16). These types of applications take longer to assess given their complex nature, adding to the median assessment timeframes. Further, the more complex applications are typically reported to a local or regional panel, which also increases the assessment time given the lead-in to reporting those matters.

Nevertheless, to address the increase in median assessment times along with the Minister's Statement of Expectations in relation to assessment timeframes, several steps have been taken to improve processing times within the Development Assessment Unit. These steps include, amongst others:

- active recruitment and increasing resources
- staff are focussed on reducing the number of outstanding 'aged' applications
- streamlining development assessment process, including assessment reports, referrals to specialist officers and identifying applications that can be 'fast tracked'
- limiting requests for applicants to provide further information/amended plans to one opportunity within a specified timeframe (14 days) to respond to Council's request for further information
- stringent review of development and related applications lodged to ensure they contain all relevant information necessary for the assessment of the application and returning those that are deficient.

In addition to the above, the protection of Ku-ring-gai's character, heritage and natural environment remains important to the Ku-ring-gai community. Council acts on behalf of the community to ensure we preserve these outstanding attributes for future generations through the assessment process to ensure compliance with the objectives of Council's controls which seek to preserve and enhance the natural and built environment.

Development application median processing time (days)

2023/24	2022/23	2021/22	2020/21	2019/20
133	102	87	83	88

Figure 15: Development application median processing time

The median processing time result for 2023/24 is based on development application approvals only and does not include modifications and reviews or applications that were cancelled, rejected or withdrawn.

Value of determination applications

2023/24	2022/23	2021/22	2020/21	2019/20
\$883.9 million	\$508.3 million	\$485.5 million	\$576 million	\$565 million

Figure 16: Total value of determined development applications

Results for 2023/24 are based on development applications and DC consents (excluding withdrawn, refused or rejected applications).

During 2023/24, applications determined had a total estimated value of approximately \$883.9 million (see Figure 16), which is a 74% (\$375.6 million) increase from the 2022/23 value of \$508.3 million. This increase is attributed to larger development applications received by Council during the reporting period. This figure is based on approved development applications (including modifications and reviews) and does not include applications that were withdrawn, refused or rejected.

Figure 17 below shows the breakdown of the number of determinations by land use type for 2023/24 in comparison to the previous four years.

Development application by land use type

Land use type	2023/24	2022/23	2021/22	2020/21	2019/20
Single residential	83%	85%	82%	83%	85%
Commercial and community	7%	6%	6%	6%	7%
High density residential	5%	5%	7%	7%	4%
Other	5%	4%	5%	4%	4%
Total	100%	100%	100%	100%	100%

Figure 17: Total development applications by land use type

Results for 2023/24 are based on approved development applications (including modifications and reviews) by land use type as a percentage of the total (excluding withdrawn, refused or rejected applications).

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

- the number of development applications in the high-density residential category are a mix of residential flat buildings and multi-unit (townhouse) dwelling developments including development lodged under the provisions of the State Environmental Planning Policy (Housing) 2021, and
- there were 472 development applications determined during the financial year either by Council, the Ku-ring-gai Local Planning Panel or Sydney North Planning Panel. Most Complying Development Certificates are determined by private certifiers. Apart from development applications, Council also processed modification applications (S4.55 and S4.56) and requests for review of determinations (S8.2) as shown in Figure 18.

Application by type

Type of application	2023/24	2022/23	2021/22	2020/21	2019/20
CDC (complying development certificates)	708	667	884	779	691
DA (development applications)	472	638	508	505	563
S4.55 and S4.56 (modifications to development applications)	151	147	210	223	216
S8.2 (reviews of determinations)	6	11	11	3	5

Figure 18: Total number of development applications by type

Results for 2023/24 are the total number of approved applications (including modifications and reviews) by type (excluding withdrawn, refused or rejected applications).

SUMMARY OF PERFORMANCE 2023/24

The Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 sets out the term achievements, performance indicators and operational plan tasks for each theme in 2023/24. The table below represents Council's performance in completing what we said we would do under this theme during 2023/24.

Places, spaces and infrastructure

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



Revised Delivery Program Term Achievements 2022-2026	94% progressing as scheduled 6% behind schedule ^{**}
Operational Plan Tasks 2023-2024	83% completed 8% substantially completed 7.5% behind schedule 1.5% on hold [^]
Performance Indicators 2023-2024	90% achieved 5% not achieved 5% on hold ^{***}

FOOTNOTES:









[^] This term achievement and further action are on hold while funding strategies are being explored and in accordance with resolutions of Council. These are excluded from overall performance calculations.

* The renewal of Marian Street Theatre is substantially completed





** Percentage progress towards the renewal of Marian Street Theatre








Annual performance indicator results

The following tables detail Council's achievement during 2023/24 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Revised Delivery Program 2022-2026. QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. A trend analysis of an indicator's performance is presented where data is available.

Indicator	Target	Achieved	Performance	5-year trend
 CIVIC LEADERSHIP – QUADRUPLE BOTTOM LINE				
Percentage of tree management requests actioned within agreed service delivery standards. Baseline: 80% of tree management requests were actioned within agreed service delivery standards per financial year.	Increasing	80%		▲
Percentage of Land and Environment Court matters that result in improved environmental outcomes. Baseline: 95% of matters result in improved environmental outcomes per financial year.	Maintain	100%		◄►
Median processing time for development application determination times. Baseline: Annual target for net median processing times for all applications is less than 90 days.	Decreasing	133 days		▼▲
Comment: Due to resourcing issues, as experienced across many councils, the ability to meet this target was impacted. Through pro-active recruitment many positions have been filled. However, recovery may take time.				
Percentage completion of the development of Council's streetscape and park concept plans for identified precincts in local centres. Baseline: New measure (per financial year).	Monitor	64%		–
Comment: The current program has 11 projects all of which have been completed or are in progress: - 9 streetscape projects - 1 park project - 1 transport project				
Percentage completion of the open space capital works program. Baseline: 80% of the open space capital works program is completed within set timeframes.	Increasing	80%		–
Percentage completion of progress payments to the Department of Education based on the agreed project plan for the indoor sports centre at St Ives High School. Baseline: New measure.	Monitor	15%		–
Comment: Construction works have commenced and remediation works are underway.				
Percentage completion of the Asset Management Improvement Plan within set timeframes. Baseline: New measure.	Monitor	100%		–

Indicator	Target	Achieved	Performance	5-year trend
<p>Percentage completion of capital works programs for roads, footpaths and drains.</p> <p>Baseline: 95% of capital works programs for roads, footpaths and drains were completed within timeframes and budgets.</p>	Maintain	95%		◀▶
<p>Kilometres of additional footpath network constructed in Ku-ring-gai.</p> <p>Baseline: There is 0.9km of additional footpath network constructed per financial year.</p>	Maintain	3.6kms		◀▶
<p> ENVIRONMENTAL – QUADRUPLE BOTTOM LINE</p>				
<p>Number of trees planted by Council across Ku-ring-gai to support the establishment of green corridors.</p> <p>Baseline: 400 trees were planted across Ku-ring-gai per financial year.</p>	Increasing	982 trees		▼▲
<p>Comment: The number of trees was sourced from cross organisational programs including Bushcare and community planting, the Roseville Pilot Street Tree program, the Tiny Forest project as well as tree management, design and operations services.</p>				
<p>Potable water consumption (kL) from Council operations.</p> <p>Baseline: Potable water consumption from Council operations is 149,290kL per financial year.</p>	Decreasing	93,000kL		▼▲
<p>Electricity consumption (MWh) of Council's fixed assets.</p> <p>Baseline: 4,700 MWh of electricity is consumed by Council's fixed assets per financial year.</p>	Decreasing	4,582.97MWh		▲
<p>Water reuse/recycling (kL) used by Council operations.</p> <p>Baseline: Council reused/recycled 134,562kL of water from Council operations (leachate re-use, sewer mining and stormwater harvesting systems).</p>	Monitor	97,574kL		▼▲
<p>Comment: The wet year has contributed to a reduced result compared to the baseline as established fields did not need as much watering in general.</p>				
<p> SOCIAL – QUADRUPLE BOTTOM LINE</p>				
<p>Percentage of Council's neighbourhood centre revitalisation program in progress or completed.</p> <p>Baseline: 100% of Council's neighbourhood centre revitalisation program for this financial year is in progress or completed.</p>	Maintain	100%		–
<p>Number of actions as required by the Ku-ring-gai Local Strategic Planning Statement completed.</p> <p>Baseline: New measure (per financial year)</p>	Monitor	Completed - 7 Progressed - 36 Ongoing - 54		–
<p>Comment: The Ku-ring-gai Local Strategic Planning Statement includes 125 actions with 54 actions identified as 'ongoing'.</p>				

Indicator	Target	Achieved	Performance	5-year trend
<p>Percentage progress towards the renewal of Marian Street Theatre.</p> <p>Baseline: New measure.</p>	Monitor	0%	On hold	–
<p>Comment: Progress of the Marian Street Theatre renewal project is on hold due to Council resolution.</p>				
<p>Number of actions commenced or completed in the Ku-ring-gai Heritage Strategy.</p> <p>Baseline: New measure.</p>	Monitor	7 actions		–
<p>Comment: Actions completed include the online conservation area inventories, colours guidelines, and draft St Ives Conservation Management Plan. Actions commenced include the modern heritage study, Gordon property listing, annual heritage home grants program, and facilitating the Heritage Reference Committee.</p>				
<p>Utilisation rate of community halls and meeting rooms.</p> <p>Baseline: There is 40% utilisation of community halls and meeting rooms during core hours (9am to 8pm) Monday to Sunday.</p>	Increasing	45%		
<p>Comment: The utilisation levels of community halls and meeting rooms have increased despite the seven-month closure of the Ku-ring-gai Town Hall for renovations.</p>				
<p>Number of community groups and organisations participating in Council's annual Sporting Forum.</p> <p>Baseline: There are 19 community groups and organisations at Council's annual Sporting Forum.</p>	Maintain	23 community groups and organisations		–

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

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



Theme 4

ACCESS, TRAFFIC AND TRANSPORT



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

Services provided under this theme

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

The following provides some highlights and challenges during 2023/24 for the theme *Access, traffic and transport* within the Revised Delivery Program 2022–2026.

HIGHLIGHTS

Successful grant applications

- \$361,614: Transport for NSW (TfNSW) (Safe Speed program) - construction of a 40 km/h High Pedestrian Activity Area in Lindfield.
- \$224,170: TfNSW (Get NSW Active program) - wombat crossings in Warrawee, Gordon, St Ives and Wahroonga.
- \$9,800: TfNSW (Safe Speed program) - traffic study for a High Pedestrian Activity Area on Eastern Road, Turramurra.

Active transport and public transport

- Transport upgrades for Ku-ring-gai stations were completed - Killara, Roseville and Wahroonga railway stations.
- Around 12 schools registered to the Ride2School Day. Council actively promoted the event and provided fresh fruit for participants, delivered free of charge to each school. Letters of appreciation

and photos of the event were sent to Council by some of the schools.

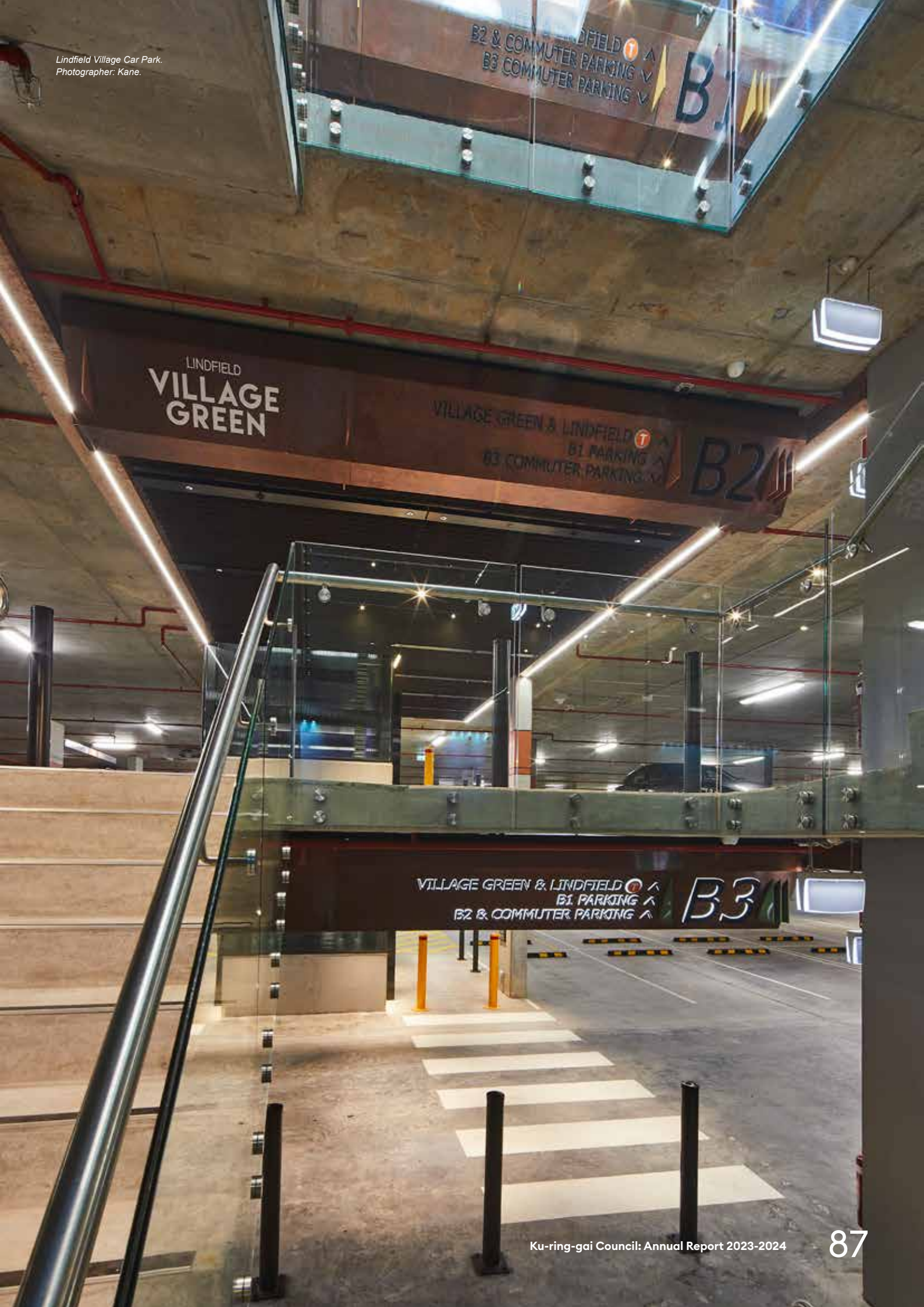
- Implementation of the Get Active NSW program in Ku-ring-gai.

Road improvements, traffic facilities and parking

- Construction commenced on the Burns Road bus stop upgrade at Turramurra.
- The intersection of Burns Road and Ellalong Road, Turramurra was upgraded using TfNSW's Black Spot funding.
- Council completed two traffic studies for a High Pedestrian Activity area in Grandview Street, Pymble and Stanley Lane in St Ives with funding from TfNSW.
- Council completed a traffic study for a High Pedestrian Activity Area on Eastern Road, Turramurra with funding from TfNSW.

CHALLENGES

- Continuing to seek funding opportunities for improvements to regional roads and blackspot locations within the Ku-ring-gai local government area.
- Traffic issues needing to be addressed before streetscape works designs are finalised for local centres.
- Ongoing need for initiatives to address driver behaviours such as speeding, drink/drug driving, driver distraction, use of mobile phones while driving and fatigue.
- Responding to Ku-ring-gai's ageing population and potential need for additional pedestrian facilities or upgrades of facilities.



SUMMARY OF PERFORMANCE 2023/24

The Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 sets out the term achievements, performance indicators and operational plan tasks for each theme in 2023/24. The table below represents Council's performance in completing what we said we would do under this theme during 2023/24.

Access, traffic and transport










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






Revised Delivery Program Term Achievements 2022-2026	100% progressing as scheduled
Operational Plan Tasks 2023-2024	100% completed
Performance Indicators 2023-2024	89% achieved 11% not achieved

Annual performance indicator results

The following table detail Council's achievement during 2023/24 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Revised Delivery Program 2022-2026. QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. A trend analysis of an indicator's performance is presented where data is available.

Indicator	Target	Achieved	Performance	5-year trend
 SOCIAL – QUADRUPLE BOTTOM LINE				
Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed in Ku-ring-gai. Baseline: There are 10 new and upgraded pedestrian facilities constructed per financial year.	Maintain	3 facilities		
Comment: The uncompleted pedestrian facilities as funded by TfNSW are in progress.				
Kilometres of additional cycleway network established in Ku-ring-gai. Baseline: 0.06km of additional cycleway network is established per financial year.	Monitor	0 km		
Comment: Although no cycleway facilities were delivered during the period, planning is underway for 4 cycleway projects: <ul style="list-style-type: none"> • Rohini Street-Cherry Street upgrade (approx. 0.15km) • Bobbin Head Road North Turrumurra (approx. 1.3km) • Kissing Point Road (approx. 0.3km) • Killeaton Street (approx. 0.5km) 				
Number of new and upgraded bicycle facilities installed in Ku-ring-gai. Baseline: 2 new and upgraded bicycle facilities are installed per financial year.	Monitor	5 facilities		
Comment: 5 new bicycle racks were installed in the Basement Level 1 of the Lindfield Village Green car park.				
Number of actions completed or in progress that contribute to effective movement to, from and within Ku-ring-gai (K.22) in the Ku-ring-gai Local Strategic Planning Statement. Baseline: New measure.	Monitor	1 action		–
Comment: Through a submission to TfNSW's Directions for On-Street Transit White Paper and via TfNSW's Northern Beaches Network Review, Council advocated for the accelerated implementation of rapid bus lines identified in K.22 of the Local Strategic Planning Statement.				
Number of improvements to railway stations and bus interchanges in Ku-ring-gai undertaken by Transport for NSW completed or in progress. Baseline: New measure (per financial year).	Monitor	1 improvement		–
Comment: The detailed design of the Lindfield Avenue and Tryon Road Streetscape Upgrade project is underway, and access (via all modes) to Lindfield station is being upgraded. Provision in the design is being made for buses, taxis, drop-off and pick-up as well as improved walking and cycling connections to the station entrances.				

Indicator	Target	Achieved	Performance	5-year trend
<p>Number of projects progressed or completed in the 10 Year Traffic and Transport Plan.</p> <p>Baseline: New measure (per financial year).</p> <p>Comment: The traffic signal modelling and concept design for the intersection of Werona Avenue and Stanhope Road, Killara (upgrade intersection to provide pedestrian crossings and associated facilities) formally proceeded to detailed design and documentation following TfNSW's closing out of the comments. Detailed design and documentation is continuing. 7 sites in the 10 Year Traffic and Transport Plan were assessed for eligibility in the 2024/25 Australian Government Black Spot Program but did not satisfy the minimum requirements.</p>	Monitor	1 project		–
<p>Number of improvements to regional traffic and transport facilities that benefit Ku-ring-gai.</p> <p>Baseline: New measure (per financial year).</p> <p>Comment: The first phase of approvals have been received from TfNSW for new traffic signals at Pacific Highway/Strickland Avenue and modifications to Pacific Highway/Balfour Street/Havilah Road. Detailed design is underway and tenders are expected towards the end of 2024/25.</p>	Monitor	2 improvements		–
<p>Number of grant applications for blackspot or improvement works submitted by Council.</p> <p>Baseline: New measure (per financial year).</p> <p>Comment: As of 30 June 2024, no announcement had been made from the Australian Government on successful Black Spot grant applications from NSW.</p>	Monitor	3 applications		–



ENVIRONMENTAL – QUADRUPLE BOTTOM LINE

<p>Number of education and awareness programs focused on alternatives to private car use facilitated by Council.</p> <p>Baseline: New measure (per financial year).</p>	Maintain	1 program		–
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LEGEND  achieved  not achieved  stable  increasing  decreasing  decreased and currently rising (due to COVID-19 impacts)
 fluctuating - data unavailable

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



FURTHER INFORMATION
 The Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 June 2024 bi-annual report is available at www.krg.nsw.gov.au





Theme 5

LOCAL ECONOMY



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

Services provided under this theme

- Economic and social development
- Marketing
- Events coordination

The following provides some highlights and challenges during 2023/24 for the theme *Local economy* within the Revised Delivery Program 2022–2026.

HIGHLIGHTS

Successful grant applications

- \$15,000: Australia Day Council - Australia Day 2024 celebrations.

Business engagement and support

- Eight events and programs were delivered as part of Council's business engagement program. This included two training programs which delivered 14 sessions to 300 attendees.

Community events and attractions

- Major events were delivered during the period at St Ives Showground including securing Foamfest for a second year.
- Over 56,000 people attended events in Ku-ring-gai including the community run events St Ives Food & Wine Fair, and Wahoonga Village Fair which brought almost 20,000 people into Wahoonga on the first Sunday in December.
- Council worked with a new event provider to deliver a circus at St Ives Showground (Circus Rio) in September 2023.

CHALLENGES

- Presentation of the final draft Employment Lands Study to Council for exhibition was delayed, as a result of the recent NSW State Government Housing Policy announcements.
- Impacts on progression of negotiations with the preferred proponent for Lindfield Village Hub, due to withdrawal of grant funding by Transport for NSW for the commuter car park portion of the project.
- Increasing expectations for additional events and visitor services across the local government area including cultural events, particularly post COVID-19 restrictions.



SUMMARY OF PERFORMANCE 2023/24

The Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 sets out the term achievements, performance indicators and operational plan tasks for each theme in 2023/24. The table below represents Council's performance in completing what we said we would do under this theme during 2023/24.

Local economy <i>Creating economic employment opportunities through vital, attractive centres, business innovation and technology.</i>	
Revised Delivery Program Term Achievements 2022-2026	67% progressing as scheduled 16.5% behind schedule* 16.5% significantly behind schedule**
Operational Plan Tasks 2023-2024	75% completed 17% behind schedule 8% significantly behind schedule
Performance Indicators 2023-2024	83% achieved 17% not achieved










FOOTNOTES:








* Secure a development partner for Lindfield Village Hub.

** Strategies and plans are in place that support business growth

Annual performance indicator results

The following tables detail Council's achievement during 2023/24 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Revised Delivery Program 2022-2026. QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. A trend analysis of an indicator's performance is presented where data is available.

Indicator	Target	Achieved	Performance	5-year trend
 ECONOMIC – QUADRUPLE BOTTOM LINE				
Number of business engagement activities delivered and/or facilitated by Council.				
Baseline: Council delivers and/or facilitates 10 activities (includes sessions, forums, workshops and initiatives) per financial year.	Maintain	13 activities		
Number of Council's plans and strategies completed or progressed that support business growth in Ku-ring-gai.				
Baseline: New measure.	Monitor	1 plan/strategy		-
Comment: Work commenced on the Employment Lands Study. However, with the recent planning policy changes from the NSW Government, the project has been put on hold until future population growth projections for Ku-ring-gai are resolved.				
Percentage progress towards securing a development partner for Lindfield Village Hub.				
Baseline: New measure.	Monitor	75%		-
Percentage progress towards planning for Turramurra Community Hub.				
Baseline: New measure.	Monitor	100%		-
Number of participants involved in business engagement activities facilitated by Council.				
Baseline: 500 participants are involved in business engagement activities (includes sessions, forums, workshops and other initiatives) facilitated by Council per financial year.	Increasing	410 participants		
Comment: In 2023/24, a range of events were held in small group learning formats to improve educational outcomes. The structure differed from previous years and resulted in slightly lower numbers. However, Council's Monthly Business Connections E-news (a key business engagement activity) now has 1,808 subscribers.				
Number of participants in programs and events at the Ku-ring-gai Wildflower Garden and St Ives Showground.				
Baseline: 85,000 participants attended programs and events at the Ku-ring-gai Wildflower Garden and at St Ives Showground per financial year.	Increasing	139,985 participants		-
Comment: New systems have enabled improved counting of visitors at both St Ives Showground and the Wildflower Garden. The final result does not include 179,445 vehicle visitation at St Ives Showground, 36,670 vehicle visitation at the Wildflower Garden main gate or visitation of 49,399 at the Visitor's Centre. This figure does include trail visitation on three of the main trails. The number of visitors over the year significantly exceeded the baseline target of 85,000 for 2023/24. Due to this increase, there is a need to review the target with recommendations for any changes to be implemented in the new suite of plans in 2025/26.				

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

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



Theme 6

LEADERSHIP



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

Services provided under this theme

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

The following provides some highlights and challenges during 2023/24 for the theme *Leadership* within the Revised Delivery Program 2022–2026.

HIGHLIGHTS

Successful grant applications

- \$78,750: Department of Planning and Environment - to digitally integrate with the NSW Planning Portal via APIs (application programming interface).

Community engagement and communications

- Effectively communicated the NSW Housing Policy changes on Council's website which resulted in a high level of website traffic over the six months.
- Enhancements to Council's website including a Volunteer hub section linking volunteers with local organisations, improved integration between the Council site and Council's new Net Zero site, and the linking to Bookable which allows community groups to book outdoor banners online.
- Increased audiences receiving Council news on Facebook and e-newsletters: Facebook has increased to 16,792 (approximately 4% growth in last six months); e-news has increased to 25,133 (39% growth in last six months).

Advocacy

- Council 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.

Long term planning

- A revised Resourcing Strategy, revised Delivery Program 2022-2026 and new Operational Plan 2024-2025 were adopted following public exhibition.
- Review and updates to various asset management plans and associated financial strategies were completed. A comprehensive review of Drainage Assets and Buildings was undertaken with positive financial outcomes.

Customer services

- Organisational wide customer service training was delivered to staff.

Workforce

- Successful implementation of the Equal Employment Opportunity (EEO) Management Plan and Gender Equality Strategy along with other workforce related strategies and action plans.
- Expansion of the Total Rewards & Recognition Program.
- Finalised the 2024-27 EEO Management Plan for implementation.
- Completed a draft Early Careers Program framework, strategy, policy and procedure.
- Successful roll-out of the 2023 Rewards & Recognition Excellence and Employee of the Year Awards.

CHALLENGES

- Continuing to develop innovative ways to communicate and engage with younger and harder to reach community members.
- Increasing expectations within the community for timely and responsive online communications.
- Growing expectations for customer service to utilise latest technologies.
- Improving services to Council and committees to support effective operation and decision-making.
- Ensuring flexibility in the face of changing legislative and policy requirements.
- Ongoing workforce shortages impacting staffing levels to deliver some services to previous standards.

SUMMARY OF PERFORMANCE 2023/24

The Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 sets out the term achievements, performance indicators and operational plan tasks for each theme in 2023/24. The table below represents Council's performance in completing what we said we would do under this theme during 2023/24.

Leadership

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



Revised Delivery Program Term Achievements 2022-2026	87% progressing to schedule 13% behind schedule*^
Operational Plan Tasks 2023-2024	92% completed 6% behind schedule 2% significantly behind schedule
Performance Indicators 2023-2024	77% achieved 23% not achieved




FOOTNOTES:











* The priorities of our community, as reflected in the Community Strategic Plan, inform Council's policy development, decision-making and program delivery.






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

Annual performance indicator results

The following tables detail Council's achievement during 2023/24 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Revised Delivery Program 2022-2026. QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. A trend analysis of an indicator's performance is presented where data is available.

Indicator	Target	Achieved	Performance	5-year trend
 CIVIC LEADERSHIP – QUADRUPLE BOTTOM LINE				
Percentage of Operational Plan tasks completed. Baseline: 89% of Operational Plan tasks are completed per financial year.	Improving	90%		◀▶
Number of active partnerships/collaborations Council has with external stakeholders. Baseline: Council has 45 active partnerships and collaborations with external stakeholders.	Maintain	45 partnerships/collaborations		◀▶
Number of people subscribed to Council newsletters. Baseline: There are 50,350 people subscribed to Council newsletters.	Increasing	71,279 people		▲
Comment: Council has focused on growth in subscribers through adding an enews opt-in to event registrations, online forms and surveys (including the recent housing policy changes survey).				
Number of positive messages published through external media channels about Ku-ring-gai Council. Baseline: New measure (includes print, social media and newsletters) per financial year.	Monitor	300 messages		–
Comment: 113 media releases and 30 ads were distributed. Positive mentions generated by media releases were 2-3 per week, which equates to around 300 positive stories for the biannual period. The stories appeared in Ku-ring-gai Living, The Post, Sydney Observer, Neighbourhood News and the Bush Telegraph.				
Percentage of requests for information applications completed within statutory timeframes. Baseline: 100% of requests for information applications are completed within statutory timeframes per financial year.	Maintain	93%		▼▲
Comment: One application (of 15 processed during this reporting period) was decided one day late.				
Percentage of policies reviewed by their due date. Baseline: 70% of policies are reviewed by their due date per financial year.	Increasing	51%		◀▶
Comment: All policies due or overdue are currently under review by responsible departments with reports to be provided to senior management.				
Number of initiatives held as part of Council's corporate sustainability program. Baseline: 5 corporate sustainability initiatives are held per financial year.	Maintain	7 initiatives		–
Percentage of staff participating in learning and development activities. Baseline: 50% of staff complete accredited training courses or attend approved learning and development sessions per financial year.	Increasing	90%		▼▲

Indicator	Target	Achieved	Performance	5-year trend
<p>Percentage of customer service enquiries responded to within agreed service delivery standards.</p> <p>Baseline: 85% of customer service enquiries are responded to within agreed service delivery standards.</p>	Maintain	90%		◀▶
<p>Percentage of customer service enquiries actioned within agreed service delivery standards.</p> <p>Baseline: 85% of customer service enquiries are actioned within agreed service delivery standards.</p>	Maintain	87.5%		◀▶
<p>Percentage completion of Council's continuous improvement framework.</p> <p>Baseline: New measure (per financial year).</p> <p>Comment: A service improvement policy and guidelines have been drafted.</p>	Monitor	100%		–
<p>Percentage completion of Council's service review program within set timeframes.</p> <p>Baseline: New measure.</p> <p>Comment: A service improvement policy and guidelines have been drafted and work has commenced on 2 of 3 planned service reviews.</p>	Monitor	70%		–
<p>Percentage of Risk Management Reports presented to quarterly Audit, Risk and Improvement Committee meetings consistent with Council's Enterprise Risk Management Framework.</p> <p>Baseline: 100% of reports are presented to the Audit, Risk and Improvement Committee.</p>	Maintain	100%		◀▶
<p>Lost Time Injury Frequency Rate</p> <p>Baseline: Lost time injury frequency rate of 12 per financial year (National industry average).</p> <p>Comment: Effective from 1 July 2023 the new industry benchmark was 13.2.</p>	Maintain or decreasing	11.75		–
<p>Percentage turnover rate for permanent employees.</p> <p>Baseline: 11% turnover rate for permanent employees per financial year.</p> <p>Comment: While turnover is slightly higher than the baseline this year it is continuing to decrease from previous years and moving towards Council's target range.</p>	Decreasing	12.1%		▼▲
<p> ECONOMIC – QUADRUPLE BOTTOM LINE</p>				
<p>Debt Service Cover ratio (Council's availability of operating cash to service debt)</p> <p>Baseline: Council's Debt Service Cover ratio is >2.00x.</p>	Maintain	6.49x		–
<p>Unrestricted Current Ratio (ability to meet short-term obligations as they fall due).</p> <p>Baseline: Council's unrestricted current ratio is > 1.5x.</p>	Maintain	4.00x		◀▶

Indicator	Target	Achieved	Performance	5-year trend
<p>Percentage of Council's commercial property portfolio leased in accordance with the Commercial Leasing Policy.</p> <p>Baseline: 100% of Council's commercial property portfolio is leased in accordance with the Commercial Leasing Policy.</p>	Maintain	100%		–
<p>Number of Council's unauthorised non-commercial lease agreements formalised and consistent with Council policies.</p> <p>Baseline: New measure (for not-for-profit community and sporting groups).</p>	Monitor	5		–
<p>Own Source Operating Revenue Ratio (degree of reliance on external funding ie grants).</p> <p>Baseline: Council's Own Source Operating Revenue Ratio benchmark is >60%.</p>	Maintain	82.86%		–
<p>Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity).</p> <p>Baseline: Council's Rates Outstanding Percentage is <5%.</p> <p>Comment: This indicator has not been achieved due to additional new property unit developments that remained unsettled at year end and a greater number of ratepayers entering payment plans due to financial stress during the period.</p>	Maintain	5.18%		▲
<p>Building and Infrastructure Renewals Ratio.</p> <p>Baseline: Council reports a Building and Infrastructure Renewals Ratio greater or equal to 100%.</p> <p>Comment: The ratio of 86.91% (compared to 100.97% in 2022/23) is below benchmark. Council has maintained the same level of renewals compared to the previous year. However, due to the increase in depreciation, the ratio is lower than prior years.</p>	Maintain	86.91%		▼▲

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

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

 **FURTHER INFORMATION**
The Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 June 2024 bi-annual report is available at www.krg.nsw.gov.au



A close-up, artistic photograph of yellow and white flowers, possibly lilies, with a shallow depth of field. The background is dark, making the bright colors of the petals and stamens stand out. The text 'COUNCIL' is overlaid on the right side of the image.

COUNCIL

COUNCIL

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

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

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

In its decision-making council should:

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

When encouraging community participation council should:

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

Council's roles

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

LEAD

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

EDUCATE

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

ENGAGE

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

ADVOCATE

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

COLLABORATE

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

REGULATE

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

FACILITATE

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

DELIVER

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

COUNCILLORS

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



FURTHER INFORMATION

More information on our Councillors and their role is available at www.krg.nsw.gov.au

Map 1: Ku-ring-gai Council ward map

Councillor profiles

Councillor representation and roles as detailed in the following pages are for the mayoral term of September 2023 – September 2024 as resolved at the Ordinary Meeting of Council 19 September 2023, unless specified.

ROSEVILLE WARD



Mayor Sam Ngai

Committee representation

Flood Risk Management Committee (*Chair*)

External representative/member

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

Councillor terms

2017-2021, 2021-2024

Deputy Mayor (21 September – 4 December 2021)

Mayor (September 2023-2024)



Cr Alec Taylor

Committee representation

Active Transport Reference Committee (*Deputy Chair*)

Sustainable Recreation Advisory Group (*Chair*)

External representative/member

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

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

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

Sydney North Planning Panel (*Alternate – appointed 17/10/2023*)

Councillor terms

2021-2024

ST IVES WARD



Deputy Mayor Christine Kay

Committee representation

Audit, Risk and Improvement Committee

External representative/member

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

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

Councillor terms

2018-2021, 2021-2024

Deputy Mayor (September 2023-2024)



Cr Martin Smith

Committee representation

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

External representative/member

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

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

Sydney North Planning Panel (*Alternate* – appointed 17/10/2023)

Councillor terms

2017-2021, 2021-2024

COMENARRA WARD



Cr Jeff Pettett

Councillor terms

2012-2017, 2017-2021, 2021-2024

Deputy Mayor 2018-2019

Mayor (January 2022 – September 2023)



Cr Greg Taylor

Committee representation

Arts and Culture Advisory Committee (*Chair appointed 21/11/2023*)

Sustainable Recreation Advisory Group (*Deputy Chair*)

External representative/member

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

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

Councillor terms

2021-2024

GORDON WARD



Cr Barbara Ward

Committee representation

Arts and Culture Advisory Committee (Deputy Chair appointed 21/11/2023)

Audit, Risk and Improvement Committee

Flood Risk Management Committee (Deputy Chair)

Multicultural Advisory Committee (Chair)

External representative/member

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

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

Councillor terms

2021-2024

Deputy Mayor (January 2022 – September 2023)



Cr Simon Lennon

Committee representation

Active Transport Reference Committee (*Chair*)

Heritage Reference Committee (*Deputy Chair*)

External representative/member

Eryldene Trust (*Delegate*)

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

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

Councillor terms

2021-2024

WAHROONGA WARD



Cr Cedric Spencer

Committee representation

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

Multicultural Advisory Committee (*Deputy Chair*)

External representative/member

Sydney North Planning Panel (*Member – appointed 17/10/2023*)

Councillor terms

2017-2021, 2021-2024

Mayor (21 September – 4 December 2021)

Deputy Mayor 2020-2021, 2021-2022
(1 July – 21 September 2021)



Cr Kim Wheatley

Committee representation

Heritage Reference Committee (*Chair*)

External representative/member

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

Sydney North Planning Panel (*Member – appointed 17/10/2023*)

Councillor terms

2021-2024

DECISION MAKING AND PARTICIPATION

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

Public forums

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

Council meetings

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

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

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

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

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



FURTHER INFORMATION

Further information regarding Council meetings and public forums is available at www.krg.nsw.gov.au

ADVISORY AND REFERENCE COMMITTEES

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

Council's Advisory and Reference Committees are listed below, noting the Marian Street Theatre Community Reference Committee ceased in September 2023.

Active Transport Reference Committee

The Active Transport Reference Committee provides advice to Council regarding planning and design of active transport infrastructure and support facilities, active transport initiatives, content of Council's plans/policies and the development of education, promotion and enforcement strategies.

Arts and Culture Advisory Committee

The Arts and Culture Advisory Committee was established during 2023/24, with Terms of Reference adopted and members appointed. It will play a crucial role in promoting social inclusion, ensuring accessibility and representing diverse voices within the community. It also supports local talent, assist to showcase local artists, identification of grant programs and contributing to the growth of a vibrant local arts scene. Committee meetings will commence in 2024/25.

Audit, Risk and Improvement Committee

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

Flood Risk Management Committee

The Flood Risk Management Committee includes councillors, residents and representatives from the NSW Department of Planning and Environment, NSW National Parks and Wildlife Service, NSW State Emergency Services, Sydney Water, and other ex officio members (as required). The committee is a technical review committee established under the NSW Government's Flood Prone Land Policy and has an advisory role to Council. The committee acts as a forum for discussing technical, social, economic and environmental matters relating to flood risk management.

Heritage Reference Committee

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

Ku-ring-gai Traffic Committee

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

Major Projects Advisory Committee

The Major Projects Advisory Committee aims to strengthen governance and decision-making concerning major projects and provide independent advice to Council in relation to property development, land acquisition and disposal activities. Its main role is to provide support to Council decision-making for major projects (projects generally valued over \$5 million) and to oversee governance of project delivery.

Multicultural Advisory Committee

The Multicultural Advisory Committee provides an advocacy role and assists in providing input for Council's plans, strategies and services to multicultural communities, contribute and provide feedback on multicultural events, and assist in developing partnerships and improving equity across multicultural communities.

Status of Women's Advisory Committee

The primary role of the committee is to provide advice, advocate and raise awareness of issues that impact women in the Ku-ring-gai community. It will identify and participate in projects, activities and opportunities that promote the inclusion of women in the community. During 2023/24 Council resolved to re-establish the committee, endorsed an updated committee membership submission form and sought nominations for the committee. Committee representation recommendations will be reviewed by Council early 2024/25.

Sustainable Recreation Advisory Group

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

Youth Advisory Committee

During 2023/24 Council resolved to establish a Youth Advisory Committee and endorsed Terms of Reference for the committee. Consultation with local young people will take place along with the development of an action plan and committee membership in 2024/25.



FURTHER INFORMATION

Further information on Council's advisory and reference committees is available at www.krg.nsw.gov.au

Councillor meeting attendance 2023/24

Figure 19 provides a summary of attendance for each councillor for Council Meetings held from 1 July 2023 to 30 June 2024.

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

Figure 19: Councillor attendance at Council Meetings July 2023 – June 2024

Footnote:

¹ Calculations are based on 11 Ordinary Meetings of Council held in 2023/24 and does not include seven (7) Extraordinary Meetings of Council held on the below dates:

- 12 September 2023 – adjourned to 19 September 2023
- 23 January 2024
- 5 February 2024
- 25 March 2024
- 1 May 2024
- 8 May 2024
- 4 June 2024

Council Meeting Minutes are available at www.krg.nsw.gov.au

Figure 20 provides a summary of attendance for councillors for Advisory/Reference Committees held during 2023/24.

Councillor	Advisory/Reference Committee Meetings attendance ^{1, 2, 3}		
	Committee	Number	%
Cr Sam Ngai	Flood Risk Management Committee	1/1	100%
Cr Christine Kay	Audit, Risk and Improvement Committee	2/4	50%
Cr Simon Lennon	Active Transport Reference Committee	3/3	100%
	Heritage Reference Committee	4/4	100%
Cr Cedric Spencer	Multicultural Advisory Committee	1/4	25%
Cr Alec Taylor	Active Transport Reference Committee	3/3	100%
	Sustainable Recreation Advisory Group	3/3	100%
Cr Greg Taylor	Sustainable Recreation Advisory Group	2/3	67%
Cr Barbara Ward	Audit, Risk and Improvement Committee	3/4	75%
	Flood Risk Management Committee	1/1	100%
	Multicultural Advisory Committee	3/4	75%
Cr Kim Wheatley	Heritage Reference Committee	4/4	100%

Figure 20: Councillor attendance at Advisory/Reference committee meetings during Mayoral term

Footnotes:

1. Figures for Council's advisory/reference committees are calculated based on attendance for Councillors appointed by council resolution to a committee for the 2023/24 mayoral term at the Ordinary Meeting of Council 19 September 2023. Other Councillors may attend these committee meetings as observers however this is not calculated in the above attendance statistics. Council's advisory and reference committees that met during 2023/24 are listed below:
 - a. Active Transport Reference Committee
 - b. Audit, Risk and Improvement Committee
 - c. Flood Risk Management Committee
 - d. Heritage Reference Committee
 - e. Multicultural Advisory Committee
 - f. Sustainable Recreation Advisory Group.
2. The Marian Street Theatre Community Reference Committee ceased during 2023/24.
3. The Ku-ring-gai Traffic Committee, Arts and Culture Advisory Committee and the reestablished Status of Women's Advisory Committee did not meet in 2023/24.

Planning panels

The NSW Government introduced regional planning panels in 2009 and local planning panels in 2018, which effectively removed Councillors from making decisions in relation to development and related applications.

Ku-ring-gai Local Planning Panel (KLPP)

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

The KLPP makes decisions on development applications where:

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

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

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



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

Sydney North Planning Panel (SNPP)

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

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



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





THE ORGANISATION

CORPORATE

VALUES

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

DO WHAT IS RIGHT

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

SHOW RESPECT

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

OWN OUR ACTIONS

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

STRIVE FOR EXCELLENCE

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

ORGANISATIONAL STRUCTURE

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

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

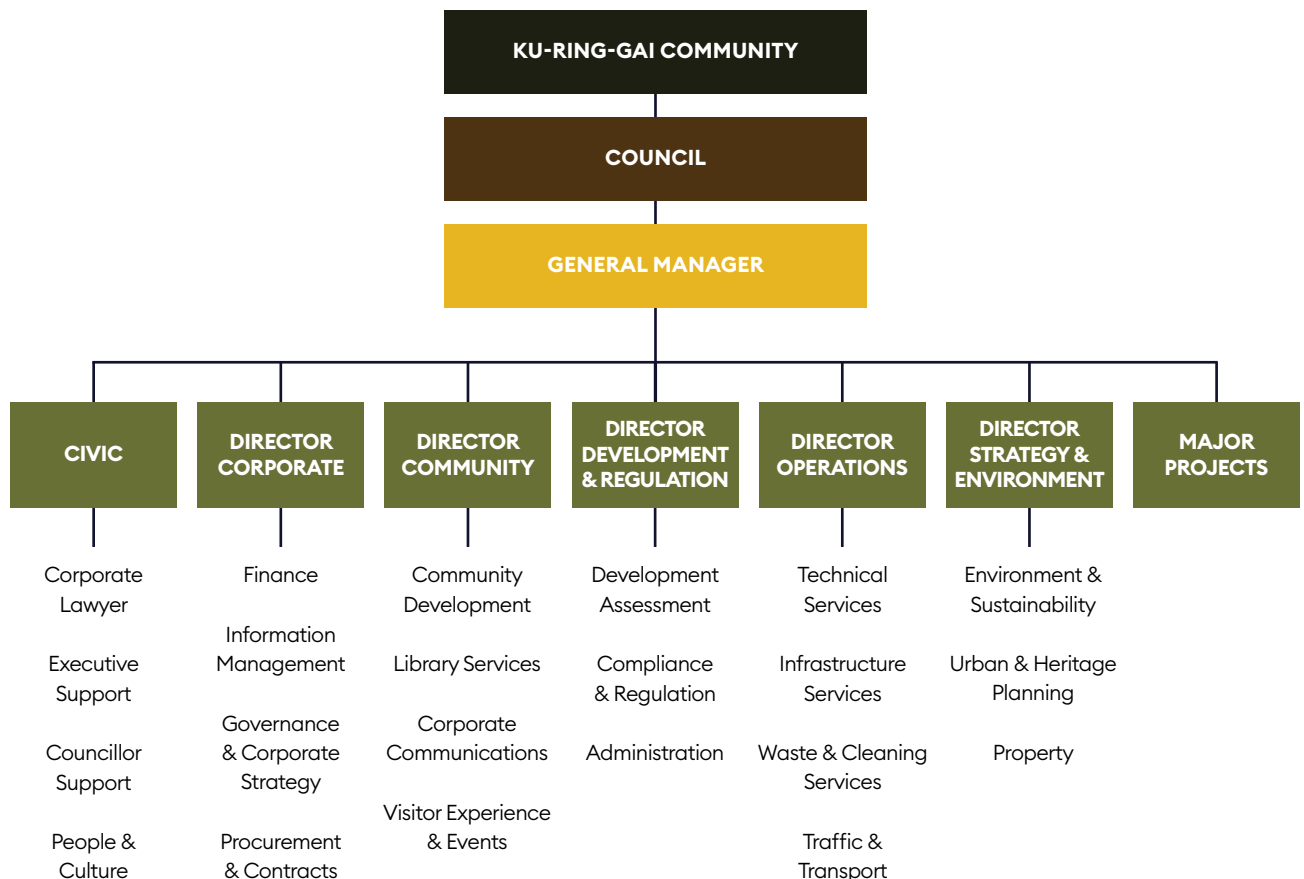


Diagram 3: Ku-ring-gai Council organisational structure

LEADERSHIP

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



DAVID MARSHALL

General Manager, Civic Management



MICHAEL MIOCIC

Director, Development and Regulation



ANGELA APOSTOL

Director, Corporate



PETER LICHAA

Director, Operations



JANICE BEVAN

Director, Community



ANDREW WATSON

Director, Strategy and Environment



FURTHER INFORMATION

For further information about the leadership team see www.krg.nsw.gov.au

WORKFORCE SNAPSHOT

Employees

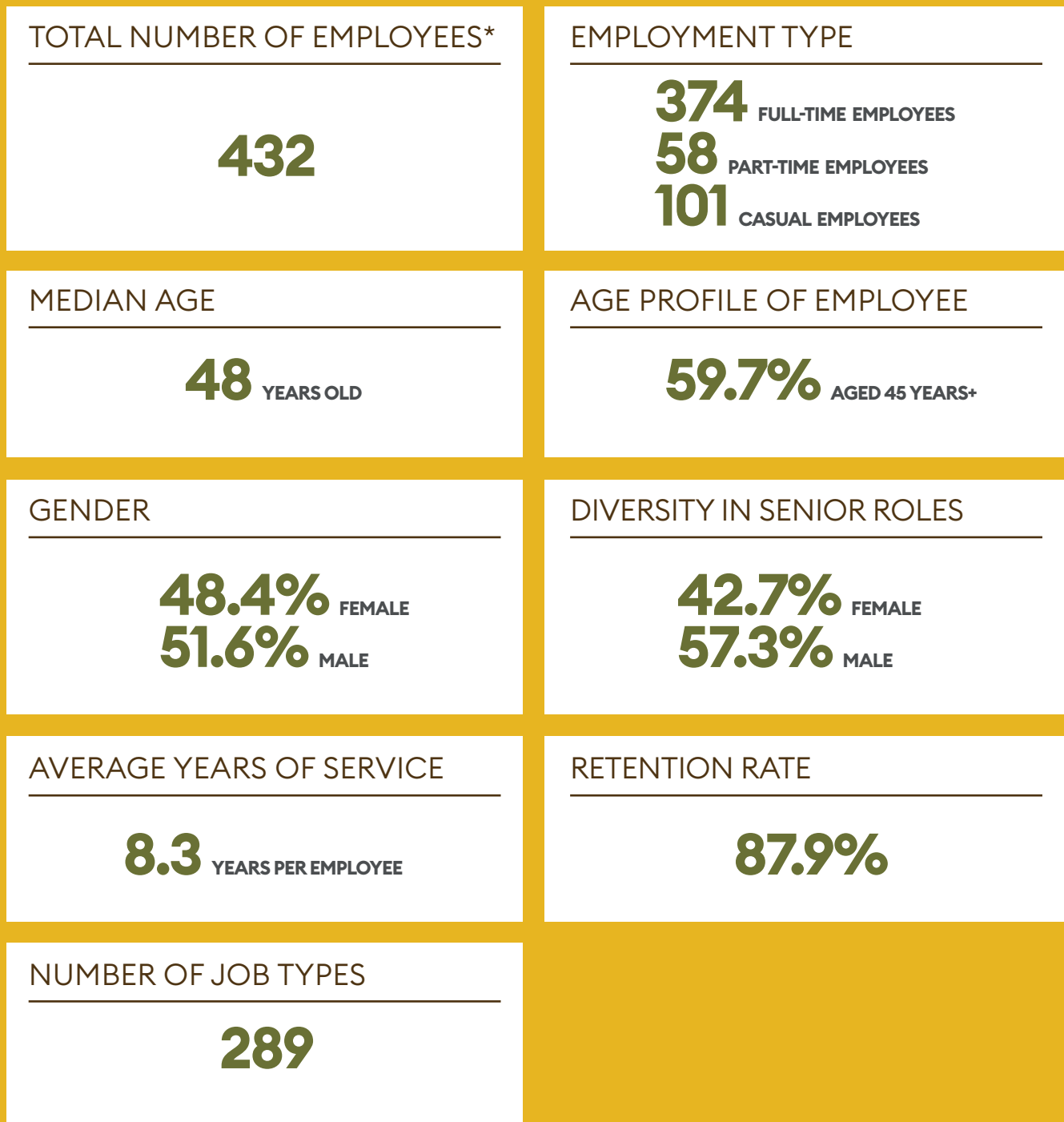


Figure 21: Employee snapshot as of 30 June 2024

* Full-time and part-time employees

Key achievements in 2023/24

- Key policies and plans were implemented eg: Market and Retention Allowance Policy, Gender Equality Strategy, 2024-2027 Equal Employment Opportunity (EEO) Management Plan and the succession planning process
- System improvements through continuation of the transition to a cloud-based software system
- Reviewed policies and procedures including Enterprise Risk Management Policy and Strategy, Risk Appetite Statement, Fraud and Corruption Control Policy and Strategy, Business Continuity Plans, Fitness for Duty Policy, Emergency Services Leave Policy, Self Funded Leave Policy, Workplace Investigations Procedure, Novated Leasing Policy and the Early Careers Program
- New Novated Leasing Program implemented for staff
- Prepared for the implementation of the 2024 Employee Opinion Survey
- Celebrated the inaugural Staff Excellence and Employee of the Year Awards
- Coordinated organisation wide customer service training
- Delivered new eLearning modules supporting public disclosure
- Reviewed Business Continuity Plans for both the Depot and Chamber sites under the Business Continuity Management Framework
- Completed Council's Business Continuity Plan Exercise with the Crisis Management Team and Incident Management Team
- Finalised the annual insurance renewal process whilst continuing to manage claims and injuries and related matters
- Continued focus on work, health and safety (WHS) through comprehensive training programs, proactive risk management, and incident reporting systems, leading to a stronger safety culture across the organisation
- Implemented refined injury and claims management strategies, aligning with industry best practices, resulting in more efficient claims processing, reduced claim costs, and timely resolution of workers' compensation cases

- Targeted training and the development of a hazardous chemical register contributed to significant improvements in managing high-risk areas, particularly manual handling and hazardous chemicals
- Provided ongoing support for employee health and wellbeing through programs such as the Employee Assistance Program (EAP), wellness activities, and proactive measures to address psychosocial risks and mental health, and
- Strengthened collaboration with external partners to enhance the effectiveness of Council's insurance program, resulting in better loss mitigation and risk management outcomes.

Workforce management strategies and policies

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

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

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

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

EMPLOYEE PROFILE

Council has a variety of technically and professionally qualified staff across a broad range of service areas as well as a full range of traditional local government roles.

Figure 22 provides a snapshot of Council's employee profile with comparisons across five years.

Council's workforce has remained stable across the five-year period as has the median age group. The retention rate has returned to pre-pandemic levels, with the 'correction' post lockdown that saw higher turnover than expected ending. The number of females has marginally increased, and the number of males has proportionately decreased across the five-year period. This may be because of a change in the gender profile of some professions eg. Finance and Payroll which have proportionally larger numbers of females in the profession. It may also be an indicator of females staying in the workforce longer and the gap between the male and female retirement age closing.

	5 year trend	2023/24	2022/23	2021/22	2020/21	2019/20
Number of employees (full and part-time)	◄►	432	431	440	431	432
Median age range (years)	◄►	45 - 54	45 - 54	45 - 54	45 - 54	45 - 54
Retention rate	▲	87.9%	80.6%	84.3%	89%	88%
Percentage of females	▲	48.4%	47.8%	47.7%	45%	46%
Percentage of males	▼	51.6%	52.2%	52.3%	55%	54%
Females in Band 6 and above	▲	12.3%	12.5%	11.6%	11.1%	10.8%
Males in Band 6 and above	▼	16.4%	16.5%	17.0%	17.1%	17.6%

◄► stable ▲ increasing trend ▼ decreasing trend

Figure 22: Employee profile from 30 June 2020 to 30 June 2024

Workforce headcount

As of 30 June 2024, Ku-ring-gai Council employed 432 full and part-time employees and 101 casual employees (Figure 23) in a diverse range of service areas.

While the workforce has remained stable across the five-year period, the ratio of full to part-time employment has changed with a small increase in part-time positions. This reflects Council's increasing ability to provide staff with temporary flexible working arrangements.

Year	Employment type			
	Full-time	Part-time	Total full and part-time	Plus casuals
2023/24	374	58	432	101
2022/23	374	57	431	120
2021/22	384	56	440	119
2020/21	380	51	431	125
2019/20	381	51	432	231

Figure 23: Workforce total headcount by employment type from 30 June 2020 to 30 June 2024

The total number of persons who performed paid work on Wednesday, 14 February 2024

Under section 217 of the *Local Government (General) Regulation 2021*, Council must publish a statement of the total number of persons who performed paid work for them on Wednesday 14 February 2024. See Figure 24.

Employment type	Total
Number staff permanent full-time	362
Number staff permanent part-time	51
Casuals	17
Fixed-term contract	18
Senior staff (as per the <i>Local Government Act 1993</i>)	4
Contract labour	26
Contract apprentice or trainee	3

Figure 24: The total number of persons who performed paid work at Council on 14 February 2024

Workforce age and gender

The median age of our workforce was 48 years with 59.7% of employees aged 45 years and over (Figure 25).

With an ageing workforce across NSW, Council's age and gender profile remains consistent with the general workforce profile. Council's workforce is progressively becoming older with a median age of 48 years in 2023/24 compared with 46 in 2022/23. The percentage of staff who are 65 and over has decreased as staff progress to retirement. Council is implementing an Early Careers Program to attract trainees, apprentices and graduates into the workforce together with an Ageing Workforce Strategy to address the challenges of ensuring the continued delivery of services to the community into the future.

Workforce by age and gender	Male	Female	Total	2023/24 %	2022/23 %
15 - 24	4	3	7	1.6	2.1
25 - 34	24	34	58	13.4	13.9
35 - 44	50	59	109	25.3	24.4
45 - 54	55	64	119	27.5	28.1
55 - 64	69	37	106	24.5	23.4
65 +	21	12	33	7.6	8.1
Total	223	209	432	100%	100%

Figure 25: Workforce percentage by age and gender as of 30 June 2024 (rounding applied)

Workforce in senior positions

While there was a slight reduction of less than 1% in the number of women in senior roles (Band 6 and above) this does not significantly alter the upward trend of females in leadership roles (Figure 26).

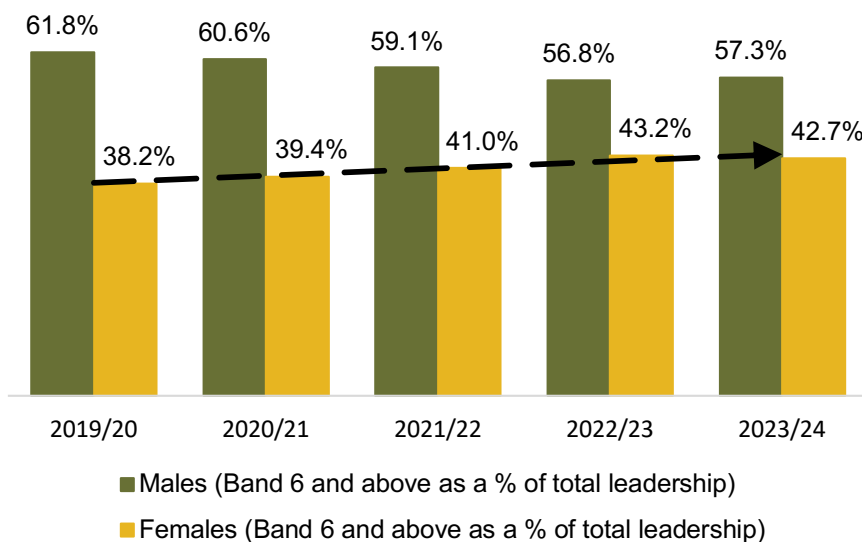


Figure 26: Percentage of males and females in senior positions (Band 6 and above) from 30 June 2020 to 30 June 2024 (rounding applied)

WORKING AT KU-RING-GAI COUNCIL

Recruitment and retention

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



Key projects and activities during 2023/24 included:

- **Additional on-boarding program** - A monthly on-boarding program is facilitated in collaboration with a full day induction program to ensure all new staff members are provided with an opportunity to learn about Council's policies and processes at the start of their employment cycle.
- **Succession Planning Framework** - Council successfully implemented the Succession Planning Framework and system to ensure leadership continuity and a strengthened workforce resilience. Managers received targeted training to equip them with the skills and knowledge needed to effectively integrate succession planning within their units. This framework is designed to prepare identified talents for future leadership roles and critical positions within the organisation, ensuring a robust and capable leadership pipeline.
- **Recruitment and Selection Policy** - Commenced a review of the policy.
- **Market and Retention Allowance Policy** - A new Market and Retention Allowance Policy was adopted by Council in February 2024. Since its introduction, there have been two business cases put forward for consideration demonstrating its purpose, viability and benefits in supporting Council's strategy in retaining critical staff.

- **Improving retention rates** - Council's retention rate for 2023/24 is 87.9% (a 7.3% increase from the previous year) and is a positive indicator of employee satisfaction and organisational stability. To support improved retention rates, Council has expanded the Total Rewards and Recognition Program with benefits such as private novated leasing and the Fitness Passport program. Council has also undertaken significant initiatives to address employee engagement and performance including the development of the 2024 Employee Opinion Survey and gender equality strategies featuring targeted initiatives to foster a more inclusive and equitable workplace.

Future workforce planning

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

Actions to support these initiatives in 2023/24 included:

- implementing the Succession Planning Framework which includes the identification of critical positions and staff
- participated in career related events with higher education institutions to build relationships and promote Council as an employer of choice
- ongoing implementation of the Gender Equality Strategy 2023 - 2025
- development and implementation of the EEO Management Plan 2024 - 2027
- monitoring turnover and creating customised retention and attraction strategies
- ongoing review and streamlining of recruitment and onboarding processes
- continuous improvement of the talent management system
- ongoing expansion of the e-learning library
- ongoing review of the Rewards and Recognition Program
- ongoing implementation of the Ageing Workforce Strategy, and
- ongoing implementation of the Leadership Development Program.

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

Corporate culture

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

Council continues to leverage the initiatives contained in the Workforce Management Strategy (WMS) to shape and improve Council's culture.

Achievements during 2023/24 included:

- **Implementation of the Gender Equality Strategy 2023 – 2025** - Council is committed to the principle of treating employees of all genders equally and providing equal opportunities without discrimination or bias based on gender identity or expression. This strategy assists to drive the behavioural standards and ethical practice in cultivating a culture of gender equality.
- **Implementation of the EEO Management Plan 2024 – 2027** - This plan follows the 2020-2024 plan and continues to ensure Council takes appropriate action to eliminate discrimination and promote equal opportunity.

Employee productivity

Council continues to improve processes and apply best practice to encourage strong performance and staff engagement.

Council prepared for the implementation of the 2024 Employee Opinion Survey in July 2024. The primary objective of the survey is to assess Council's organisational engagement and performance, which are both crucial in achieving performance excellence and cultivating a culture of success. The survey is designed to capture feedback related to leadership, diversity and inclusion, ageing workforce management, and psychosocial hazards.

Promoting a healthy work/life balance

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

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

- **Wellness program** – including financial reimbursement towards wellbeing activities, influenza vaccinations, skin cancer screening,

education and skin protection equipment and audiometric testing, education, and action plans for employees in operational positions.

- **Employee assistance program** – ensuring employees can seek independent, confidential support and advice regarding issues in their work, personal and family lives.
- **Flexible workplace** – supporting employees in balancing the demands of their work with their family and/or personal responsibilities whilst continuing to meet Council's strategic and operational business requirements including agreements under the working from home policy, purchased leave, flexible working hours policy, study allowance and examination leave and transition to retirement planning.
- **Pre-employment health assessments** – ensuring Council's workforce is fit, healthy and well matched to the physical tasks required of them.

Learning and development

Council's workforce is highly skilled, technically competent and supported by effective recruitment processes that identify and employ for the knowledge, skills and experience required to deliver Council's Delivery Program and Operational Plan. As such, Council's Learning and Development Program focused on four main areas in 2023/24:

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

Learning and development spending

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

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

Council’s learning and development expenditure is shown in Figure 27. There was an increase in spending in 2023/24 which is attributed to the delivery of a new organisation wide customer service training program together with a tailored leadership coaching program provided to the General Manager, directors, and a small cohort of executive managers.

Learning and development expenditure	2023/24 \$	2022/23 \$	2021/22 \$	2020/21 \$	2019/20 \$
Total	\$378,443	\$240,538.20	\$238,447.97	\$208,584.13	\$262,050.01

Figure 27: Workforce learning and development expenditure from 30 June 2020 to 30 June 2024

Training attendance

In 2023/24, there was a uniform reduction of 8.7% in training attendance due to a correction following the pandemic period and a decrease in turnover which reduced demand for training delivery to new employees (Figure 28).

The use of online courses has significantly increased through the addition of both new eLearning modules and an increase in the use of refresher training delivered through the eLearning platform (Figure 28).

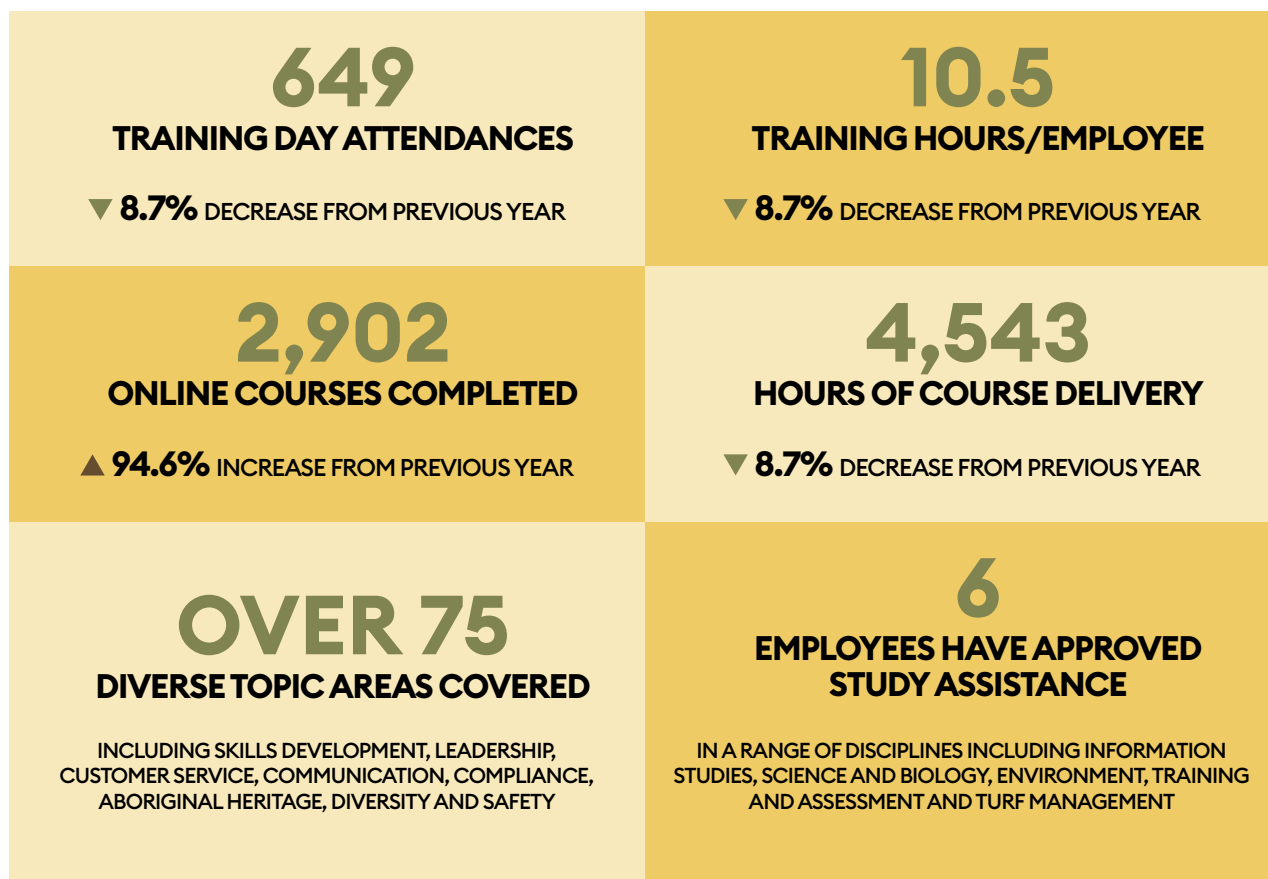


Figure 28: Training breakdown as of 30 June 2024

DIVERSITY AND INCLUSION

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

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

During 2023/24, Council strengthened its commitment to diversity and inclusion through several key initiatives. The establishment of the Gender Equality Staff Committee, with representation from each department, has ensured that gender equality issues are regularly addressed. This committee, along with communications highlighting Pride Month and the International Day for the Elimination of Sexual Violence in Conflict, have been key in raising awareness and fostering a more inclusive workplace culture.

Council has also made significant progress in reviewing and enhancing people and culture policies and programs to better support and promote equality including the Rewards and Recognition Program, a thorough review of recruitment and selection processes, integration of the Succession Planning Framework and the introduction of workforce data into quarterly reporting offering valuable insights into gender equality within the organisation.

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



FURTHER INFORMATION

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

WORK, HEALTH AND SAFETY

Key achievements in 2023/24

During 2023/24, Council continued providing support to management and staff on work, health and safety matters and delivering on its committed initiatives under the Work, Health and Safety (WHS) Program including:

- maintaining and improving tailored WHS reporting indicators and dashboards for ongoing assessment of WHS performance
- communicating safety and wellbeing topics to staff through the WHS & Wellbeing Matters e-newsletter. Topics covered wellness program offerings and benefits, tips for managing wellbeing, new year new you and post-holiday blues, sun protection awareness, managing hazards (including psychosocial hazards) and risks, fatigue management, road safety, handling difficult customers, and maintaining a clean hot desk to support your wellbeing
- developing a hazardous chemical register for relevant departments and reviewing all Safety Data Sheets. Staff were provided with appropriate training in using, storing and disposing of chemicals
- developing and adopting the Volunteer Management Policy and drafted the supporting Volunteer Management Procedure
- conducting the annual WHS Self Audit for 2023. Highlighted areas for improvement from the audit are incorporated in Council's 2024 WHS Implementation Plan
- delivering in-house Health & Safety Representative Committee workshops to designated staff
- delivering regular and ongoing WHS training, such as annual warden training, Health & Safety Representative Committee workshops, first aid training, asbestos awareness, confined spaces initial training and refreshers, CPR refresher training, SafeStart training, Advanced Resuscitation and emergency response exercises for all designated staff. Council has also delivered a Due Diligence & Psychosocial Awareness workshop to the General Manager and directors and two workshops to business unit managers to raise awareness of their obligations under the WHS Act & Regulations, considering the new legislation and penalties
- offering relevant initiatives to employees through Council's wellbeing program, including the Employee Assistance Program (EAP) through Council's provider AccessEAP which supports staff and their family

- members through challenging situations
- offering the wellness program including annual flu vaccinations and skin checks.

Continuous improvement of work health and safety performance

Council remains committed to the continuous enhancement of our work health and safety (WHS) performance. In alignment with recent updates to the *Work Health and Safety Act 2011*, *Work Health and Safety Regulations 2022*, Australian Standards, and relevant codes of practice, Council is reviewing and updating its WHS management system and policy to ensure it meets the highest standards of compliance and effectiveness.

Council continued to apply a risk-based approach to identifying and controlling hazards and risks, adhering to the Hierarchy of Controls as stipulated in the *Work Health and Safety Regulations 2022*. This approach ensures that potential risks are managed systematically and effectively, prioritising the safety and wellbeing of all staff and stakeholders.

In 2023/24, Council implemented several key strategies and activities aimed at enhancing WHS performance across the organisation. These initiatives were designed to strengthen Council's safety culture, improve hazard management, and ensure the wellbeing of all employees.

Highlights of these are following:

- **Enhanced WHS reporting and dashboards** - Council continued to refine and expand the tailored WHS reporting indicators and dashboards, which allowed for more precise tracking of safety performance metrics. This has facilitated quicker identification of potential issues and has supported proactive decision-making to mitigate risks.
- **Comprehensive WHS training programs** - A broad range of WHS training sessions were delivered. These training sessions have significantly increased staff competency and awareness, resulting in more engaged incident reporting and participation in safety practices.
- **Chemical safety management** - A hazardous chemical register was developed, and all Safety Data Sheets were reviewed, accompanied by training for relevant staff. This initiative has improved Council's management of chemical risks, leading to a safer work environment.

- **Promotion of wellbeing through communication and programs** - The WHS & Wellbeing Matters e-newsletter continued to communicate safety and wellbeing topics to staff. Additionally, wellness initiatives such as the Employee Assistance Program, flu vaccinations, and skin checks were offered, promoting overall health and reducing absenteeism.
- **Volunteer management and safety** - Council developed and adopted a Volunteer Management Policy and drafted the supporting procedure, ensuring that volunteers are well-managed and their safety is prioritised.
- **Annual WHS self-audit and implementation plan** - The 2023 WHS Self-Audit identified areas for improvement, which were incorporated into Council's 2024 WHS Implementation Plan. This ongoing commitment to self-assessment and improvement has led to a more robust safety framework.
- **WHS culture and maturity enhancement** - To improve WHS maturity and awareness, especially among senior leaders, Council conducted targeted workshops on due diligence and psychosocial awareness. This initiative has led to an increase in the reporting of incidents and near misses, demonstrating a more engaged workforce and a stronger safety culture.
- **New initiatives and environmental improvements** - Council introduced new benefits in Council's wellbeing program, introduced indoor air quality testing, and collaborated on the introduction of safer operational equipment. These initiatives have contributed to a safer and healthier working environment, with tangible improvements in workplace safety and employee satisfaction.

In 2023/24, Council's loss mitigation strategies were integral to supporting and enhancing the effectiveness of its insurance program. Council continued to utilise key performance indicators, such as claims notification delay, average and median costs of claims, claims finalisation rate, and wage loss by business units, to monitor and improve its injury and claims management processes. These metrics allowed Council to identify trends and implement targeted interventions, which has contributed to a reduction in the severity of claims.

The efficacy of these strategies was demonstrated through improved claims management performance, with timely notifications and a reduction in average claim costs. Council's proactive approach in aligning its practices with industry best standards, and collaborating closely with external partners like StateWide Mutual, JLT, and StateCover ensured that Council not only managed claims efficiently but also minimised potential losses by addressing risks before they materialised into significant incidents.

Additionally, Council's focus on comprehensive WHS training, rigorous incident reporting, and proactive hazard management contributed to fewer significant workplace injuries, further reducing the potential for costly claims.

Work health and safety committees

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

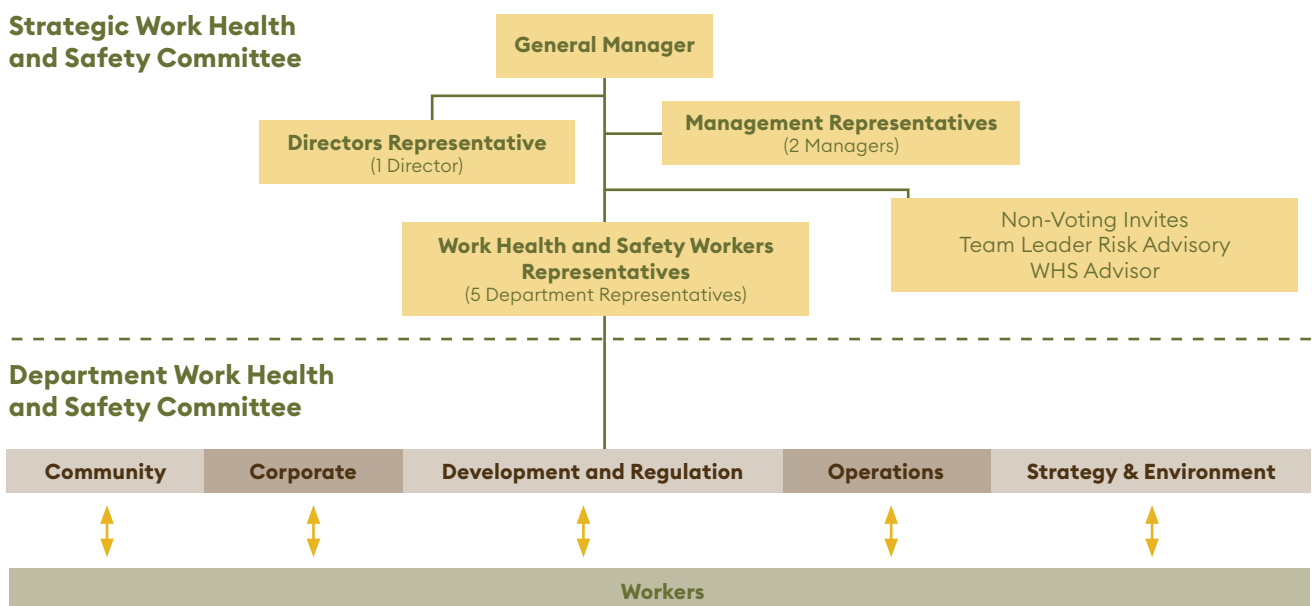


Diagram 4: Work Health and Safety Committees structure

The Strategic WHS representatives continue to play a pivotal role in fostering a culture of safety across all departments. Their responsibilities include:

- hosting regular formal and informal meetings to ensure continuous communication and collaboration with their department's WHS representatives
- proactively identifying and escalating WHS concerns and suggestions discussed within their departments to the Strategic WHS Committee
- leading the implementation of key WHS initiatives that have been established or endorsed by the Strategic WHS Committee to improve safety practices across Council, and
- actively monitoring changes in membership within the Department WHS Committees, ensuring that any vacancies are promptly filled with committed and capable replacements.

Council has undertaken a comprehensive review of the current Work Health & Safety (WHS) Committee Charter. This review, conducted in consultation with all WHS Representatives, aimed to refine and enhance the effectiveness of our WHS governance structure to better support Council's safety objectives.

Emergency management

The Emergency Control Organisation (ECO) is a structured group of employees authorised to take command in managing emergencies. The ECO consists of Council's First Aid Officers and Fire Wardens.

During 2023/24, the ECO continued to ensure comprehensive coverage for key roles, maintained the availability and distribution of personal protective equipment, and reinforced clear communication of roles and responsibilities among relevant employees. In addition, the ECO has conducted regular drills and training sessions to enhance preparedness and ensure that all members are equipped to respond effectively to emergency situations.

Crisis management team

Council's Crisis Management Team (CMT), comprising of the General Manager, directors, and senior managers, has continued to play a crucial role in providing strategic support and oversight for business activities exposed to Council's business continuity risks.

Throughout the year, the CMT has been instrumental in ensuring that all business continuity plans are robust and responsive, allowing Council to effectively manage and mitigate potential disruptions. The team's proactive approach has strengthened Council's resilience, ensuring that critical services and operations are maintained even in the face of unforeseen challenges.

First aid

The management of automated external defibrillators (AEDs) remains a key initiative. AEDs are vital in assisting the public and employees in responding to sudden cardiac emergencies. Throughout 2023/24, Council continued to maintain and monitor the AED units installed at identified priority sites.

During the year, there were 18 recorded first aid events across Council sites. A recurring trend was identified as sprains and strains, which could be attributed to Council's ageing workforce. To address these incidents and ensure readiness for future emergencies, Council conducted First Aid and CPR refresher training, equipping First Aid Officers with up-to-date skills and knowledge.

Reducing workplace injury

In 2023/24, Council focused on enhancing workplace safety through targeted strategies and continuous improvement of its safety culture. Key initiatives included comprehensive training programs, enhanced incident reporting systems, and proactive management of high-risk areas such as manual handling and hazardous chemicals. These efforts, combined with a renewed focus on psychosocial hazards and emergency preparedness, have led to a reduction in workplace injuries and an increase in safety awareness among staff. Council's commitment to fostering a safer work environment is reflected in the positive outcomes observed throughout the year, including fewer significant injuries and improved management of potential risks.

There was also a strong focus on key performance indicators in monitoring safety performance, such as claims notification delay, average and median costs of claims, claims finalisation rate, wage loss by business units, and average wage loss by body parts. By aligning claims and injury management practices with industry best practices and triangulating findings with external partners like StateCover, Council successfully improved the overall injury management experience for both internal and external stakeholders. These efforts contributed to a stronger safety culture across the organisation.

Workforce work health and safety training

Council remains committed to enhancing the Work Health and Safety (WHS) capabilities of its workforce through comprehensive training programs and initiatives. These efforts were designed to ensure that all employees are equipped with the knowledge and skills necessary to maintain a safe and compliant work environment.

Several key training activities and programs during 2023/24 are outlined below:

- **Regular and ongoing WHS training**
 - First Aid and CPR Refresher Training
 - Advanced Resuscitation Training
 - Asbestos Awareness and Confined Spaces Training
 - Fire Warden, evacuations and drills
 - Health & Safety Representative Committee Workshops
- **Specialised WHS programs** - Council introduced additional training initiatives in response to the evolving needs of the workforce:
 - Due Diligence & Psychosocial Awareness Workshops - Targeted training for General Managers, directors, and business unit managers to increase awareness of their WHS obligations, particularly considering new legislation and penalties
 - Hazardous Chemical Training - Following an extensive review of hazardous chemical processes, training was provided to 68 identified employees on the proper use, storage, and disposal of chemicals. This included ChemCert AQF3 or AQF4 certification as required, improved access to training materials and monitoring of employee certifications through the development of a hazardous chemical register and the use of Chemwatch for updating and maintaining Safety Data Sheets. This ensures that all relevant workers have access to up-to-date information and training resources.

The comprehensive training initiatives, combined with targeted workshops and continuous monitoring, have significantly increased the overall WHS maturity within the organisation. These efforts have resulted in more proactive incident reporting, better hazard management, and a stronger safety culture across all departments.

Number of incidents

Council's safety initiatives have been instrumental in encouraging staff awareness of proactive incident and hazard reporting, reinforced by enhanced WHS training. This is reflected in the 145 incidents reported in 2023/24, representing a 29% increase from the previous year (Figure 29). This increase highlights the effectiveness of Council's commitment to continuous improvement in safety performance and workplace health and safety.

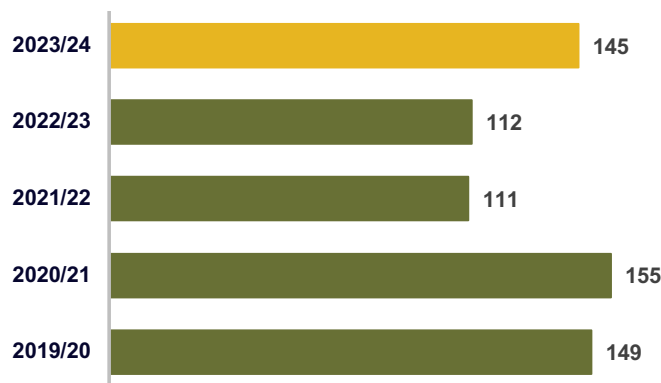


Figure 29: Total incident reports from 30 June 2020 to 30 June 2024

Types of incidents

During 2023/24, body stressing, falls/trips and slips, hitting objects with a part of the body, and being hit by moving objects collectively account for approximately half of the incidents, underscoring their status as key areas of concern due to their high frequency. Notably, all but one of these categories (hitting objects with a part of the body) have increased compared to the previous year (Figure 30).

Environmental factors (such as heat and electricity), sound and pressure, and biological factors have remained stable compared to the previous year, indicating the effectiveness of risk management measures in these areas.

Looking ahead, Council will:

- continue to refine its risk management processes, focusing on areas that still show incident increases,
- expand targeted training programs, particularly in areas where slight increases have been noted, to prevent further incidents, and
- review and strengthen existing safety controls and procedures, especially in higher-risk areas, to ensure incidents continue to decline.

Type of incident	2023/24	2022/23	2021/22	2020/21	2019/20
Falls, trips, and slips of a person	26	17	21	23	21
Hitting objects with a part of the body	12	13	18	16	21
Being hit by moving objects	11	7	14	14	19
Sound and pressure	0	0	0	3	3
Body stressing	22	14	16	20	16
Heat, electricity, and other environmental factors	5	6	2	2	0
Chemicals and other substances	6	2	1	24	10
Biological factors	8	8	3	0	0
Mental stress	9	4	4	11	7
Other and unspecified mechanisms of incident (incl. near miss events, property and vehicle damage)	46	41	32	42	52
Total	145	112	111	155	149

Figure 30: Types of incidents recorded from 30 June 2020 to 30 June 2024

Workplace injury

StateCover claims by year

There was an increase in the number of claims, from 28 in 2022/23 to 37 in 2023/24 (Figure 31). This could be attributed to several factors, including heightened staff awareness and reporting of incidents due to enhanced WHS training and rigorous incident reporting processes. This reflects a positive safety culture where employees feel empowered to report incidents.

Notably out of the 37 claims, 3 were withdrawn by the worker with no Certificate of Capacity or treatment required, and 2 were medical-only cases with no subsequent treatment. This indicates that while the number of reported claims has increased, the severity and impact of some of these claims were minimal.

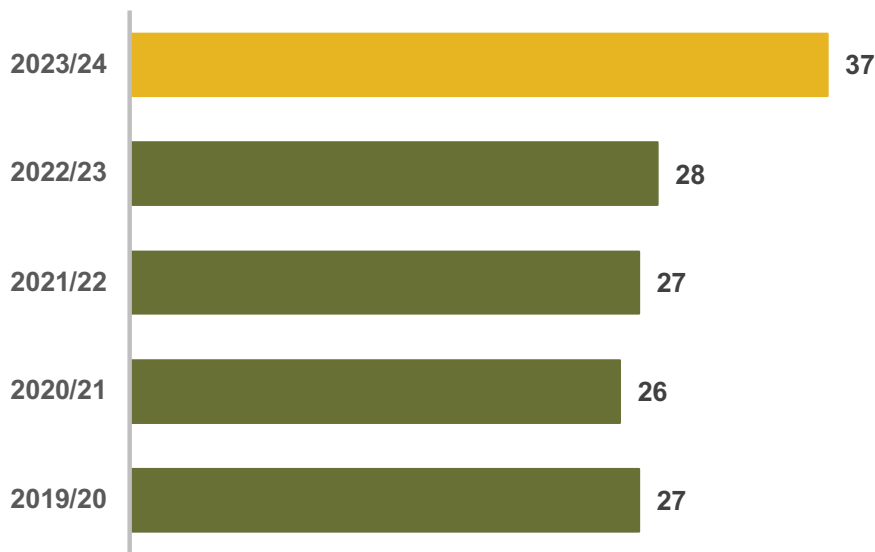


Figure 31: Number of StateCover claims by year from 30 June 2020 to 30 June 2024.

Note: The figures above are based on source data from the insurer, StateCover's SMART system. Historical numbers were adjusted due to the system update and reporting corrections in early 2024.

Lost time

Despite the increase in the number of claims in 2023/24, there was a significant improvement in the average lost time hours, which decreased from 211 hours in 2022/23 to 69 hours in 2023/24 (Figure 32). This reduction of 67% reflects the effectiveness of Council's proactive injury and claims management strategies. These strategies, including the timely notification of claims and the implementation of targeted interventions based on data trends, have contributed to minimising the impact of workplace injuries on operational efficiency.

The significant reduction in average lost time hours suggests that while more incidents were reported, they were generally less severe. This can be attributed to Council's emphasis on early intervention, WHS training and close collaboration with external partners like StateCover. These efforts have ensured that injuries were managed promptly and effectively, reducing recovery time and the overall impact on both employees and operations.

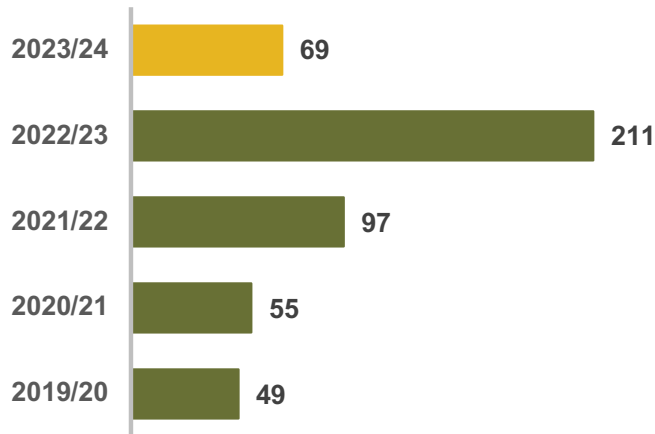


Figure 32: Average lost time (hours) per claim due to workplace injury from 30 June 2020 to 30 June 2024

Note: Figures above are based on the source data from the insurer, StateCover's SMART system. Historical numbers were adjusted due to the system update and reporting corrections in early 2024.

StateCover premium and performance rating comparison

In 2023/24, there was a 30% increase in Council's worker's compensation premium, rising to \$1,256,567.89 from \$964,886.94 in 2022/23 (Figure 33). Additionally, Council's average rate increased to 2.46% up from 2.02% in the previous year.

It is important to note that Council's average rate outperforms the Office for Local Government (OLG) average of 3.03% and the StateCover average of 3.24%, indicating that Council is managing its worker's compensation performance more effectively than many other organisations.

The growth in these figures can be linked to the increase in the number of claims reported in 2023/24. This increase in claim frequency, combined with a high average lost time hours in the previous year (211 hours in 2022/23), has likely contributed to the higher premiums.

In response to these results, Council is taking several proactive steps to manage and mitigate these risks moving forward:

- Council will continue to work closely with StateCover to manage existing risks and identify emerging risks, ensuring that interventions are timely and effective.
- Council will intensify its efforts in hazard identification, risk assessment, and early intervention to prevent incidents before they result in claims. This includes reinforcing WHS training programs and promoting a proactive safety culture among staff.
- Key performance indicators, such as claims notification delays, average costs of claims, and lost time hours, will be closely monitored and adjusted as necessary to ensure that Council can respond quickly to any negative trends.
- While increased incident reporting has led to more claims, it is essential for identifying areas of risk. Council will continue to encourage thorough reporting and will use this data to implement targeted safety improvements.
- Based on the analysis of claims data, Council will implement targeted interventions in areas with higher risk profiles. These interventions may include additional training, process improvements, and increased safety audits.

By taking these actions, Council aims to reduce the frequency and severity of claims, ultimately leading to a more stable and sustainable worker's compensation premium and rate in future years.

Financial year	Worker's compensation premium	Ku-ring-gai Council's average rate	WIC rate* / industry rate	StateCover average	OLG average
2023/24	\$1,256,567.89	2.46%	2.37%	3.24%	3.03%
2022/23	\$964,886.94	2.02%	2.37%	3.37%	3.34%
2021/22	\$1,000,026.23	1.93%	2.37%	2.77%	2.91%
2020/21	\$962,332.33	1.93%	2.37%	2.78%	2.53%
2019/20	\$1,385,960.54	2.84%	2.59%	2.79%	2.62%

Figure 33: StateCover premium and performance rating comparison from 30 June 2020 to 30 June 2024

* Worker's Compensation Industry Classification

CORPORATE GOVERNANCE

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

Actions and achievements in 2023/24 to support Council's governance framework included:

- implementation of new Office of Local Government (OLG) Guidelines for Risk Management
- adoption of a new Internal Audit Charter
- adoption of a new Enterprise Risk Management (ERM) Policy, ERM Strategy, Risk Appetite Statement and Risk Register
- responses to government legislation affecting Council services and the community and effectively communicated required changes and information to councillors, staff and the Audit, Risk and Improvement Committee (ARIC)
- facilitation of Council's audit program for 2023/24, which included reviews of customer services, fire safety compliance, tree management, legal services and expense management
- supporting attendance at Council and Committee Meetings by audio-visual link or face to face in accordance with legislation, codes and guidelines issued by the OLG
- live-streaming and recording council meetings, which are available on Council's website, and provided opportunities for community engagement at public forums
- responding to formal and informal information access requests and processed applications promptly and in line with the *GIPA Act*
- continuing to support councillor training provided by the OLG and Local Government NSW
- preparing for the local government elections in September 2024
- continuing the review of key Council policies to ensure they address current legislation and regulations and reflect best practice
- providing information, training and guidance to staff on Code of Conduct, GIPA, privacy, information management and other corporate governance matters
- completing other required governance reporting

and compliance requirements, and

- adopting new or revised policies including the 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 & 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).

Audit, risk and improvement committee (ARIC)

Ku-ring-gai Council's Audit, Risk and Improvement Committee (ARIC) is an advisory committee of Council that has been in place since 2009.

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

Amendments to the *Local Government Act and Regulations (2021 and 2023)* prescribed new requirements for audit risk and improvement committees, internal audit, and risk management.

These changes are outlined in the the Office of Local Government's *Guidelines for Risk Management and Internal Audit for Local Government in NSW* (the Guidelines). Councils were required comply with the Guidelines from 1 July 2024.

Whilst Ku-ring-gai Council had already implemented many of the reforms sought by the Guidelines an updated gap analysis was completed in early 2024 to identify work required to ensure full compliance.

An overview of the key actions undertaken with respect to the ARIC is provided below:

- ARIC Membership: An expression of interest process for a second independent member who meets the eligibility criteria and independence requirements was undertaken and a new member was appointed to the Committee, commencing from 1 July 2024. Council also resolved to include a non-voting Councillor member and alternate on the ARIC.
- ARIC Terms of Reference (ToR): The ARIC ToR was created, based on the model ToR as provided under the Guidelines, to replace the ARIC Charter. The ToR were approved by the ARIC on 21 March 2024, adopted by Council on 16 April 2024 and became effective on 1 July 2024.
- ARIC Annual Agenda: The ARIC Annual Agenda was updated and retitled 'ARIC Workplan' to reflect the revised requirements. This was adopted by the ARIC on 21 March 2024 and became effective on 1 July 2024.

Internal audit

Council has established the Internal Audit Function as a key component of Council's governance and assurance framework, in compliance with the Guidelines.

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve Council's operations. It helps Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit provides an independent and objective review and advisory service to provide advice to Council, the General Manager and ARIC about Council's governance processes, risk management and control frameworks and its external accountability obligations. It also assists Council to improve its business performance.

Council has entered into a Shared Service Agreement for Internal Audit with five other Councils (being, Mosman Council, Lane Cove Council, North Sydney Council, Hunter's Hill Council and Strathfield Council) and the Northern Sydney Regional Organisation of Councils (NSROC).

Under this arrangement, a qualified, experienced Head of Internal Audit is to lead and manage the provision of shared services to each Council participating in this arrangement. The Shared Services Head of Internal Audit performs the role of the Head of Internal Audit of each participating Council.

Internal audit is responsible for:

- conducting internal audits as directed by Council's ARIC
- developing and delivering Council's annual and four-year strategic internal audit work plans
- monitoring the implementation by Council of corrective actions identified through internal audits
- assisting Council, in accordance with its third line role and in collaboration with management, risk and governance functions, to develop and maintain a culture of accountability and integrity
- in collaboration with second line functions such as risk management and governance, supporting the facilitation of integration of risk management into day-to-day business activities and processes, and
- promoting a culture of high ethical standards.

Internal audit's coverage is provided through approved risk based annual and four-year strategic audit plans, through ad-hoc advice and through other relevant mechanisms/processes that are in alignment with the IIA's Internal Professional Practices Framework.

In June 2024, Council adopted a revised Internal Audit Charter. This is aligned with the Guidelines and is a foundational document for the internal audit function. It sets out internal audit's role, responsibilities, and authority.

Implementing internal audit recommendations

The ARIC reviews all internal audit reports and presentations on audit findings. Management is invited to discuss identified improvement opportunities and timeframes for their implementation. Implementation of management actions arising from internal audit reports is a critical element of an effective internal control framework and is tracked and reported on at every meeting. Throughout 2023/24, the status of the completion and remaining management actions was reported to committee meetings.

Financial management and external audit

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

Representatives from the Audit Office and the Auditor's nominated agent attended Committee meetings to discuss the engagement plan, prior to commencing work for the 2023/24 financial statements.

In September 2024, the Committee considered a report from the Audit Office and discussed the audited financial statements and audit coverage. The committee also received and endorsed actions on control matters identified during the annual financial audit.

Council's Acting Finance Manager and Director Corporate provided the ARIC with an overview of Council's financial performance and investment portfolio for the financial year 2023/24.

Risk management

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

Council has been continuously refining its Enterprise Risk Management (ERM) methodology and improving overall risk management capability to achieve the target risk maturity.

Since the initial development and adoption of the Enterprise Risk Management Policy, Council has undertaken a comprehensive process in developing and refining the remaining risk documents in preparation for full implementation of the ERM Framework (the Framework).

In June 2024 Council adopted the Framework which is comprised of the Enterprise Risk Management Policy, Enterprise Risk Management Strategy, Risk Appetite Statement and Risk Register.

The Framework documents have been aligned with the Guidelines and incorporate feedback received from an independent specialised risk consultancy.

The following provides a brief overview of the purpose of each document:

- **Enterprise Risk Management Policy** - to clearly communicate Council's commitment to maintaining an effective and efficient risk management framework to help promote a positive risk culture and proactively identify and mitigate enterprise-wide risks to support the achievement of Council's strategic and operational objectives.
- **Risk Appetite Statement** - to establish Council's risk-taking behaviour by specifying the amount and types of risk it is willing to take, in pursuit of strategic objectives.
- **Enterprise Risk Management Strategy** - to provide Council officials with a clear roadmap of the risk management approach, process, responsibilities and outline the mechanisms for implementing, resourcing, communicating and continuously improving risk management. The ERM Strategy also contains a Risk Implication Statement which is a useful tool to assist management in making key business decisions and to implement/operationalise the ERM Strategy within the context of set risk appetite.
- **Risk Register** - a tool that facilitates risk evaluation by comparing the inherent risk rating (without control measures) against the residual risk rating (after controls implemented) for a risk. This allows Council to utilise the risk register, not only as a structured way of risk recording, but also a means of managing risk dynamically, allowing continuous improvement to lower Council's overall risk profile through detailed action plans and effective control measures.



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STATUTORY REPORTING

STATUTORY REPORTING

Local Government Act 1993

Section 428(1) – Annual Report

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

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

Council's report on the implementation the Ku-ring-gai Community Strategic Plan is appended to this Annual Report. The State of our Ku-ring-gai Report is for the period 2021/22-2023/24.

Section 428(3) & 428(4)(b) – Integrated Planning and Reporting Guidelines

Council's Annual Report 2023/24 has been prepared in accordance with the requirements of the NSW Office of Local Government's Integrated Planning and Reporting Guidelines for Local Government in NSW.

Section 428(4)(a) – Financial Statements 2023/24

Council's audited Financial Statements for the 2023/24 financial year are provided in a separate document to this Annual Report. They have been prepared in accordance with the *Local Government Act 1993* and Regulations, the Australian Accounting Standards and professional pronouncements and the Local Government Code of Accounting Practice and Financial Reporting.

Section 428(4)(c) – Statement of action taken by council in relation to any issue raised by the Anti-slavery Commissioner concerning the operations of the council and identified by the Commissioner as being a significant issue

Nil to report.

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

The following Modern Slavery content is provided in accordance with Section 428 (4) of the NSW *Local Government Act 1993*, *Modern Slavery Act 2018* and reflects the Office of the NSW Anti-slavery Commissioner Guidance on Reasonable Steps (GRS) reporting requirements.

Council's procurement functions are centrally led by a team that provides probity and support for all major procurement activities in accordance with legislative and Council requirements. Staff recognise the importance of taking steps to ensure that goods and services procured by and for the organisation are not the product of modern slavery. Council's supply chain includes suppliers contracted under State Government, NSW Prescribed Entities, Regional Organisation of Councils Contracts, Council tendered contracts and service providers engaged under Councils Standard Terms and Conditions.

Reasonable Steps taken	Council response
1: Commit	
1.1: Stakeholder Engagement	
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	Requests for Quotes, Request for Tenders, and Expressions of Interest documentation have been updated for Modern Slavery requirements as per Local Government Procurement Template guides. We have asked Council stakeholders to ensure they are aware of these requirements when undertaking and responding to all procurement requests issued and evaluated.
Did you engage with external stakeholders on modern slavery risks in this reporting period?	Yes
1.2: Identify salient risks at the organisational level	
What steps did your entity take to identify salient modern slavery risks at the organisational level during this reporting period?	All current creditor master records (over 2500+ entries) are categorised by main type of goods or services provided to Council. Council created an Inherent Risk Code as per guidelines and mapped provided guide documents to type of service by creditor to set Inherent Risk Code.
Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?	No
1.3: Modern Slavery Policy	
What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	Council's draft Modern Slavery Policy has been prepared and is to be submitted to a General Manager and Directors (GMD) meeting in Oct/Nov 2024.
Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head / Secretary), in place?	No
Does your modern slavery policy include high-level targets?	Nil response (not mandatory)
1.4: Modern Slavery Risk Management Plan	
What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	A Modern Slavery Risk Management Plan will be prepared following the adoption of the Modern Slavery Policy by Management during 2024/25.
Do you have a modern slavery risk management plan, approved by your senior management, in place?	No

Reasonable Steps taken	Council response
Does your plan assign accountability for performance against high-level targets to specific roles?	Nil response (not mandatory)
2: Plan	
2.1: Identify and map your supply-chain risks for each procurement	
What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	All current creditor master records (over 2500+ entries) are categorised by main type of goods or services provided to Council. Council created an Inherent Risk Code as per GRS guidelines and mapped creditors by their type of service.
2.2: Develop a risk-reducing sourcing strategy	
What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	Council's draft Modern Slavery Policy was prepared and information session was held for Managers. Modern Slavery risk questionnaires were added to Requests for Quotes, Request for Tenders, and Expressions of Interest documentation for use when seeking quotes from suppliers.
In what percentage of procurement processes was modern slavery factored into your entity's sourcing strategy or other procurement planning activities during this reporting period?	Nil response (not mandatory)
3: Source	
3.1: Select appropriate suppliers	
What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	Council has a requirement to consider as part of the selection criteria when modern slavery compliance is mandatory.
In what percentage of competitive procurement processes were the Model Tender Clauses used during this reporting period?	100%
3.2: Adopt a shared responsibility approach to contracting	
What steps did your entity take to adopt a shared responsibility approach to modern slavery risks, in contracting during this reporting period?	The Guidance on Reasonable Steps model Contract Clauses are being integrated into contract terms via a review by a legal services provider 2024/25.
In what percentage of competitive procurement processes were the Model Contract Clauses used during this reporting period?	Nil response (not mandatory)
4: Manage	
4.1: Monitor and evaluate supplier performance	

Reasonable Steps taken	Council response
What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	Council is developing is risk assessment and procurement planning processes to integrate options as part of Internal Audit validation processes.
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this reporting period?	No
What percentage of your Tier 1 suppliers underwent an audit addressing modern slavery in this reporting period?	Nil response (not mandatory)
During the reporting period, what percentage of your Tier 1 suppliers' workforce were surveyed about their working conditions?	Nil response (not mandatory)
What percentage of your Tier 1 suppliers' workforce are temporary migrant workers?	Nil response (not mandatory)
What percentage of workers engaged by your Tier 1 suppliers in the last reporting period paid or incurred a fee to secure their engagement?	Nil response (not mandatory)
4.2: Develop supplier capabilities	
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	Council has subscribed to the Local Government Procurement Modern Slavery toolkit and is working with other Councils to understand how group purchasing can be developed to integrate modern slavery requirements with potential and current suppliers.
What percentage of your entity's Tier 1 suppliers reported that they had participated in modern slavery training during this reporting period?	Nil response (not mandatory)
5: Remedy	
5.1: Provide or enable access to effective grievance mechanisms	
What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	A draft Modern Slavery Policy has been developed.

Reasonable Steps taken	Council response
------------------------	------------------

How many complaints relating to modern slavery associated with your operations or the goods or services you procure were lodged during the reporting period, whether with your organisation's grievance mechanism(s) or with others?

Nil response (not mandatory)

5.2: Take safe immediate steps to remedy harm

What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?

Awareness information was provided to Managers during the reporting period.

5.3: Use leverage to remediate deficient practices

What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?

Contractors have a requirement to report their status and efforts when submitting quotes.

In how many procurement contracts or arrangements was a material breach related to modern slavery formally notified during this reporting period?

Nil response (not mandatory)

5.4: Withdraw responsibly

What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?

No action of this type was required during the reporting period.

How many procurement contracts or arrangements were terminated on modern slavery grounds during the reporting period?

Nil response (not mandatory)

6: Report

6.1: Establish a victim-centred reporting protocol

What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?

Council's draft Modern Slavery Policy was developed.

Do you have a modern slavery reporting protocol in place that prioritizes the interests of the victim/survivor?

No

Reasonable Steps taken	Council response
6.2: Report on your modern slavery risk management efforts	
What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	Completion of this report that will appear in Councils Annual Report 2023/24 which follows on from first report of this type in 2022/23.
Did your entity report on modern slavery in its prior Annual Report?	Yes
During the period, did your entity comply with its obligations to report heightened modern slavery due diligence procurements valued at \$150,000 (inc. GST) or more within 45 days?	Yes
7: Improve	
7.1: Learn lessons from your performance and others	
What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	The development of comparable processes and procedures based on the Local Government Procurement toolkit, attendance at information sessions and networking.
Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	No
7.2: Train your workforce	
What steps did your entity take to train your workforce during this reporting period?	An information session for Managers was held during 2023/24.
What percentage of your workforce received modern slavery training in the period?	5% approx. 25 people
7.3: Cooperate with the Anti-slavery Commissioner	
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	Council staff attended Local Government Procurement information sessions when the NSW Anti-slavery Commissioner spoke presented during 2023/24.

Section 428(5) – Lodgement of Council’s Annual Report 2023/24

The Annual Report 2023/24 is required to be posted on Council’s website with notification e-mailed (web link) to the Minister for Local Government, via the Office of Local Government, by 30 November 2024.

Section 54P(1) – Environmental Upgrade Agreements

Ku-ring-gai Council does not have, nor enter into, any environmental upgrade agreements during 2023/24.

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

Council has two Special Rate Variations – the Environmental Levy and Infrastructure Levy. These funded a range of projects, programs and activities during 2023/24.

Environmental Levy

Council’s Environmental Levy had a total proposed expense budget for 2023/24 of \$3,440,000.

During the financial year, the actual expenditure totalled \$2,620,000 with all funding spent on programs, projects and activities as per the requirements set out by the Independent Regulatory and Pricing Tribunal (IPART) for the Special Rate Variation.

Figure 34 provides a summary of expenditure by theme during 2023/24, as compared to the original 2023/24 budget total.

Theme	2023/24 original Project budgets*	2023/24 actuals**
Biodiversity & bushfire management	\$575,000	\$440,000
Community engagement & environmental education	\$674,000	\$677,000***
Energy management	\$814,000	\$465,000
Project management & administration	\$910,000	\$955,000
Sustainable transport & recreation in natural areas	\$86,000	\$49,000
Water & catchment management	\$381,000	\$34,000
TOTAL	\$3,440,000	\$2,620,000

Figure 34: Summary of Environmental Levy expenditure by theme in 2023/24

Footnotes:

* The 2023/24 Environmental Levy original project budgets differ from the adopted budget total as they do not include funds added to the Reserve, funds carried over from previous years and a previous contribution of \$324,000 towards the Cultural Environmental Education Centre project.

** Where actual expenditure is greater than the proposed budget, this is possibly due to savings retained from 2022/23, or reduced spending in other themes over the 2023/24 year.

*** Figure includes \$34,000 for Council’s Better Business Partnership Program.



FURTHER INFORMATION

on activities completed during 2023/24 see **Natural Environment** and Council’s **Financial Statements** (separate document).

Infrastructure Levy

Council's Infrastructure Levy had a total proposed expenditure for capital projects of \$3,269,200 for 2023/24 as outlined in Council's adopted Revised Delivery Program 2022-2026 and Operational Plan 2023-2024. During the financial year, the actual expenditure totalled \$3,223,984 with all funding for the Special Rate Variation spent on road renewal projects as per the requirements set out by the Independent Regulatory and Pricing Tribunal (IPART).

There were minor changes made to the 2023/24 program compared to the original program due to unforeseen circumstances leading to some deferment of proposed works and competing priorities. Figure 35 lists the capital projects funded from the special rate variation during 2023/24.

Location	Project description	Funding expended (\$)
Eucalyptus Street, St Ives	Sussex Road to Lynbara Avenue	140,722.49
Sage Street, St Ives	Lynbara Avenue to No.90 Rosedale Road	295,000.00
Rosedale Road, St Ives	Baldwin Street to Sage Street	345,000.00
Warrimoo Avenue, St Ives Chase	Toolang Road to Dalton Road	352,808.09
Carpark 26, Wahroonga	Corner of Railway Avenue and Coonanbarra Road	37,630.53
Tryon Place, West Pymble	Pacific Highway to cul-de-sac	55,390.89
Burns Street, North Turramurra	Trentino Road to Finchley Place	188,000.00
Kissing Point Road, South Turramurra	Canoon Road to Turramurra Street	224,711.32
Catherine Street, St Ives	Carmen Street to cul-de-sac	1,041,424.58
Larkin Lane (Carpark 3), Roseville	Maclaurin Parade to Sixth Mile Lane	108,034.53
Fox Valley Road, Wahroonga	The Comenarra Park Way to No.148	435,261.57
TOTAL		\$3,223,984

Figure 35: Capital projects funded from the special rate variation during 2023/24



FURTHER INFORMATION
on activities completed during 2023/24 see **Performance – delivering the vision** and **Financial Statements** (separate document).

Local Government (General) Regulation 2021

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

The amount of rates written off during 2023/24 totalled \$7,601.36 which was mostly due to small balances write off, change of ownership, or immaterial misallocation of interest charged to an incorrect service address.

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

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

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

Ongoing professional development for mayors and councillors is essential to an effective and high performing council. Under Council's current Councillor Expenses and Facilities Policy, the limit is \$11,985 in the first year of term and \$9,900 per year of term thereafter. Includes registration fees, travel, accommodation, meals, refreshments and incidental expenses. Induction and internally arranged training and workshops for all Councillors are additional and subject to budget.

Councillor professional development delivered during the reporting period includes:

- 17 July 2023: Code of Conduct refresher training was delivered by Rhindfel Consulting with four Councillors in attendance.
- 27 February 2024: Cyber risk awareness training was delivered by InConsult.

Costs attributed to these are reported in **(iv) Other training of mayor and councillors and provision of skill development for mayor and councillors.**

See **Details of mayoral and councillor fees, expenses and facilities** for further information regarding training, conference and briefings for councillors during 2023/24. The information and costs outlined in the following section is applicable to all Councillors during 2023/24 and is in line with Council's Financial Statements.

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

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

Nil to report.

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

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

- (i) Provision of dedicated office equipment allocated to councillors – \$6,589.06.

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

- (ii) Communication costs (including telephone calls) – \$9,187.41.

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

- (iii) Attendance of councillors at conferences and seminars – \$35,024.66 (including accommodation, conference registration, transport and meals).

Figure 36 provides a summary of conferences participated in by councillors during 2023/24.

Councillor	Conference/seminar	Costs (\$)
Cr Ngai	Local Government NSW Conference 2023	1,259.09
	Australian Local Government Association – National General Assembly (<i>Conference held July 2024</i>)	859.09
Cr Kay	ALGWA Conference, Wollondilly Council (28 October 2023)	216.14
	ALGWA Conference, Blacktown (2 December 2023)	62.95
	Local Government NSW Conference 2023	1,487.09
	NSW ALGWA Conference 2024	1,648.30
	ALGWA Conference, Ryde (March 2024)	81.57
	Destination and Visitor Economy Conference	1,802.63
	ALGA Networking Breakfast (July 2023)	88.98
	Destination and Visitor Economy Conference	440.18
	Australian Local Government Association – National General Assembly (<i>Conference held July 2024</i>)	2,018.65
	Reimbursement for Entrepreneur Summit 2023 and ALGWA conference 2023 (<i>Costs attributed to 2022/23 financial year</i>)	379.30
Cr Lennon	Local Government NSW Conference 2023	1,464.26
	National Local Roads and Transport Congress	2,376.55
	Destination and Visitor Economy Conference	2,411.06
	Australian Local Government Association – National General Assembly (<i>Conference held July 2024</i>)	2,679.30
Cr Pettett	Mayoral forum (<i>Event held June 2023</i>)	900.00
	Local Government NSW annual conference (<i>Booking cancelled – cancellation fee only</i>)	318.18
	National Local Roads and Transport Congress (<i>Booking cancelled – cancellation fee only</i>)	100.00
	Australian Local Government Association – National General Assembly (<i>Conference held July 2024</i>)	1,491.09
Cr Smith	Australian Local Government Association – National General Assembly (<i>Conference held July 2024</i>)	1,018.18

Figure 36: Summary of conferences participated in by councillors during 2023/24

Councillor	Conference/seminar	Costs (\$)
Cr A Taylor	National Flying-Fox Forum registration	250.00
	Local Government NSW Conference 2023	1,259.09
	Australian Local Government Association – National General Assembly (Conference held July 2024)	859.09
Cr G Taylor	Local Government NSW Conference 2023	1,259.09
	Franc.Sydney 2024 Conference	962.85
	Australasian Fire And Emergency Services Authorities Council 2024 Conference (Conference being held September 2024)	1,400.00
Cr Ward	Local Government NSW Conference 2023	1,130.00
	NSW ALGWA Conference 2024	1,096.88
	Australian Local Government Association – National General Assembly (Conference held July 2024)	2,686.89
Cr Wheatley	Australian Local Government Association – National General Assembly (Conference held July 2024)	1,018.18
Total		\$35,024.66

Figure 36: Summary of conferences participated in by councillors during 2023/24 continued

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

No formal councillor induction training was held during 2023/24. However, in addition to the professional development listed in Figure 36, councillors received regular briefings from staff, external consultants and experts and participated in workshops on a range of complex matters that require their input or decisions. These include long and medium term strategic and resource planning, progress of major projects, policy preparation and the impacts of major legislative changes. These briefings, site inspections and presentations can cover technical, legislative and financial issues and are an important part of councillor professional development at Ku-ring-gai Council.

The General Manager hosts a pre-meeting Q&A session as a regular part of Council meeting arrangements. This provides an opportunity for Councillors to seek information and advice on business on the Council meeting agenda, and support informed debate and decisions on the night. The following table outlines other briefings, presentations and site inspections provided to councillors during 2023/24.

July 2023	August 2023
Ku-ring-gai Sports Forum Briefing: Marian Street Theatre Briefing: The Glade Masterplan	Briefing: Employee Opinion Survey Briefing: St Ives basketball courts Briefing: Lindfield Village Hub
October 2023	November 2023
Briefing: Lindfield Village Hub (part 1) Briefing: Council Chambers upgrade and building accommodation Briefing: Lindfield Village Hub (part 2) Briefing: Gordon and Roseville Bowling Club sites Briefing: Recreation Needs Study	Site inspection: 17A Edward Street, Gordon Briefing: Mariana Close, St Ives - bench Briefing: Lindfield Village Hub Customer Experience Benchmarking
December 2023	January 2024
Briefing: Annual budget 2024/25 and Integrated Planning and Reporting documents preparation Briefing: State Government housing announcements Briefing: Lindfield Village Hub Briefing: Sports field booking policy Briefing: St Johns Avenue, Gordon - streetscape upgrade	Briefing: State Government proposed housing changes (two held during the month) Public information session: State Government proposed housing changes

February 2024	March 2024
<p>Briefing: Draft Ku-ring-gai housekeeping Development Control Plan</p> <p>Briefing: Employment Lands Study</p>	<p>Ku-ring-gai Council International Women's Day Forum</p> <p>Briefing: Women's Advisory Committee (two held during the month)</p> <p>Illegal tree removal community forum</p>
April 2024	May 2024
<p>Briefing: Transport Oriented Development (TOD) SEPP</p>	<p>Briefing: Department of Planning, Housing and Infrastructure – Low and Mid-rise SEPP</p>
June 2024	
<p>Briefing: Welcome Here Program</p> <p>Briefing: Build to Ride Program/ Kayaks at Echo Point</p> <p>Briefing: Nature Play Repurposing Program</p> <p>Briefing: Green Grid</p> <p>Briefing: Enterprise Risk Management</p> <p>Ward community forums: Low and Mid-rise SEPP (Gordon, Comenarra, Wahroonga, St Ives)</p> <p>Briefing: Charge point operations and EV charging network</p> <p>Ku-ring-gai Council Sports Forum</p>	

- (iv) Other training of mayor and councillors and provision of skill development for mayor and councillors – \$17,728.98. See Figure 37.

Councillor	Training	Course costs (\$)
Cr Ngai	University of NSW LAWS8071 - Development and Planning Law course (<i>Partial reimbursement</i>)	4,673.74
	University of NSW LAWS8185 - Law, Urban Sustainability and the New Economy course (<i>Partial reimbursement</i>)	1,910.91
	Certified Practising Accountant (CPA) Australia professional membership fee (<i>Reimbursement</i>)	769.33
	ARC Forum	450.00
	Mayoral Forum	900.00
Cr Kay	ARC Forum	450.00
Cr Pettett	Membership renewal Institute of Public Accountants (<i>Reimbursement</i>)	770.18
Cr Spencer	College of Law - digital subscription (<i>Reimbursement</i>)	453.64
	Essentials for lawyers: Mandatory rule 6.1 and Costs assessments (<i>Reimbursements</i>)	354.00
	Introduction to the Climate Change Act 2022 (<i>Reimbursement</i>)	90.00
	The art of getting paid: costs and billing (<i>Reimbursement</i>)	154.55
	Continuing Legal Education (<i>Reimbursement</i>)	226.36
Cr G Taylor	Executive Certificate for Elected Members (<i>Booking cancelled – cancellation fee only</i>)	477.27
Cr Ward	NSW Public Sector Women in Leadership Summit May 2024	1,799.00
	ARC Forum	450.00
All Councillors	Code of Conduct refresher training	1,500.00
	Cyber risk awareness training	2,300.00
TOTAL		\$17,728.98

Figure 37: Other training of mayor and councillors and provision of skill development in 2023/24

- (v) Interstate visits undertaken by councillors while representing the council, including cost of transport, accommodation and other out of pocket travelling expenses – Nil to report.
- (vi) Overseas visits undertaken by councillors while representing the council, including cost of transport, accommodation and other out of pocket travelling expenses – Nil to report.
- (vii) Expenses of any spouse, partner or other person who accompanied a councillor in the performance of civic duties – \$380.00 spouse expenses.

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

- (viii) Expenses involved in the provision of care for a child or an immediate family member of a councillor, to allow the councillor to undertake his or her civic functions – \$4,288.45.

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

The total amount of money spent on mayoral and councillor fees was \$388,433.98.

The total amount of money spent on Councillor attendance at civic functions and events was \$14,622.10.

The above figures are GST exclusive and consistent with Council's audited 2023/24 Financial Statements.

cl 217(1)(a2)(i) and (ii) - Contracts awarded by Council in 2023/24

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

Figure 38 includes tendered contracts exceeding \$150,000 using prescribed entities (Local Government Procurement, Procurement Australia), State Government contracts or those contracts arising from any other procurement process.

Payee name	Description	Contract location	Contract amount (\$)
A N J Paving Pty Ltd	RFT20-2021 - Operations - (excavation and heavy patching)	Tryon Road, Lindfield	293,052
	RFT20-2021 - Operations - (excavation and heavy patching)	Fiddens Wharf Road, Lindfield	213,126
	RFT20-2021 - Operations - (excavation and heavy patching)	Nelson Road, Lindfield	159,207
Asplundh Tree Expert Company (Australia) Pty Ltd	Schedule Of Rates - Grass Mowing Services Contract 2022 - 2027	Northern sector - LGA	455,137
Bitupave Ltd	RFT20-2021 - Operations - (excavation and heavy patching)	Various locations	225,451.75
Brennan Constructions (NSW) Pty Ltd	RFT12-2023 - Building Service Panel	Pymble Town Hall	1,147,618
Bush-it	RFT3-2020 Bushland Services Contract (Bushland biofilter maintenance)	Various locations	164,766
C.W Concrete Pty Ltd	RFT18-2018 - Minor works panel	Various locations	2,270,646
	RFT18-2018 - Minor works panel	Burns Road, Turramurra	227,703
	RFT18-2018 - Minor works panel	Junction Road, Wahroonga	199,318
Cleanaway Pty Ltd	RFT14-2019 - Processing and marketing	Green waste - LGA	3,295,246
Complete Linemarking Services Pty Ltd	RFT20-2021 - Operations - (excavation and heavy patching)	Various locations	364,232

Figure 38: Tendered contracts awarded by Council in 2023/24

Payee name	Description	Contract location	Contract amount (\$)
Complete Urban Pty Ltd	RFQ7-2023 Gordon North Streetscape improvement project	Gordon North	156,029
Downer EDI Works Pty Ltd	RFT20-2021 - Operations - (Excavation and heavy patching)	Various locations	471,615
Fleetwood Urban Pty Ltd	RFQ27-2023 - Wildflower Garden - Boardwalk upgrade	Wildflower Garden, St Ives	477,150
Fulton Hogan Industries Pty Ltd	RFT20-2021 - Operations - (excavation and heavy patching)	Warrimoo, St Ives	778,593
	RFT20-2021 - Operations - (excavation and heavy patching)	Eucalyptus/Rosedale/Sage, East Gordon	637,205
	RFT20-2021 - Operations - (excavation and heavy patching)	Golden Jubilee, North Wahroonga	621,895
	RFT20-2021 - Operations - (excavation and heavy patching)	Various locations	537,846
	RFT20-2021 - Operations - (excavation and heavy patching)	Fox Valley Road, Wahroonga	523,101
	RFT20-2021 - Operations - (excavation and heavy patching)	McTaggart/Kirkpatrick/Du Faur, North Turrumurra	505,075
	RFT20-2021 - Operations - (excavation and heavy patching)	Abingdon Road, Roseville	474,156
	RFT20-2021 - Operations - (excavation and heavy patching)	Kissing Point Road, South Turrumurra	376,811
	RFT20-2021 - Operations - (excavation and heavy patching)	Finlay Road, Turrumurra	318,838
	RFT20-2021 - Operations - (excavation and heavy patching)	Catherine Street, St Ives	308,630

Figure 38: Tendered contracts awarded by Council in 2023/24 continued

Payee name	Description	Contract location	Contract amount (\$)
Fulton Hogan Industries Pty Ltd (<i>continued</i>)	RFT20-2021 - Operations - (excavation and heavy patching)	Lofberg Oval West Pymble	301,178
	RFT20-2021 - Operations - (excavation and heavy patching)	Reading Avenue/Reading Lane/carpark, Lindfield	286,651
	RFT20-2021 - Operations - (excavation and heavy patching)	Carpark, Coonanbarra Road, Wahroonga	231,737
	RFT20-2021 - Operations - (excavation and heavy patching)	Lady Game Drive, West Lindfield	206,903
	RFT20-2021 - Operations - (excavation and heavy patching)	Burns Road, Wahroonga	193,118
	RFT20-2021 - Operations - (excavation and heavy patching)	Roma Road, St Ives	189,294
	RFT20-2021 - Operations - (excavation and heavy patching)	Warrangi Road, Turramurra	156,350
GJ'S Landscapes Pty Ltd	RFT7-2023 - Hassall Park upgrade	Hassall Park, St Ives	724,777
Hideaway Landscapes Pty Ltd	RFT10-2022 - Grass Mowing Services Contract	Southern sector - LGA	578,111
Metz Project Services Pty Limited	RFT4-2023 - 50M pool refurbishment	Ku-ring-gai Fitness and Aquatic Centre, West Pymble	768,842
Minter Ellison: Lawyers	RFT 12-2017 - Legal fees	Lindfield Village Hub	951,462
Network Plumbing	RFT12-2021 - Electrical plumbing maintenance panel	Various locations	212,587
Northern Contract Cleaning Pty Ltd	RFT9-2019 - Cleaning contract	Various locations	1,309,961
Northern Fencing Specialists Pty Ltd	RFT 18-2018 Minor civil works	Various locations	351,796
Northern Sydney Councils Waste Services	NSCWSA - Regional disposal contract	Waste disposal - LGA	8,695,165
Pipeline Watertech Pty Ltd	Water removal Norman Griffiths, West Pymble	Norman Griffiths Field, West Pymble	234,132

Figure 38: Tendered contracts awarded by Council in 2023/24 continued

Payee name	Description	Contract location	Contract amount (\$)
Plateau Tree Service	Tree maintenance service contract 2022-2027	LGA	810,381
Quest Effect Pty Ltd	Integrated security services standing offer	Council locations	338,942
R&N Paddison Pty Ltd	RFT18-2018 - Minor works panel	Primula Oval, Lindfield	1,018,245
Rees Electrical Pty Ltd	RFT12-2021 - Electrical plumbing maintenance panel	Various locations	521,878
Regal Innovations Pty Ltd	RFT9-2023 - Eldinhope Green playground upgrade	Wahroonga	299,857
Resource Furniture	RFT17-2023 - Library shelving	Gordon Library	200,190
Southern Paper Converters Trust	RFT8-2021 - Processing and marketing of recycled waste	Waste - LGA	410,080
Specialised Pavement Services Pty Ltd	RFT7-2022 - Street sweeping	Street sweeping - LGA	1,220,442
State Civil Pty Ltd	RFT7-2019 - Building service panel	Various locations	322,046
	RFT7-2019 - Building service panel	Warrimoo Avenue, St Ives Chase	252,978
	RFT7-2019 - Building service panel	Carlyle Road, East Lindfield	196,994
	RFT7-2019 - Building service panel	Lady Game Drive, Killara	179,714
Stateline Asphalt	RFT20-2021 - Operations - (Excavation and heavy patching)	Various locations	568,542
Treeserve Pty Ltd	RFT9-2022 - Tree maintenance	Tree maintenance - LGA	1,183,584
Turf One Pty Ltd	RFT9-2021 - Synthetic sportsfield	Norman Griffiths, West Pymble	1,104,072
Veolia Environmental Services	RFT6-2020 - Waste collection tender	Waste - LGA	12,708,629

Figure 38: Tendered contracts awarded by Council in 2023/24 continued

Payee name	Description	Contract location	Contract amount (\$)
Yunz Contracting Pty Ltd	RFT18-2018 - Minor works panel	Various locations	1,249,944
	RFT12-2022 - Gordon tennis pavilion and gateway structure	Gordon	533,174
	RFT18-2018 - Minor works panel	Roma Road, St Ives	323,805
	RFT18-2018 - Minor works panel	Gordon Library and Police Station	203,847
	RFT18-2018 - Minor works panel	Park Avenue, Roseville	163,494
Zen Energy Retail Pty Ltd	RFT13-2021 - Energy provider	Council properties - LGA	1,601,378
Wilshire Webb Staunton Beattie			
Matthews Folbigg Pty Ltd			
Shaw Reynolds Lawyers Pty Ltd			
HWL Ebsworth Lawyers			
Marsden Law group			
RM Hassall & PA Salem & AS White	* Schedule of Rates	Legal services panel	Provision of legal services
Maddocks			
Moray and Agnew			
Redenbach Legal			
Hones Lawyers Pty Ltd			
Centium Pty Ltd			
Prosperity Advisers (Sydney) Pty Ltd			
Inconsult Pty Ltd			
Australia Services Trust	* Schedule of Rates	Audit services panel	Provision of internal audit services
RSM			
O'Connor Marsden and Associates			
Grant Thornton			

Figure 38: Tendered contracts awarded by Council in 2023/24 continued

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

Figure 39 includes all other spending exceeding \$150,000.

Payee name	Description	Contract location	Contract amount (\$)
Ausgrid	AER determined rates	LGA	1,327,580
Australia Post Pymble – for records	Australia Post Charges - 2023/2024 Financial Year	Council locations	246,605
Benedict Recycling Pty Ltd	Council waste collection	Council locations	155,361
Bingo Waste Services Pty Ltd	Council waste collection	Council depot waste	195,512
Bolinda Digital Pty Ltd	Library media	Council libraries	195,534
Chubb Fire & Security Pty Ltd	Fire safety	Council locations	198,261
Corporation Sole EPA Act	s.7.42 EPA Act 1979 fees	Council contribution 2023/24	479,658
Court Craft (Aust) Pty Ltd	Richmond Park tennis courts works	Richmond Park, Pymble	303,170
Datacom Systems (Au) Pty Ltd	Microsoft enterprise license	Council locations	533,540
Davidson, Evan Montgomerie	Landscaping works	Various locations	247,516
Deloitte Touche Tohmatsu	Commercial advisory services	Lindfield Village Hub	219,409
Department of Customer Service	Traffic and parking expenses - annual renewal	Various locations	282,123
Department of Planning, Industry and Environment	Planning reform fund fees	Various locations	593,318
Department of Regional NSW	Grosvenor Gwydir Fire Trail Complex Upgrade	Golden Jubilee, North Wahroonga	302,573
Gordon Golf Club Limited	Remittance fees	Gordon Golf Club	309,167
Greenway Turf Solutions Pty Ltd	Fertilizer, fungicide and herbicide	Various locations	183,256
H&H Consulting Engineers Pty Ltd	Sewer mining and maintenance	Various locations	321,826
Inchcape Automotive Retail Pty Ltd	Passenger fleet vehicles	Council Operations	377,883
James Bennett Pty Ltd	Library media	Council libraries	342,960
Manning Valley Motor Holdings Pty Ltd	Plant vehicle equipment purchase	Council locations	291,160

Figure 39: All other spend exceeding \$150,000 in 2023/24

Payee name	Description	Contract location	Contract amount (\$)
Museums of History NSW	Storage, Retrieval and Scanning 2023/2024	Record Governance, Council	184,798
NSW Department of Education and Communities	St Ives Sports Complex	St Ives High School, St Ives	13,608,100
NSW Local Government Jardines Liability	Public liability/ professional indemnity	Council locations	1,077,151
NSW Local Government Jardines Liability	Motor vehicles - insurance renewal	Council locations	494,951
NSW Local Government Jardines Liability	Council property - insurance renewal	Council locations	489,101
Optimal Civil Pty Ltd	Minor works construction - roadworks and pathways	Various locations	1,384,676
Overdrive Australia Pty Ltd	Library media	Council libraries	204,978
Pipeline Watertech Pty Ltd	Gross pollution trap maintenance and CCTV inspections	Various locations	610,696
Statecover Mutal Limited	Insurance - annual renewal	Council locations	1,201,766
Strata Plan 49925	Strata fees	Gordon Library	767,450
TechnologyOne Limited	TechnologyOne - software annual renewal	Council locations	1,356,991

Figure 39: All other spend exceeding \$150,000 in 2023/24 continued

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

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

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

The total cost incurred in the 2023/24 financial year for class 1 planning appeals was \$1,183,240 (see Figure 40). The amounts received for costs recovered totalled \$176,395. Further costs of \$357,267.17 were incurred for proceedings in class 2 and 4 appeals of the Land and Environment Court (see Figures 41 and 42).

Nature of proceedings – Land and Environment Court Class 1

Proceedings	Result	Costs (\$)
Council ats Truslan Dumaresq Development Pty Ltd	Upheld (amended proposal)	1,013
Council ats CKDI Pty Ltd	Dismissed	920
Council ats Beechworth Management Pty Ltd	Resolved by agreement	2,006
Council ats Jere Investments Pty Ltd	Resolved by agreement	1,441
Council ats SRGD No. 2 Pty Ltd	Resolved by agreement	1,225
Council ats Mackenzie Architects International Pty Ltd	Upheld (amended proposal)	849
Council ats Eastern High Pty Ltd	Dismissed	10,832
Council ats Woodside Lindfield Pty Ltd	Resolved by agreement	25,396
Council ats Burns Rd Pty Ltd	Upheld (amended proposal)	347
Council ats Archian Pty Ltd	Resolved by agreement	27,989
Council ats Sandy Outlook Pty Ltd	Resolved by agreement	118,825
Council ats Vigor Master Pty Ltd	Upheld (amended proposal)	5,496
Council ats Bennett & King	Dismissed	8,125
Council ats Metro St Ives Pty Ltd	Resolved by agreement	17,469
Council ats Zou	Upheld (amended proposal)	3,798
Council ats WINIM Developments Pty Ltd	Resolved by agreement	36,655
Council ats Grimshaw & Grimshaw	Resolved by agreement	13,980
Council ats Patel	Upheld (amended proposal)	1,344
Council ats Proxima Venturo Pty Ltd ATF Proximo Venturo Fund	Resolved by agreement	91,970.40
Council ats Song	Resolved by agreement	9,305

Figure 40: Nature of proceedings – Land and Environment Court Class 1 in 2023/24

Proceedings	Result	Costs (\$)
Council ats Stuart	Resolved by agreement	12,706
Council ats Szostakewicz	Discontinued	45
Council ats Hua	Resolved by agreement	30,483
Council ats Telegraph St Ives Development Pty Ltd	Resolved by agreement	27,784
Council ats McIntyre Development Pty Ltd	Resolved by agreement	38,200
Council ats Lim	Resolved by agreement	18,656
Council ats SRGD No 2 Pty Ltd (No. 2)	Resolved by agreement	18,446
Council ats De Sousa Property Holdings Pty Ltd	Resolved by agreement	7,920
Council ats Garbourg	Resolved by agreement	23,744
Council ats Cowan Estate Pty Ltd	Upheld (amended proposal)	43,570
Council ats Min & Min	Not concluded	7,809
Council ats Taylor	Resolved by agreement	10,807
Council ats Steve Wu Architects Pty Ltd	Upheld (amended proposal)	39,760
Council ats PJM Group Pty Ltd	Resolved by agreement	52,573
Council ats Rupani & Rupani	Not concluded	51,539
Council ats Nesseim	Not concluded	4,687
Council ats Burgess & Wu	Dismissed	41,953
Council ats Wang	Resolved by agreement	28,158
Council ats Assaad	Resolved by agreement	30,517
Council ats Stanford Jones Pty Ltd	Not concluded	50,334
Council ats Xu & Ren	Not concluded	56,318
Council ats Cowan Road Developer Pty Ltd	Not concluded	28,950
Council ats D-Studio Architects Pty Ltd	Not concluded	40,395
Council ats Bellevue Projects Pty Ltd	Not concluded	34,785
Council ats Gelder (No. 2)	Not concluded	18,710
Council ats Turrumurra Avenue Development Pty Ltd	Not concluded	1,674
Council ats Li	Not concluded	4,507

Figure 40: Nature of proceedings – Land and Environment Court Class 1 in 2023/24 continued

Proceedings	Result	Costs (\$)
Council ats CPDM Pty Ltd	Not concluded	28,481
Council ats Eternity Era Capital Pty Ltd	Not concluded	9,800
Council ats Carisakai Pty Ltd	Not concluded	11,262
Council ats Random Primer Pty Ltd	Not concluded	19,587
Council ats Haven Place Pty Ltd ATF Haven Place Unit Trust	Not concluded	10,095
TOTAL		\$1,183,240

Figure 40: Nature of proceedings – Land and Environment Court Class 1 in 2023/24 continued

Nature of proceedings – Land and Environment Court Class 2

Proceedings	Result	Costs (\$)
Council ats Sellars	Discontinued	4,505
Council ats Dadgostar	Discontinued	2,879
TOTAL		\$7,384

Figure 41: Nature of proceedings – Land and Environment Court Class 2 in 2023/24

Nature of proceedings – Land and Environment Court Class 4

Proceedings	Result	Costs (\$)
Council ats Natural Grass at Norman Griffiths Inc	Summons dismissed	251,855.55
Council v The State of New South Wales	Not concluded	98,027.62
TOTAL		\$349,883.17

Figure 42: Nature of proceedings – Land and Environment Court Class 4 in 2023/24

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

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

Staff from the Environment and Sustainability team commissioned weed removal works at 47 Miowera Road, North Turrumurra where *Heteranthera zosterifolia*, a Priority weed with a Prevention Regional Recommended Measure, was discovered within a pool converted to a pond. This work was paid for by Council at a cost of \$1,589 as it was the first known occurrence of the weed in the LGA and Council staff determined it required immediate investigation and response.

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

That Council approve staff to provide voluntary assistance with maintenance at Eryldene Historical House to the annual value of a maximum \$5,000. This voluntary assistance would be for Council staff and Council plant hire cost only and would exclude the cost of any materials required for the task.

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

Minor drainage works were undertaken during the reporting period at Grosvenor Road, Lindfield with a total cost to Council of \$6,958. The works were required to be completed to repair an open channel.

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

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

During 2023/24, Council resolved to allocate funding listed in the following tables. This funding may not have been expended during the financial year due to various service delivery or project impacts. Council's donations, contributions and assistance to other organisations for the 2023/24 financial year can be found in the **Financial Statements - B3-5 Other expenses**.

Community project grants

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

The Ku-ring-gai Community Grants Program 2023 awarded funding to community and cultural groups to provide services to the people of Ku-ring-gai. The aim of this program is to foster self-reliance and build the capacity of local community organisations to meet the current and emerging needs of the community.

In August 2023, Council resolved (GB.1, Min 118) to distribute \$93,301 to community and cultural groups, and a further \$4,499 was contributed to Eryldene as a standing resolution of Council.

Figure 43 details the summary of recipients, projects and funding allocation.

Summary - recipients and funding allocations

Group	Purpose	Amount
Community and Cultural Groups	Various (recipients and funding are detailed in Figures 44, 45 and 46)	93,301
Eryldene Historic House	Rates and garbage rebate (standing resolution of Council)	4,499
TOTAL		\$97,800

Figure 43: Summary of recipients and funding allocations of community project grants as resolved by Council in 2023/24

1. Category: Small equipment

Name of organisation or group	Amount (\$)
Gordon Football Club	1,600
Probus Club of Barra Brui Inc	1,016
Wahroonga Anglican Church	1,600
Sydney United Sports Club Incorporated	1,600
Men's Kitchen Association Limited	1,600
North Turrumurra Football Club	1,600
Christ Church St Ives	1,600
Chabad House Of The North Shore Limited	1,600
2nd/3rd Lindfield Scout Group	1,600
Lindfield District Cricket Club Inc	1,600
Ku-ring-gai Netball Association	1,600
West Pymble Scout Group	1,600
Ku-ring-gai Youth Orchestra Incorporated	510
TOTAL	\$19,126

Figure 44: Recipients and funding allocations of community project grants (small equipment) as resolved by Council in 2023/24

2. Category: Community development

Name of organisation or group	Amount (\$)
AASHA Australia Foundation	3,700
Hornsby Ku-ring-gai Parkinson's Association Incorporated	2,099
Empowering Parents In Crisis (EPIC)	3,700
Autism Spectrum Australia (Aspect)	3,700
Streetwork Australia Limited	3,700
The Uniting Church in Australia Property Trust (NSW) on behalf of UCA Gordon-Pymble Uniting Church	3,700
Ku-ring-gai Community Workshop "The Shed" Inc	2,315
Ha'Tzofim Australia	3,300
Ku-ring-gai Netball Association	3,700
Ku-ring-gai Little Athletics Inc	1,746
St Swithun's Anglican Church Pymble	3,700
Road Safety Education Limited	3,700
CASS Care Ltd	\$3,700
TOTAL	\$42,760

Figure 45: Recipients and funding allocations of community project grants (community development) as resolved by Council in 2023/24

3. Category: Arts and cultural

Name of organisation or group	Amount (\$)
Dae Hahn Culture School	3,900
Ku-ring-gai Youth Orchestra Incorporated	900
Hornsby Ku-ring-gai Parkinson's Association Incorporated	1,175
Streetwork Australia Limited	3,900
CASS Care Ltd	3,900
Chabad House Of The North Shore Limited	3,900
Hornsby Ku-ring-gai Community College	3,900
The Cavalcade of History and Fashion	2,040
Multicultural Integration Community Support Inc	3,900
Cerebral Palsy Alliance	3,900
TOTAL	\$31,415

Figure 46: Recipients and funding allocations of community project grants (arts and cultural) as resolved by Council in 2023/24

Environment project grants

Council's Environmental Levy funds a small grants program, which provides money to community groups or individuals to complete projects that benefit Ku-ring-gai's natural environment. During 2023/24, Council awarded 28 grants valued at \$100,105 for works that included bush regeneration, educational and interpretive signage, animal protection and other various sustainability initiatives.

Figure 47 details the recipients, project details and funding under this program, as resolved by Council in July 2023 (GB.11, Min 106).

Environmental Levy Grant Program 2023/24 – Round 25

Recipient organisation or group	Name of project	Amount – excl. GST (\$)
Macquarie University	Fungal Biodiversity and Management of Native Bushland	5,000
Ku-ring-gai Bat Conservation Society Inc.	Wallaby "exclosure" repairs to support canopy restoration	4,500
St Ives High School	Sydney Turpentine-Ironbark Forest Bushcare – invasive vine and weed removal	5,000
Kimo Street Bushcare	Assistance to maintain ecological burn area	2,912
KBA Committee	Encourage local residents to keep their cats contained	5,000
Macquarie University	How do aerially deployed fire retardants impact aquatic ecosystems	5,000
WildThings NSW Inc	Inspection and monitoring of Hollows for Wildlife	5,000
St Ives High School	Native garden educational signage	3,454
Pymble-Turramurra Pre-School	Revegetating the native garden - outdoor classroom	3,937
Minns Road Streetcare	Bush regeneration	2,500
Turramurra Memorial Park Bushcare	Regeneration of small bird habitat and Blue Gum High Forest in Turramurra Memorial Park	2,970
FOKE	Ku-ring-gai GeoRegion interpretive signage	5,000
Princes Park Bushcare	Princes Park invasive vine control	5,000
Lindfield Public School	Plants for Bush Tucker Garden	500
Kissing Point Football Club	Restore the bush on eroded slope at Auluba oval	2,994
Wahroonga Public School P&C Association	Restoring Classroom in the bush	5,000
St Ives Primary School P&C	Moveable kitchen garden and canteen makeover	3,007
Energyze North Shore Inc.	Electrify for environment presentation and solar sessions	2,967
St Ives Preschool Kindergarten	Community composting/ food waste network	1,640

Figure 47: Recipients, project details and funding for Environmental Levy Grant Program as resolved by Council in 2023/24

Recipient organisation or group	Name of project	Amount – excl. GST (\$)
Cromehurst School Lindfield	Cromehurst Cafe and Bushtucker/edible Garden	3,000
Electrifying Bradfield Inc.	Gordon Rooftop Solar Initiative	3,477
West Pymble Public School P&C	Green Canteen	3,186
Ravenswood School for Girls	Worm Farms for the Junior School	600
Gordon East P&C Association - Environs Committee	GEPS Waste Management & Recycling	4,499
Ku-ring-gai High School	Sustainable Waste Management	5,962
Northside Montessori School	Planet Paper	3,000
Lindfield Learning Village Sustainability Team	Edible Gardens	2,000
Wahroonga Adventist School	Recycling Bin System	3,000
TOTAL		\$100,105

Figure 47: Recipients, project details and funding for Environmental Levy Grant Program as resolved by Council in 2023/24 continued

Heritage home grants

Council's Heritage Home Grants is an annual funding program available to owners of heritage items and contributory properties located within heritage conservation areas.

The Heritage Reference Committee considered all applications and made recommendations to Council for funding allocation under this program. In July 2023, Council resolved (GB.8, Min 103) to award grants for 2023/24 as shown in Figure 48 and waive any applicable minor works application fees required by successful grant recipients to undertake projects approved for funding.

Address	Description of works approved or grant	Amount (\$)*
38 McIntosh Street, Gordon	Replace or repair damaged decorative ceiling panels, repair roof leaks and timber gable bargeboards	5,000
37 Fiddens Wharf Road, Killara	Repair broken curved window glazing and steel frames as required to match existing	5,000
3 Frances Street, Lindfield	Reinstate stained glass entrance sidelight and repaint façade timberwork and fence	4,428
12 Lightcliff Avenue, Lindfield	New garage timber roof framing and Colorbond cladding and associated remedial works to prevent further damage from poor drainage	5,000
17 Bobbin Head Road, Pymble	Replace terracotta roof tiles to match existing including decorative ridge details	5,000
24 King Edward Street, Pymble	Reinstate rear verandah windows to match original	5,000
40 Telegraph Road, Pymble	Replace lead flashing for chimney and damaged roof slates	4,161
52 Telegraph Road, Pymble	Mortar repair and black tuckpointing for front and side facades, repair brick arch and lintel	5,000
27 Belgium Avenue, Roseville	Replace timber barge boards and repair moulding on street facing gables and associated roof repairs	5,000
48 Earl Street, Roseville	Paint and repair façade render, timber windows, garage frame, gutters in approved colours	5,000
28 Lord Street, Roseville	Brick repointing and front façade tuckpointing and associated remedial works to reduce rising damp damage to the former church building	5,000
29 Richmond Avenue, St Ives	Replace rotten timber cladding on street façade and damaged roof framing	5,000
11 Young Street, Warrawee	Re-paint external walls, fascia, eaves, verandah ceiling (soffits), posts, windows, doors and chimney	5,000
TOTAL		\$63,589

Figure 48: Heritage home grants awarded as resolved by Council in 2023/24

*Maximum reimbursed based on half expended receipted costs for granted works.

Sponsorship program

Council provides funding to public and private sector activities through direct funds and in-kind support, in line with Council's Sponsorship and Donations Policy and the Ku-ring-gai Destination Management Plan. The annual program provides funding to local organisations for events, festivals and arts and cultural activities.

In July 2023, Council approved (GB.1: Min 110) a total of \$79,900 in sponsorships for community-based services, programs and events. Included in this resolution was

approved funding of \$500 for the Northlight Anglican Church West Pymble, however this did not take place during 2023/24 and is not included in the table below.

A late application for the St Ives Food & Wine Festival was received and funding awarded. As funding was under the \$5,000 threshold, it was not required to be approved by Council.

Figure 49 outlines total funding awarded during 2023/24 under Council's Sponsorship Program.

Events sponsorship under \$5,000	
Name of organisation or group	Amount (\$)
Dogs in the Park (invoice pending)	500
Ku-ring-gai Shield	1,500
Ku-ring-gai Art Society Exhibition	2,000
St Ives Pre-School and Kindergarten	400
St Ives Food & Wine Festival	4,000
Events sponsorship over \$5,000	
Name of organisation or group	Amount (\$)
Wahroonga Village Fair	5,000
Wahroonga Food and Wine Festival	8,000
Bobbin Head Cycle Classic	7,000
Bare Creek Trail Run	4,000
Roseville Story Productions	2,000
Special Olympics Ku-ring-gai Chase Fun Run	4,000
Arts and Cultural Sponsorship over \$5,000	
Name of organisation or group	Amount (\$)
Marian Street Theatre for Young People	20,000
Ku-ring-gai Philharmonic Orchestra	22,000
General Sponsorship	
	Amount (\$)
Welcome baskets	3,000
TOTAL	\$83,400

Figure 49: Sponsorship program funding allocation in 2023/24

cl 217(1)(a6) - A statement of all external bodies that during that year exercised functions delegated by the council

Nil to report.

cl 217(1)(a7) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the council (whether alone or in conjunction with other councils) held a controlling interest during that year

Nil to report.

cl 217(1)(a8) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the council participated during that year

• **Aboriginal Heritage Office**

Council is a member of this partnership, along with Lane Cove, North Sydney, Northern Beaches, Strathfield and Willoughby councils, which monitors, preserves and protects more than 1,000 Aboriginal heritage sites across northern Sydney.

• **Better Business Partnership program**

The program is a joint initiative with Ku-ring-gai, North Sydney and Willoughby Councils. This free program provides independent advice/support to businesses to be more sustainable and is funded by the three participating councils. We are aligned with our partner Council's Community Strategic Plans and have a mission to support small business to understand and map a pathway towards Net Zero Emissions in line with Council targets.

• **Biodiversity Stewardship Agreement**

The Biodiversity Stewardship Agreement (ID132) in Comenarra Park, Rofe Park and Sheldon Forest was established in 2014 and covers 98.9ha. The agreement provides for the permanent protection and management of biodiversity through the funding of biodiversity management activities. Council oversees the agreement and allocates the appropriate funding to implement the identified actions.

• **Commonwealth Home Support Program (CHSP)**

The Commonwealth Home Support Program (CHSP) provides funding for services which help older people to remain living in their own home for as long as they wish. Council supports local service providers such as The

Village Chef, Hornsby Ku-ring-gai Community Transport, Ku-ring-gai Neighbourhood Centre Care and Easy-Care Gardening through participation on their boards, subsidised office accommodation, professional advice on policy and procedures, as well as volunteer search, training and appreciation.

• **Schools Infrastructure NSW**

Council is working with Schools Infrastructure NSW (SINSW) to deliver a joint use indoor sport facility at St Ives High School.

• **Hawkesbury Nepean and Outer Sydney Harbour Coastal Management Programs**

Council is an active participant in these programs with projects bringing together multiple stakeholders from state agencies and local governments to co-ordinate investigations into the physical and ecological processes that impact on the health of these waterways and their catchments. Council staff attend steering committee meetings and, together with the other council partners, have the responsibility of distributing grant funding and allocation of staff/ contractors to undertake project activities as required.

• **Hornsby Ku-ring-gai Bushfire Management Committee**

Bush Fire Management Committees are established under the *Rural Fires Act 1997* and the *Rural Fires Regulation 2013* for each area in the state which is subject to the risk of bushfires. Ku-ring-gai Council is a member of the Hornsby Ku-ring-gai Bushfire Management Committee which brings together Councillors and agency members with experience, technical expertise and local knowledge to work together for bushfire management purposes. This committee is run by the Hornsby Ku-ring-gai Rural Fire Service and is made up of combat agencies, public land managers and functional areas to prepare and plan for bushfires in the Hornsby Ku-ring-gai area. The main function of the committee is to develop a Bush Fire Risk Management Plan which is a five-year strategic plan that covers all treatments from fire trail maintenance and hazard reduction burns to community education and training of volunteers.

• **Hornsby Ku-ring-gai Local Emergency Management Committee**

Ku-ring-gai Council is the current chair of the Hornsby Ku-ring-gai Local Emergency Management Committee. It is a joint committee with Hornsby Council and oversees the implementation of the Hornsby Ku-ring-gai Emergency Management Plan, which covers the preparation, planning, response and recovery for emergencies that may affect the region such as fires or storms. Council works closely with combat agencies (NSW Police, Fire and Rescue NSW, NSW Rural Fire Service, State Emergency Services) and other landowners and functional areas (National Park and Wildlife Service, Transport for NSW, Ausgrid) to be

ready to respond to events that may occur. This also included the setup and function of the Emergency Operations Centre, located at the Rural Fire Service Region Office in Cowan. Council's Manager Infrastructure Services is the Chair of Committee and the Local Emergency Management Officer from Hornsby Council is the Secretary.

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

In March 2018, it became mandatory for councils to operate planning panels in the Greater Sydney Region. Council provides administrative support and Council officers complete assessments of development applications with recommendations for the Panel's consideration and determination.

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

Ku-ring-gai Council is a member of NSROC along with Hornsby, Hunter's Hill, Lane Cove, Mosman, North Sydney, City of Ryde and Willoughby. Through collaboration, the eight councils work together to address issues and develop regional solutions to benefit local communities and the region.

- **Northern Sydney Waste Alliance**

A joint tender agreement for waste disposal and waste processing through an external contractor with Hunters Hill, Ku-ring-gai, Lane Cove, City of Ryde and Willoughby Councils participating.

- **Northern Sydney Sector Support Network**

Council is a member of the Northern Sydney Sector Support Network which works collaboratively across the region to develop community volunteering and support organisations that provide in-home care for older residents.

- **Saving Our Species sites**

Council collaborates with the Department of Planning and Environment on several Saving Our Species projects. These are formal collaborations, often with multiple partner agencies and focusing on the conservation of threatened species. Recently Council has increased collaboration efforts for the Endangered Species *Haloragodendron lucasii* and the Critically Endangered *Hibbertia spanantha*, including through the propagation of an ex-situ population at Council's community nursery.

- **Shared internal audit service**

Ku-ring-gai Council hosts a shared internal audit service with Hunters Hill, Lane Cove, Mosman, North Sydney and Strathfield Councils to achieve cost efficiencies, sharing of knowledge and improved audit practices and outcomes for all councils.

- **Stakeholders**

See **Appendix 1 – Community Engagement and Collaboration Activities** which demonstrates how Council collaborates with stakeholders in the Ku-ring-gai community.

- **StateCover**

Council is a member of StateCover which is a mutually-owned provider licensed to provide workers compensation insurance to local councils across NSW.

- **Statewide Mutual Insurance**

Council is a member of StateWide Mutual which is a local government self-insurance pool that offers insurance schemes, risk management program and industry-specific claims management.

- **Sydney North Planning Panel (SNPP)**

Ku-ring-gai is part of the Sydney North Planning Panel (SNPP) which make decisions on significant development that affects the local region, including projects with a value of over \$10 million.

- **The Village Chef (by Meals on Wheels)**

The Village Chef (by Meals on Wheels) is a community based service that provides nutritious meals delivered to people's homes by local volunteers, ensuring older people can remain independent in their community. It is a preventative care model developed to provide short or long-term assistance to frail older people and their carers, those recovering from illness, or people with a disability. It provides three services in one, a meal (nutrition), a safety and wellbeing check (monitoring of physical and psychological wellbeing) and social cohesiveness (strengthening communities/ locals helping locals). The service is synonymous with volunteerism and provides opportunities for engagement (delivering, coordinating, governance of local boards) and builds social capital. Funding for the service is provided by the CHSP with Council supporting the service through board member representation, subsidised office accommodation, professional advice on policy and procedures, as well as volunteer training and appreciation.

cl 217(1)(a9) - A statement of the activities undertaken by Council during the year to implement its equal employment opportunity (EEO) management plan

Equal Employment Opportunity (EEO) principles are applied accordingly.

Our Equal Employment Opportunity Management Plan provides a clear direction for how Council will deliver fair and equitable opportunities to all stakeholders and aligns with the Community Strategic Plan, Delivery Program & Operational Plan in the delivery of key actions.

The Plan is reviewed in-line with legislative requirements and is accessible to all staff through Council's intranet. New and existing employees are educated on the Plan via various accessible formats.

Equity

Within Ku-ring-gai Council we expect that all employees will:

- be treated with respect and fairness
- work in a place free from all forms of harassment and unlawful discrimination
- have access to and compete equitably for recruitment, selection, promotion and transfer opportunities
- choose and pursue their own career path, and
- have access to relevant training and development opportunities.

Diversity

Diversity recognises that employees differ not just on the basis of race, gender and ethnicity but also on other dimensions such as age, lifestyles and geographic origins. Diversity involves not only tolerance of employees regardless of their differences, but acceptance of employees because of their differences and valuing their individual contribution to the workplace.

Workplace EEO and diversity is about valuing every individual regardless of their race, sexual orientation, gender identity, socio-economic background, ethnicity, age, disability, marital status and religion.

Achievements

Our progressive and best practice approach to EEO continues to be both effective and impactful with key strategies in place for delivery.

Our Equal Employment Opportunity Management Plan 2024-2027 encompasses a set of new objectives and strategies required for delivery across the period. The plan underpins the pillars that are critical in supporting and further developing staff knowledge and understanding of equity and diversity principles.

The four main objectives of the plan include:

1. Build awareness of EEO Management Principles
2. Policies, Procedures, Plans and Programs align with EEO Management Principles
3. Collect, Review and Report on EEO Data
4. Promote Gender Diversity in Leadership.

The Plan also supports the Gender Diversity Strategy 2023-2030 with key actions including publishing news stories highlighting women in non-traditional and leadership roles, reviewing the current development opportunities and programs aimed at supporting the succession of women into leadership roles, and expanding the benefits available to staff to foster additional inclusive employment conditions through Council's Total Reward & Recognition Program.

To ensure the effective delivery of each objective, several initiatives aim to drive awareness and actively promote diversity and respect within the workplace. New notable achievements from the Plan so far include:

- The development of a new training module on the obligations of senior leaders with respect to positive duty under the *Sex Discrimination Act 1984*
- Support for the implementation of the new Gender Equality Strategy 2023-2027 and its key objectives including the creation of an eLearning module on the LGBTQ+ community
- Continued communication with the EEO Committee and staff to raise awareness of EEO and significant diversity events, and
- Development of an Early Careers Program with a view of implementing in 2024/25.

An overview of other key achievements against each objective is provided below.

1) Build awareness of EEO Management Principles

Celebrating Diversity

To continually build awareness and promote EEO and diversity, the EEO Committee identified eleven significant events during the year to educate staff and encourage celebration across Council. The events include:

- Zero Discrimination Day
- Harmony Day
- World Health Day
- NAIDOC Week
- Wear it Purple Day
- R U OK Day
- National Child Protection Week
- World Mental Health Day
- Remembrance Day
- White Ribbon Day
- International Day of People with Disability.

These events have played a pivotal role in enhancing understanding and respect for diversity within our workforce, reinforcing Council's dedication to inclusivity.

The EEO Committee will now collaborate with the Gender Equality Committee to raise awareness of additional events such as International Women's Day, International Day for the Elimination of Sexual Violence in Conflict, International Day of the World's Indigenous Peoples, International Equal Pay Day, International Day for the Elimination of Violence against Women and Human Rights Day.

2) Policies, procedures, plans, and programs align with EEO Management Principles

Succession Planning

Our Succession Planning Framework and system integration has now been completed.

Succession Planning paves way for high potential staff members to be exposed to extensive learning and development programs and professional experience across the organisation, allowing them to further enhance their competencies and strengthen their capabilities. This will ensure staff are role ready for their next career move, and that Council will have right resources available when required.

To support this, Directors and Business Unit Managers have received comprehensive training on identifying critical positions, assessing employee potential, and developing robust succession plans, ensuring each business unit is equipped with a clear strategy for talent management and risk mitigation.

The People & Culture team will facilitate ongoing monitoring and support through regular check-ins and targeted learning and development opportunities, ensuring continuous progress and readiness over the next 12 months.

Total Rewards & Recognition (R&R) Program

The Total Rewards & Recognition (R&R) Program encapsulates a suite of current and new benefits that are offered to Ku-ring-gai Council staff members. Together with a range of other strategies and initiatives, the five Reward & Recognition categories outlined in this program are central to attracting, developing, engaging, retaining and maintaining staff.

The Total Rewards & Recognition Program is critical to promoting overall staff satisfaction and engagement, and driving excellence in organisational behaviour, performance, and results.

One of the key objectives of the program is to promote behavioural excellence and to recognise staff who continually demonstrate positive behaviour including those who apply best practice EEO principles and standards.

Since its introduction in 2022, Council has celebrated two successful years running the Excellence Awards which are presented to the nominated staff members at the end of year department Christmas parties. Throughout the year staff are encouraged to nominate

their peers for excellence badges which reflect their outstanding results and consistent effort. This ensures that all staff receive an equal opportunity to be recognised for their contributions made throughout the year. The initiative has been well received by staff with winners identified in each of the following categories:

- Behavioural Excellence
- Performance Excellence
- Innovation Excellence
- Customer Service Excellence.

In addition, staff have been given the opportunity to vote for one staff member to whom they recognise as having gone above and beyond with their efforts and contributions throughout the year, and presenting them with the Employee of the Year Award.

The awards are a great opportunity to not only recognise success throughout Council but also provides staff with a platform to voice their positive feedback and recognise their peers for outstanding performance and contribution.

The program will continue this year with communication sent to staff reminding them to nominate peers for excellence badges, voting for the Employee of the Year Award which will commence in November 2024 and finishing with the awarding of the excellence awards at the staff Christmas party.

3) Collect, Review and Report on EEO Data

EP Boost Employee Opinion Survey

The recent EP Boost Employee Opinion Survey was launched on Monday 1 July 2024.

The survey was conducted by Xref, a parent organisation of Voice Project, who were independently engaged to ensure the anonymity of all survey respondents.

The survey provided a valuable opportunity for staff to directly contribute to improving and enhancing individual workplace engagement and performance, which in turn contributes to the overall improvement of our workplace.

The survey's primary objective was to assess Council's organisational Engagement + Performance. Which are both crucial in achieving performance excellence and ensuring the organisation's success. The survey was also designed to capture feedback related to Leadership, Diversity & Inclusion, Ageing Workforce Management, and Psychosocial Hazards.

The survey results will be made available to staff in September 2024 and will be fundamental in establishing initiatives at the organisational, department and business unit and levels, enabling improvement in service quality, driving change, fostering innovation, and boosting overall engagement and performance.

4) Promote Gender Diversity in Leadership

Gender Equality Strategy

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

Council recognises the vital role it plays in promoting gender equality and diversity within its workforce and believes that creating a workplace where gender equality thrives is the right thing to do and is the essence for fostering innovation, productivity, and growth.

As a result, a Gender Equality Strategy has been developed to achieve even greater gender equality by addressing the barriers and challenges faced by women, non-binary individuals, and other marginalised groups. The principles and foundations of the strategy have been established based on a comprehensive analysis of the current state of gender equality within the organisation. It outlines a series of specific areas of concern and details a list of associated actions that aim to address these challenges.

Our vision is to promote fairness and equality for all genders, enhance Council's reputation as a diverse and inclusive organisation, and support Council's commitment to EEO and Equality & Diversity.

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

Over the last 12 months, Council has taken concrete steps to achieve this through the implementation of key initiatives. One such initiative was the creation of the Gender Equality Staff Committee, which brings together representatives from each department to ensure that gender equality remains a consistent focus. The committee has been pivotal in driving initiatives that promote awareness and foster a more inclusive workplace, particularly through targeted communications during events like Pride Month, highlighted by a staff member sharing their transgender journey, and the International Day for the Elimination of Sexual Violence in Conflict.

Council has also made meaningful progress in refining its People & Culture policies, EEO Management Plan, and programs to further its commitment to gender equality. This includes ongoing efforts to enhance the Rewards & Recognition Program and a comprehensive review of Recruitment and Selection processes to ensure fairness and inclusivity.

Moreover, gender equality data is now incorporated into the quarterly metrics reporting, offering valuable insights that help track and advance gender equality across the organisation.



FURTHER INFORMATION

See **The Organisation** for further reporting.

cl 217(1)(b) and (c) (i), (ii), (iii), (iv), (v) - Senior staff remuneration packages

See Figure 50.

Senior officers	Gross (salary component)	Statutory superannuation contributions	Non-cash benefits	FBT payable by Council	Total
General Manager	\$1,299,666.49	\$46,513.38	\$6,502.24	\$5,622.18	\$1,358,304.29
Directors	\$1,560,416.60	\$140,748.64	\$28,946.75	\$25,434.94	\$1,755,546.93

Figure 50: Senior staff remuneration packages in 2023/24

During the period, there was turnover within three senior staff positions being the General Manager, Director Operations and Director Corporate.

Figures in the table above therefore include final payments and acting allowances paid to relevant staff during the financial year.

cl 217(1)(d)(i)(ii)(iii)(iv) - Statement of persons who performed paid work on Wednesday 14 February 2024

Under section 217 of the *Local Government (General) Regulation 2021*, Council must publish a statement of the total number of persons who performed paid work for them on Wednesday 14 February 2024.

See **The organisation** for this reporting requirement.

cl 217(1)(e) - A statement providing information on the stormwater management services provided by Council during the year, as funded by Council's annual charge for stormwater management services

The stormwater management charge is used to fund new and upgraded drainage works across the Ku-ring-gai local government area as well as the environmental management of Council's drainage system impacting on watercourses.

During 2023/24, the stormwater management charge funded the following works.

Project	Cost (\$)
CCTV Condition Assessment Program: this ongoing project will see the condition of Council's stormwater network (various types of pipes and pits) being assessed over time along with pipe clearing works	155,876
The Rifleway, Roseville: investigation – damaged drainage system repair	73,049
Wellesley Road, Pymble: open channel restoration	2,350
Optimal renewal: consultancy – drainage assets condition assessment and assets management plan	161,541
Vale Street, Gordon: investigation – flood mitigation project	31,326
Drainage works: new drainage pits along Oxley Avenue, St Ives	43,527
Minor drainage works: upgrades to existing pits and pipes across the local government area	268,626
Cleaning of pit baskets and gross pollutant traps as part of the stormwater pollution control device maintenance is provided by an external contractor. This removed approximately 116 tonnes of pollutants (rubbish, leaf litter and sediment) from our waterways.	66,334
TOTAL	\$802,629*

Figure 51: Stormwater management charge funded works in 2023/24

* Remaining stormwater management charge utilised for drainage operational maintenance.



*Late summer sun at East Lindfield.
Photographer: Natalie Yong.*

cl 217(1)(e) - A statement providing information on the coastal protection services provided by Council during the year

Ku-ring-gai Council does not levy for coastal protection services.

cl 217(1)(f) - A statement of activities regarding companion animal management

Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the *Companion Animals Act 1998* and the *Companion Animal Regulation 2018* is detailed below.

Companion animal management

During 2023/24, companion animal management services were carried out in accordance with Council's adopted Companion Animals Management Plan 2020-2025.

Lifetime pet registration has seen a slight increase (0.2%) within Ku-ring-gai when compared to the previous year's figures. The current figure for registration of companion animals is 93.36%, up from 93.16% in the 2022/23 period. This is a very positive outcome for the year in light of two factors. Firstly, the Regulatory Unit has had significant staff shortages during the past year. Secondly, the number of new pets acquired in the Council area still outweighs the number of registrations completed. Pet ownership in Ku-ring-gai is up by 1,184 new cats and dogs, which is a 2.7% increase from the previous reporting period.

Companion animal management remained a key operational program for Council's Regulatory Services Unit throughout the year. In 2023/24, the unit managed 686 complaints regarding companion animal issues, which represents a 7% decrease from the previous year. The following breakdown outlines variations from the previous year's figures:

- 139 complaints relating to stray or roaming dogs – 2% decrease from the previous year
- 106 companion animal enquiries – 22% decrease from the previous year
- 84 dog attack reports – 11% decrease from the previous year, and
- 257 barking dog complaints – 24% increase from the previous year.

The above statistics show a positive decrease in reported dog attacks, which is a very welcome trend. The number of barking dog complaints received by

Council increased significantly during the reporting period. This could be due to increasing numbers of people going back to work in an office, after their dogs had become used to having company at home.

Specific Statements – Companion Animal Act 1998

16.2 (a) - Lodgement of pound data collection returns with the Office of Local Government

A total of 26 animals arrived (seized, surrendered, abandoned or stray) at Council's impounding facility in 2023/24. 9 animals were transferred by Council staff, 1 animal was surrendered by members of the public and 16 abandoned or stray animals entered the facility. This is a significant decrease compared to the previous year (56). This is attributed to two factors. Firstly, Council has amended the procedures for accepting privately surrendered animals. Secondly, Council has established facilities to hold animals for longer before making the decision to transfer them to the pound facility. This enables officers to reunite more animals with their owners before it becomes necessary to transfer the animals.

A total of 31 animals were released from the facility which included:

- 7 released to their owners
- 13 sold from the facility
- 8 released to an organisation for rehoming, and
- 3 euthanised (2 due to illness/disease/injury/infant animal and 1 dangerous dog).

This demonstrates that our local vet services and Council are proactively reuniting pets with their owners and reducing the resources required to impound animals. Our high registration rates also assist in the efficient return of animals to their owners. This data is lodged on the Office of Local Government's Companion Animals Register.

16.2 (b) - Lodgement of data about dog attacks with the Office of Local Government

There were 28 dog attacks entered on the NSW Companion Animals Register during 2023/24.

16.2 (c) - The amount of funding spent on companion animal management and activities

Companion animal management expenditure amounted to a total of \$220,575 during 2023/24. The largest components of expenditure were attributed to Council's contractual arrangements with our impounding authority, Collaroy Veterinary Hospital, at \$23,506 and legal fees \$21,784. Income for the group was \$163,735, which is mainly attributed to registration fees \$114,174 and fine income \$39,925.

16.2 (d) - Companion animal community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats

Council continued to promote and educate the community on companion animal legislation through Council's website, social media, e-newsletters, information within rates notices and targeted pamphlet and booklet distribution.

A Cat Photo Competition was finalised in December 2023. The purpose of the competition was to raise awareness of keeping cats safely contained for the welfare of local wildlife and the cats themselves. The winners received gift certificates for cat containment products.

Council actively participates and promotes the Ku-ring-gai K9 Awards Programme, which is a training program that focuses on the fundamentals and essential skills of dog ownership such as walking a dog on lead, polite greetings, and basic commands.

Council has a number of strategies in place to promote and assist with, the desexing of dogs and cats. These strategies include sending regular unregistered animal notices, promoting the benefits of desexing prior to registration as well as promoting discounted desexing through participating Animal Welfare Organisations (Cat Rescue, RSPCA and Animal Welfare League).

16.2 (e) - Council's strategies in place for complying with the requirement under section 64 of the Companion Animals Act 1998 to seek alternatives to euthanasia for unclaimed animals

As of 1 July 2023 Council changed animal impounding service providers to Collaroy Veterinary Hospital. They have a number of strategies in place to comply with the requirement under Section 64 of the Act to seek alternatives to euthanasia of unclaimed animals.

Unclaimed animals were advertised for re-union with owners or for adoption through Collaroy Veterinary Hospital's website and Council's social media platforms. In addition, if animals cannot be adopted, they will be released to approved not-for-profit organisations that help to rescue and rehome animals within NSW.

16.2 (f) - Off leash areas provided in the council area

There are currently 21 off leash dog areas in Ku-ring-gai. A full list of these areas is available on Council's website along with an interactive map and rules for off leash dog parks at www.krg.nsw.gov.au

16.2 (g) - Detailed information on fund money used for managing and controlling companion animals in its area

Council was a non-recipient of any special fund monies. Activities of the Companion Animals Management Plan were funded from Council's recurrent budget, of which registration monies contribute.

Capital works projects 2023/24

Council includes proposed capital works projects in its four-year Delivery Program and one-year Operational Plans, which are exhibited for public comment before adoption by Council.

Reporting on capital works

Progress on capital works projects and programs were reported to Council and the community through a variety of mechanisms during the 2023/24. These included:

- Biannual reports on progress of the Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 included progress reporting on capital projects. These reports are available at www.krg.nsw.gov.au
- Quarterly budget reviews (QBR) where budget managers are required to provide project updates, report variances and propose budget adjustments as required. Reports are prepared and presented to Council noting any recommended changes.
- Quarterly progress reports are prepared to provide information on Council's capital and operational projects. The reports are prepared based on the following criteria:
 - o Capital projects delivering community/public infrastructure;
 - o Threshold applied to total budget per project – greater than or equal to \$250k;
 - o No operational projects are included; and
 - o Any specific project that Councillors wish to be included in the report.

The reports are presented at Ordinary Meetings of Council and placed on Council's website. The reports are available at www.krg.nsw.gov.au

Capital Expenditure Reviews

Councils are required to submit a Capital Expenditure Review for certain capital projects in accordance with the Office of Local Government Capital Expenditure Guidelines of December 2010.

Accordingly Council prepared a Capital Expenditure Review of the Lindfield Village Hub project, which was submitted to the Office of Local Government (OLG) on 10 July 2023. The OLG requested further details in correspondence dated 18 October 2023 to which Council responded on 31 October 2023. On 3 November 2023 the OLG advised that the Lindfield Village Hub project had adequately satisfied the Capital Expenditure Review Guidelines.



FURTHER INFORMATION

Further reporting on Council's capital works projects is available in the **Projects snapshot** section, **Performance – delivering the vision** section and Council's audited **Financial Statements** (separate document).

Carer Recognition Act 2010

Ku-ring-gai Council is not considered a Human Services Agency under section 8(2) of the *Carer Recognition Act 2010*, however, Council supports agencies that provide carer activities, programs and services. For further information on these, see Council's website and below report on the implementation of the Access and Disability Inclusion Plan 2020-2024 under the *Disability Inclusion Act 2014*.

Disability Inclusion Act 2014

Under section 13(1) of the *Disability Inclusion Act 2014* Council is required to report on the implementation of the Access and Disability Inclusion Plan.

Council has undertaken the following initiatives in relation to the implementation of the adopted Access and Disability Inclusion Plan 2020-2024 during 2023/24.

Carer's week

To celebrate carer's week a carer's pamper day was held at Gordon Uniting Church on 19 October 2023. Carers were offered a facial, massage and meditation session as well as a light lunch. 45 carers and their families attended on the day with childcare support provided.

Emergency planning for people with disability

Following a review of Council's emergency evacuation centres an Extreme Weather Community Resilience Grant was secured from Sydney North Health Network (\$9,670). This grant will be used to run Person Centred Emergency Preparedness training for residents with disability or chronic health conditions. This training assists residents to consider and plan for emergency situations in a way that supports their individual health needs and maintains their independence. This training will be conducted in the 2024/25 financial year for service providers and local residents, particularly those who live in bushfire prone areas.

Ku-ring-gai Dementia Alliance

A Dementia Action Plan was developed and submitted to Dementia Australia for approval. This action plan outlines the steps the Ku-ring-gai Dementia Alliance must take to achieve Dementia Friendly Communities status. To facilitate the achievement of these steps Council partnered with Ku-ring-gai Neighbourhood Centre to secure a grant of \$84,300.

This enabled the Ku-ring-gai Dementia Alliance to complete the following activities:

1. Conduct of survey of the needs of residents relating to dementia and chronic traumatic encephalopathy (CTE).

2. Run a series of information talks called Understanding Dementia in English, Korean, Mandarin and Hindi.
3. Produce a resource booklet titled Understanding Dementia which was made available in English, simplified Chinese, Korean and Farsi in print and on our website.
4. A dementia and CTE expo, with leading researchers, a specialist lawyer and people affected by CTE providing their expertise, as well as local service providers available to answer questions.
5. Customer service staff have received training on successfully communicating with someone who may have dementia.

The Sunflower Program

In July 2023 Council joined the Sunflower Program. This program allows people who have an invisible disability or health condition to choose to wear a Sunflower lanyard or bracelet to signal that they may need additional time, support or patience when in public spaces. To support this all customer facing staff have received training to recognise the lanyards and provide extra support as appropriate. Lanyards and bracelets are available to residents free of charge at Council Chambers, all Council libraries, the Wildflower Garden and the Ku-ring-gai Fitness and Aquatic Centre. The scheme has been very popular and to date approximately 1,500 lanyards and bracelets have been provided to residents.

Special needs playgroup/Mytime

Council continued to support a special needs playgroup for families who have children with a disability or chronic health conditions at the Children's Resource Centre in St Ives. The playgroup is a joint initiative between Ku-ring-gai Council and Early Ed, with funding secured through Playgroups NSW. Carers who attend the playgroup have access to a 45-minute MyTime session, which includes facilitated discussions relating to topics as per their request with child minding provided for the duration of the session. The playgroup runs weekly during the school term and there is no charge for attending.

Upgrades to Council facilities

Upgrades to facilities at Lindfield Seniors Centre, Turramurra Seniors Centre and West Pymble Community Hall provide more equitable access to Council building for people who have a mobility impairment. All new public amenities are constructed to include accessible bathrooms.

A review of bus stops across the LGA is underway with a particular focus on wheelchair accessibility. This review will inform the maintenance priorities of bus stops.

Lady Game Kindergarten was supported in the installation of a stair lift to provide access between the building and garden areas for children with a disability.

Gordon Library was refurbished with consideration given to dementia friendly design.

Ku-ring-gai Community Grants Program

A number of community grants were provided to local disability organisations to enhance their capacity to deliver services, purchase equipment or run programs. Information regarding successful grant recipients is available in the section titled: **cl 217(1) (a5) - Contributions/grants to organisations and individuals.**

Events

Council and Marian Street Theatre for Young People collaborated on a relaxed performance of their production of Treasure Island. A sign language interpreter was provided and a social story made available to audience members ahead of the performance to facilitate planning for people with sensory impairments.

A sensory tent was provided at major events run by Council. The tent aims to make events more inclusive for people with disabilities and their carers. The tent reduces sensory input, removes distractions and provides a safe and non-stimulating space for people with disabilities to calm down. The tent also provides mobility equipment and noise cancelling headphones for people to use.

Planning and Assessment Act 1979

Under section 7.5(5) of the *Environmental Planning and Assessment Act 1979* Council must include in its 2023/2024 Annual Report the planning agreements entered into during the year and information on the status of current planning agreements.

Planning Agreements entered into during the 2023/2024 financial year:

Park Crescent Land Dedications - 2-4 Park Crescent, Pymble

The Planning Agreement is associated with Development Application DA0025/21.

Commentary: This Planning Agreement provides for the dedication to the Council and at no cost to the Council of a 2-metre-deep parcel of land across the entire width of the frontage to the land being an area of approximately 67.51 square meters. The associated footpath works, maintenance and rectification of defects for a period of 12 months are incorporated as part of the associated Development Application.

Executed by Council: 6 February 2024

Status: Current

Additional Information: This development has not yet commenced construction.

Memorial Club Roseville - Part 62, 64-66 Pacific Highway, Roseville - Larkin Lane frontage

The Planning Agreement is associated with Development Application DA0049/23.

Commentary: This Planning Agreement provides for the enhancement of the public domain through improved pedestrian access to Memorial Park from the Larkin Lane carpark in keeping with Council's Public Domain Plan and Ku-ring-gai Development Control Plan; provides funds for Council from the sale of a small parcel of land; and, the dedication to Council of the land fronting Larkin Lane that forms the public domain. This is intended to improve Larkin Lane's public domain and connection to the Memorial Park as indicated in the Ku-ring-gai Development Control Plan; provides the Roseville Memorial Club with an increase in development potential and sub-strata land use through the inclusion of a small parcel of land along the frontage of Larkin Lane at the rear of the property. This inclusion is intended to improve site design and enhance parking provision on the site to reduce parking pressure on the Larkin Lane public carpark.

Executed by Council: 6 February 2024

Status: Current

This Planning Agreement was entered into by Council on 6 February 2024.

Additional information: Following subdivision to create the separate parcel of land of interest to the Roseville Memorial Club (Lot 3 DPI301772) the Club exercised the Deed of Put and Call Option and signed the Contract for the Sale of Land on 14 June 2024 to facilitate its acquisition of the subject land. Settlement of the sale transaction is proposed in the latter part of 2024.

Current Planning Agreements are listed as follows:

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon

Associated Development Application: DA0226/16 for 900 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 900 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed by Council: 5 July 2018

Status: Current

Additional Information: Ku-ring-gai Council executed the agreement on 5 July 2018. The Planning Agreement was subsequently executed by the developers and is now current. A modified Development Application was approved by the Land and Environment Court on 22 July 2020 as DA0316/19. Demolition commenced in July 2021 and the site remains vacant as of 30 June 2024.

Planning Agreement for the dedication of land for the future widening of Post Office Lane, Pymble

Associated Development Application: DA0039/16 for 1017 Pacific Highway, Pymble

Commentary: This Planning Agreement provides for the dedication of land along the Post Office Lane rear frontage of 1017 Pacific Highway, Pymble for the purposes of widening Post Office Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010. It also provides for an easement in gross for a public pedestrian through site link between the Pacific Highway and Post Office Lane.

Executed: 6 March 2018

Status: Finalised

Additional Information: Ku-ring-gai Council executed the agreement on 6 March 2018. The Planning Agreement was subsequently executed by the developers and became current. The development has completed construction. The land was dedicated on 17 November 2020. The actions required by the Planning Agreement are complete.

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon

Associated Development Application: DA0180/14 for 870-898 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 870-898 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed: 6 March 2018

Status: Finalised

Additional Information: Ku-ring-gai Council executed the agreement on 6 March 2018. The Planning Agreement was subsequently executed by the developers and is now current. The development has completed construction and has been strata subdivided. The Plan of Consolidation for the development including the dedication of Lot 6 to Council for road widening has been registered with Land Registry Services. The land subdivision and dedication took place on 3 May 2019. The actions required by the Planning Agreement are complete.

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon

Associated Development Application: DA0407/13 for 904-914 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 904-914 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010. This Planning Agreement was executed on 24 February 2017 in counterparts which were then exchanged. Each part forms the whole.

Executed: 24 February 2017

Status: Finalised

Additional Information: Land subdivision and dedication took effect on 4 January 2018. The development has completed construction and been strata subdivided. Removal of the Planning Agreement from title was also effected on 4 January 2018.

Planning Agreement for the delivery of a public road (part) on 33 Moree Street, Gordon

Associated Development Application: DA0095/11 for 29, 29A and 31 Moree Street, Gordon

Commentary: This Planning Agreement provides for the delivery of a public road on 33 Moree Street, Gordon, and specifies the relationship between this work and the development contributions arising from the proposed development.

Executed: 23 November 2017

Status: Finalised

Additional Information: The Moree section of the link road was completed in July 2019. Following separate statutory procedures for the naming and opening of the new road, the Ordinary Meeting of Council on 20 August 2019 adopted the name Hanson Way. The road formally opened on 27 August 2019. Following subdivision to excise a parcel of residual land, Hanson Way was gazetted as a public road on 25 August 2023. The defects liability period has now ended and all requirements of the Planning Agreement are complete.

Planning Agreement for the delivery of a public road (part) on 32 Dumaresq Street, Gordon

Associated Development Applications: DA0501/12 later superseded by DA0434/15 for 28-30 Dumaresq Street, Gordon

Commentary: This Planning Agreement provides for the delivery of a public road on 32 Dumaresq Street, Gordon, and specifies the relationship between this work and the development contributions arising from the proposed development. It also provides for the divestment by Council at an agreed market value of a strip of residual land between the road and the 28-30 Dumaresq Street, Gordon subject property. The first related Development Application DA0501/12 was determined on 23 May 2014. The Planning Agreement was executed on Monday, 25 September 2014. DA0501/12 lapsed and was replaced by a subsequent Development Application. Development Application DA0434/15 was determined on 24 March 2016.

Executed: 25 September 2014

Novated: 21 November 2014

Status: Finalised

Additional Information: The Dumaresq section of the link road had completed construction by December 2018. Following separate statutory procedures for the naming and opening of the new road, the Ordinary Meeting of Council on 20 August 2019 adopted the name Hanson Way. The road formally opened on 27 August 2019 following completion of the Moree Street section. The sale of a small residual amount of land was completed on 14 January 2015. The defects liability period has now ended and all requirements of the Planning Agreement are complete. Following subdivision to excise a parcel of residual land from the Moree Street lot, Hanson Way was gazetted as a public road on 25 August 2023.

Planning Agreement for the dedication of land for the future widening of Havilah Lane, Lindfield

Associated Development Application: DA0175/17 for 51, 55 and 55A Lindfield Avenue, Lindfield

Commentary: This Planning Agreement provides for the dedication of land along the Havilah Lane rear frontage of 51, 55 and 55A Lindfield Avenue, Lindfield for the purposes of widening Havilah Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed by Council: 3 September 2018

Executed by the Developer: 3 October 2018

Status: Finalised

Additional Information: Ku-ring-gai Council executed the agreement on 3 September 2018. The Planning Agreement was subsequently executed by the developers on 3 October 2018 and is now current. The development completed construction on the consolidated site at 51-55 Lindfield Avenue, Lindfield in July 2021. The land dedication was provided for roadway use earlier than initially anticipated and prior to the completion of the construction to enable the conversion of Havilah Lane for two-way traffic to facilitate the construction of the Lindfield Village Green. The Lindfield Village Green opened in February 2022. The actions required by the Planning Agreement are complete.

Planning Agreement for the provision of community facilities, a sportsfield and public roads on the former University of Technology Sydney site on Eton Road in Lindfield

Associated Development Application: DA0677/11 for Edgelea Development 100 Eton Road, Lindfield NSW 2070 (also known as the former University of Technology Sydney Ku-ring-gai)

Executed: 6 September 2012

Status: Current

Additional Information: Charles Bean sportsfield opened in December 2013. Two roads were dedicated in 2014/15. The community building (and land) known as the Blair Wark Community Centre was transferred to Council ownership on 14 August 2019 and the environmental lands will be transferred to Council once the environmental management objectives have been completed in 2024/25.

Environment Planning and Assessment Regulation 2021

Under sec 218A(1) of the *Environment Planning and Assessment Regulation 2021* Council is required to disclose how development contributions and development levies have been used or expended during 2023/24 under each of its contributions plans.

Council levies contributions from developers towards the cost of providing local infrastructure and facilities required, either directly or indirectly, as a result of their development.

Development contributions are mainly monetary contributions, but larger developers can also deliver infrastructure as works-in-kind under a Planning Agreement (see previous section). Monetary contributions are held in trust for the provision of new community infrastructure, and facilities.

The *Environmental Planning and Assessment Act 1979* provides for two different types of contributions plans for the provision of local infrastructure. The plans set out the level of contributions payable and a proposed works schedule. There are two contributions plans applicable to the Ku-ring-gai Council area:

1. Ku-ring-gai Contributions Plan 2010 (s7.11 Contributions Plan)

Ku-ring-gai Contributions Plan 2010, known as a 'direct' plan, applies to land subdivisions and to larger scale redevelopment where additional dwellings are created and to non-residential development in local centres along Pacific Highway and in St Ives. Depending on the type of infrastructure, it funds or co-funds works such as new parks, roads, traffic improvements and public domain upgrades including town squares and new community facilities.

The Plan takes a consolidated approach to providing infrastructure as a result of new development, with proportional contributions from new development for infrastructure for that development. The plan also identifies when Council must provide a contribution on behalf of the existing population, to meet demand arising from the community as a whole.

2. Ku-ring-gai Council s7.12 Local Levy Contributions Plan 2023 (s7.12 Contributions Plan)

This type of plan is also known as an 'indirect' plan or a 'percentage levy' plan, is a fixed development consent levy contributions plan under the *Environmental Planning and Assessment Act 1979*.

This plan applies to identified smaller-scale development such as alterations and additions, knock-down rebuilds of single properties and to non-residential development around neighbourhood shopping areas. It levies contributions as a percentage of the cost of the development and funds a separate works program such as neighbourhood centre improvements programs and new works in local parks.

Figure 52 details development contribution plans expenditure during 2023/24.

Under sec 218A(2)(a),(b),(c),(d),(g) of the *Environment Planning and Assessment Regulation 2021* Council is required to provide details for projects for which contributions or levies have been used.

Sec 218A(2),(e) of the *Environment Planning and Assessment Regulation 2021* is not applicable for 2023/24 as Council confirms it does not borrow between various plans for projects.

Sec 218A(2),(f) of the *Environment Planning and Assessment Regulation 2021* is not applicable for 2023/24 being the value of land dedication and value of material public benefit provided.

Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2023/24 (\$)	Contributions expended to date (\$)	Project status	% of cost funded by contributions**
s.11 Contributions Plan (Pre 1993 and 1993 Plans)					
St Ives Showground Main Car Park Upgrade	Parking	19,942	142,733	Under way	NA
s.11 Contributions Plan (2000/2003 Plan)					
Land Acquisition - Pymble Property 1	Open Space		534,200	Completed	100%
St Ives Village Green New Recreation Precinct	Open Space		3,367	Completed	98%
Robert Pymble Park Precinct (PRJ-100288)	Open Space	564	426,408	Under way	NA
s.11 Contributions Plan (2004-2009 Plan - not transferred to s7.11 2010 Plan)					
St Ives Village Green New Recreation Precinct	Open Space		388,730	Completed	98%
Norman Griffiths Oval Upgrade	Open Space	88,378	130,836	Under way	NA
Lindfield Community Hub - Project Management	Community Facilities	91,557	591,061	Under way	NA
s.11 Contributions Plan (2010 Plan)					
Upgrade to seniors facilities incl equipment & furnis FY23	Community facility	124,469	165,587	Under way	NA
St Ives Showground Main Car Park Upgrade	Parking	2,165	6,897	Under way	NA
Land Acquisition and Embellishment of New Parks - South	Open Space	590	590	Under way	NA
Land Acquisition - Pymble Property 1	Open Space	2,694	2,860,639	Completed	100%
Land Acquisition - Pymble Property 2	Open Space	3,309	4,879,810	Completed	100%

Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2023/24 (\$)	Contributions expended to date (\$)	Project status	% of cost funded by contributions**
Land Acquisition - Pymble Property 3	Open Space	10,517	12,607	Under way	NA
Land Acquisition - Roseville Property 2	Open Space	1,438	7,722,723	Under way	NA
56 Stanley Street, St Ives - Property Demolition	Open Space	97,178	97,178	Completed	100%
Ibbitson Park Upgrade	Open Space	32,020	106,385	Under way	NA
4 Pennant Ave - Recreational Use Feasibility Study	Open Space	902	1,740	Under way	NA
St Ives Village Green Masterplan Implementation Works	Open Space	26,044	403,101	Under way	NA
St Ives Village Green New Recreation Precinct	Open Space	10,820	3,598,824	Completed	98%
Gordon Recreation Ground Masterplan	Open Space	627,800	1,332,631	Completed	81%
Bedes Forest Upgrade	Open Space	139,339	259,366	Under way	NA
Robert Pymble Park Precinct (PRJ-100288)	Open Space	15,810	893,197	Under way	NA
The Glade - Preparation of Master Plan & construction	Open Space	756	44,947	Under way	NA
St Ives Showground Masterplan	Open Space	23,942	101,612	Under way	NA
Norman Griffiths Oval Upgrade	Open Space	621,439	952,723	Under way	NA
Barra Brui St Ives Hockey Facility	Open Space	36,847	200,234	Under way	NA
Primula Oval Sportsfield Upgrade	Open Space	747,527	760,088	Completed	100%
Roseville Park Oval Expansion	Open Space	381,500	423,561	Completed	59%

Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2023/24 (\$)	Contributions expended to date (\$)	Project status	% of cost funded by contributions**
Lindfield Community Hub - Project Management	Community, Townscape, Transport, Parks, Pedestrian, Open Space and Road Facilities	1,423,640	9,593,601	Under way	NA
Lindfield Village Green - Construction	Community Facilities	128,129	17,614,224	Under way	NA
Turrumurra Community Hub - Project Management	Community, Townscape, Transport, Parks, Pedestrian, Open Space and Road Facilities	117,931	1,538,961	Under way	NA
Lindfield Avenue and Tryon Road Precinct (PRJ-100259)	Traffic Facilities	279,119	423,805	Under way	NA
Local Centre Traffic and Transport Studies	Traffic Facilities	6,347	194,528	Under way	NA
St Johns Avenue - Construction	Traffic Facilities	2,216,670	7,145,839	Under way	NA
Pymble Streetscape Improvements - Design	Traffic Facilities	1,308	62,297	Under way	NA
Gordon Nth Streetscape Improv Project Management (PRJ100487)	Traffic Facilities	232,189	269,902	Under way	NA
Lindfield Local Centre - New Traffic Infrastructure	Traffic Facilities	1,448	26,210	Under way	NA
Cherry St - Rohini Street Turrumurra - Shared User Path	Traffic Facilities	45,100	51,196	Under way	NA
Kissing Point Road Turrumurra - shared user path	Traffic Facilities	316	316	Under way	NA
Net rental income from s711 acquisitions returned to reserve	Open space	(201,687)	(201,687)	Under way	NA

Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2023/24 (\$)	Contributions expended to date (\$)	Project status	% of cost funded by contributions**
s.12 Contributions Plan					
St Ives Cultural and Environmental Education Centre	Community facility	95,786	538,821	Under way	NA
St Ives Village Green New Recreation Precinct Upgrade/ Playground Upgrade	Open Space		760,211	Completed	98%
Eldinhope Green Playground Upgrade	Open Space	300,695	387,596	Completed	100%
Lorraine Taylor Reserve Playground Upgrade	Open Space	6,698	35,315	Under way	NA
Mimosa Reserve/ Rofe Park Play Space upgrade	Open Space	18,479	18,479	Under way	NA
Comenarra Playing Field Play Space Upgrade	Open Space	43,564	43,564	Under way	NA
Norman Griffiths Oval Upgrade/Playground Upgrade	Open Space	717,297	1,061,775	Under way	NA
Princes Park/Primula Oval Improvements/Upgrade	Open Space	227,534	231,396	Completed	100%
Roseville Park Improvements/ Upgrade as per masterplan	Open Space	236,300	262,811	Completed	59%
Indoor Sports Centre at St Ives High School	Community facility	1,596,565	1,596,565	Under way	NA
East Turrumurra - Neighbourhood Centre Upgrade	Open Space	69,249	94,819	Under way	NA
Other					
Contributions Management, Data & Supporting Studies	Other	208,227	208,227	Under way	NA

Figure 52: Development contribution plans expenditure during 2023/24.

* Projects are identified by description only and therefore project identification numbers are not included above.

** Calculated based on the total contributions over total funding spent on completed projects only.

Sec 218A(3),(a),(b) of the *Environment Planning and Assessment Regulation 2021* requires Council to detail the total value of all contributions and levies received and expended during 2023/24.

Development contributions	2023/24	2022/23
Total value of all contributions and levies received	\$19,118,736	\$13,758,280
Total value of all contributions and levies expended	\$10,904,052	\$24,925,685



FURTHER INFORMATION

Further information regarding this is available from Note F4 - Statement of development contributions as at 30 June 2024, in Council's audited **Financial Statements** (separate document).

Fisheries Management Act 1994

Under section 220ZT(2) of the *Fisheries Management Act 1994* councils are required to report on recovery and threat abatement plans.

Ku-ring-gai Council does not have any direct responsibilities in relation to recovery and threat abatement plans.

Swimming Pools Act 1992 and Swimming Pools Regulation 2018

In accordance with section 22F(2) of the *Swimming Pools Act 1992* and cl 23 of the *Swimming Pools Regulation 2018* Council is required to report on details of private swimming pools inspections.

Details of inspections of private swimming pools include:

- number of inspections that were of tourist and visitor accommodation – 2
- number of inspections that were of premises with more than 2 dwellings – 18
- number of inspections that resulted in issuance a certificate of compliance under section 22D of the *Swimming Pools Act 1992* – 1,077 total (171 Council, 906 Private Certifiers)
- number of inspections that resulted in issuance a certificate of non-compliance under clause 21 *Swimming Pools Regulation 2018* – 290 total (69 Council, 221 Private Certifiers)

Government Information (Public Access) Act 2009 and Government Information (Public Access) Regulation 2018

In accordance with section 125(1) of the *Government Information (Public Access) Act 2009* (GIPA Act), Council is required to prepare an annual report of its compliance with obligations under the GIPA Act. Schedule 2 (cl 8) of the *Government Information (Public Access) Regulation 2018* (GIPA Regulation) outlines the annual reporting requirements for capturing statistical information and is to be used as the framework for this report.

1. Review of proactive release program – GIPA Regulation - Clause 8(a)

Under section 7(3) of the GIPA Act, agencies must annually review their programs for the proactive release of government information.

This review is undertaken by examining what information is already being made available to the public, as well as observing the types of information requested under both informal and formal requests for information. Staff also considered current matters that Council is involved in that could be considered of interest to the public. Council's website continues to provide timely reporting on current matters.

Governance staff continuously monitor trends whilst processing the 1,488 informal information requests received to identify documents that could be disclosed proactively. Despite the high number of informal requests received, the same information is rarely sought by different members of the public.

Council's website also includes information on the status of development applications (DAs) with details about new applications and those that have recently been determined via Council's DA Tracking Application Search.

A public access computer kiosk is in the foyer area of Council's Administration Building in Gordon. This computer provides free access to electronic information on current development applications and all other information on our website.

When retrieving physical files from its offsite archives, Council has these files scanned and delivered electronically, making it easier, quicker and more cost effective to locate and provide this information in future.

2. Number of access applications received – GIPA Regulation – Clause 8(b)

During the reporting period, Council received 42 access applications of which 41 were formal access applications and 1 was an invalid application. Of the 41 formal access applications, 1 was withdrawn by the applicant and 9 were dealt with as informal applications.

3. Number of refused applications for Schedule 1 information – GIPA Regulation - Clause 8(c)

During the reporting period, Council partially refused 0 formal access applications because they were partially for the disclosure of information referred to in Schedule 1 of the GIPA Act.

4. Access applications made during the year – GIPA Regulation – Clause 8(d), Schedule 2

The following tables (Tables A - I) represent details regarding access applications received during the reporting year.

Table A: Number of applications by type of applicant and outcome*

	Access granted			Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	
	in full	granted in part	refused in full							Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0	0%
Private sector business	2	0	0	0	0	0	0	0	0	2	6%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	3	3	0	0	0	0	0	0	0	6	19%
Members of the public (other)	11	8	4	0	0	0	0	0	1	24	75%
Total	16	11	4	0	0	0	0	0	1	32	100%
% of Total (rounded)	50%	34%	13%	0%	0%	0%	0%	0%	3%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications*	5	3	3	0	0	0	0	1	12	37.5%
Access applications (other than personal information applications)	11	8	1	0	0	0	0	0	20	62.5%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	16	11	4	0	0	0	0	1	32	100%
% of total (rounded)	50%	34%	13%	0%	0%	0%	0%	3%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications	% of total
Application does not comply with formal requirements (section 41 of the Act)	1	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	1	100%
Invalid applications that subsequently became valid applications	0	0%
Total	1	100%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Information about complaints to Judicial Commission	0	0%
Information about authorised transactions under <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	0	0%
Information about authorised transaction under <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	0	0%
Total	0	0%

* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to Section 14 of Act

	Number of occasions when application not successful*	% of total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	4	100%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	4	100%

Table F: Timeliness

	Number of applications	% of total
Decided within the statutory timeframe (20 days plus any extensions)	28	87.5%
Decided after 35 days (by agreement with applicant)	4	12.5%
Not decided within time (deemed refusal)	0	0%
Total	32	100%

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NSW Civil and Administrative Tribunal (NCAT)	0	0	0	0%
Total	0	0	0	0%
% of Total	0	0	0	0%

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	0%

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred	% of total
Agency - Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	0%







FINANCIAL REPORTING



INTRODUCTION

The Financial Statements show that Council has achieved a satisfactory financial result for 2023/24.

Council's operating result for the financial year ended 30 June 2024 was a surplus of \$21.69 million including grants and contributions for capital purposes. After adjusting for capital grants and contributions, the net operating result was \$1.51 million.

The Financial Statements for the year ended 30 June 2024 have been prepared in accordance with the *Local Government Act 1993* (as amended) and Regulations, the Australian Accounting Standards and professional pronouncements and the Local Government Code of Accounting Practice and Financial Reporting. The Statements comprise the following reports:

- General Purpose Financial Statements (independently audited)
- Special Purpose Financial Statements (independently audited)
- Special Schedules (independently audited)

Reporting officer's comments

In 2023/24, Council maintained a sound financial position with an operating surplus of \$21.69 million, including capital grants and contributions. After adjusting for Capital Grants and Contributions, the net operating result was \$1.51 million. The operating surplus means that Council's revenue exceeds both the cost of running its day-to-day operations and the depreciation of its assets. This surplus contributes to funding Council's capital works program.

As of 30 June 2024, \$154 million was spent on services and operations and \$46 million on capital projects, to provide a diverse range of services and delivery of infrastructure to the community.

Council's end of financial year result was satisfactory taking into account all financial performance indicators.

To the best of my knowledge, Council's financial statements present fairly the Council's operating result and financial position for the year.



Mette Kofoed
Acting Manager Finance

Financial position of Council – summary (as of 30 June 2024)

Figure 53 provides a summary of the financial results from the Financial Statements 2023/24:

Income Statement	Actual 2024 \$'000	Actual 2023 \$'000
Income from Continuing Operations	175,959	168,312
Expenses from Continuing Operations	154,272	143,471
Net Operating Result for the Year	21,687	24,841
Net Operating Result for the year before Grants and Contributions for Capital purposes	1,511	10,080
Statement of Financial Position	Actual 2024 \$'000	Actual 2023 \$'000
Current Assets	127,377	132,360
Non-Current Assets	2,873,893	2,715,582
Total Assets	3,001,270	2,847,942
Current Liabilities	53,474	56,753
Non-Current Liabilities	26,176	29,505
Total Liabilities	79,650	86,258
Net Assets	2,921,620	2,761,684
Total Equity	2,921,620	2,761,684
Statement of Cash Flows	Actual 2024 \$'000	Actual 2023 \$'000
Net Cash Flow from Operating Activities	48,626	50,201
Net Cash Flow from Investing Activities	(46,930)	(56,244)
Net Cash Flow from Financing Activities	(3,273)	(3,577)
Net increase/(decrease) in Cash	(1,577)	(9,620)
Plus: Cash at beginning of year	13,164	22,784
Cash at end of year	11,587	13,164
Plus: Investments on hand at end of year	201,034	200,280
Total Cash & Investments	212,621	213,444

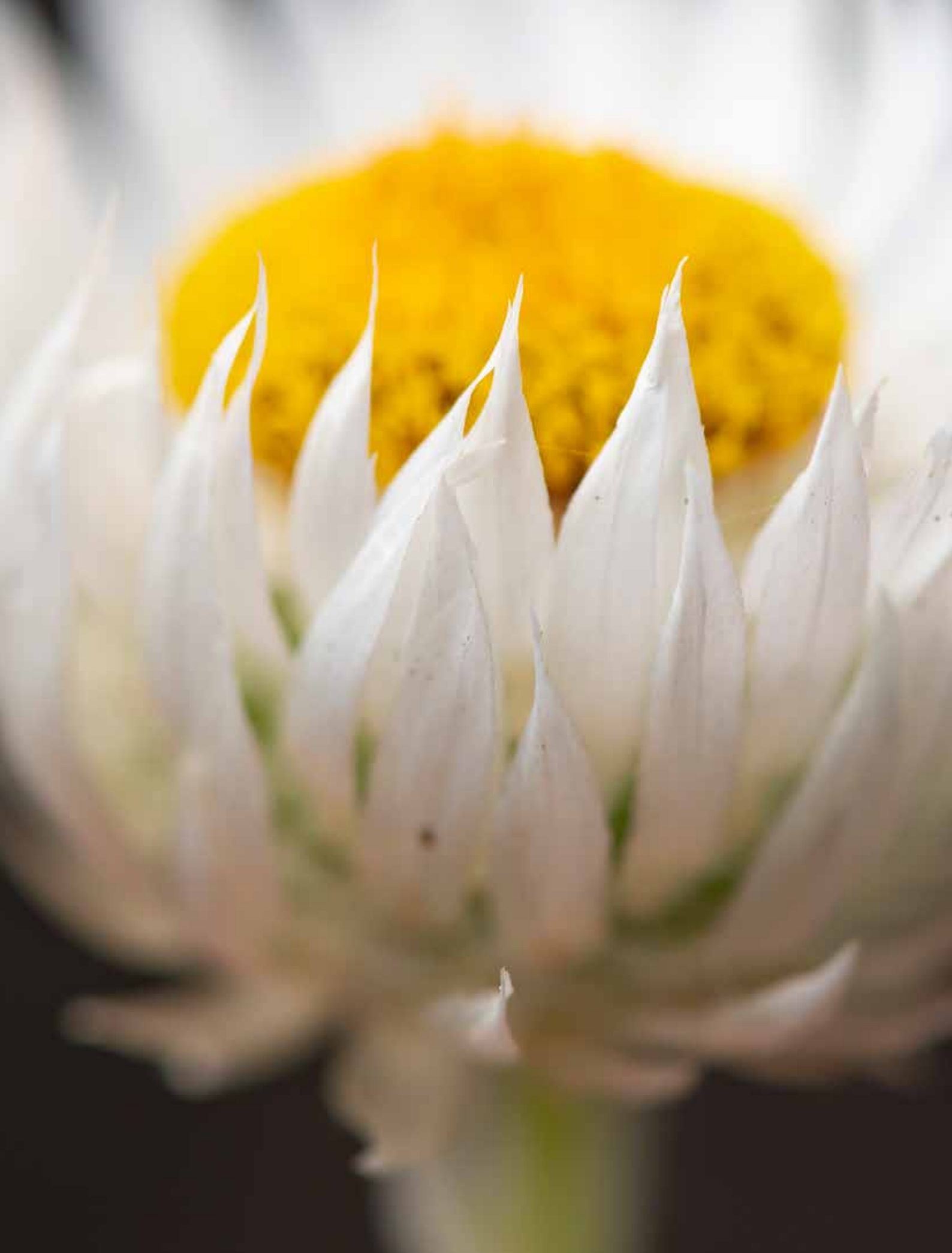
Figure 53: Summary of the financial results from the Financial Statements 2023/24





AUDITED FINANCIAL STATEMENTS

See separate document at www.krg.nsw.gov.au





APPENDICES

APPENDIX 1: COMMUNITY ENGAGEMENT AND COLLABORATION ACTIVITIES

Community engagement in 2023/24

Examples of community consultation and engagement undertaken during the 2023/24 year included the following:

Engagement*	Activities
Long-term plan to guide the future use of the Showground precinct (July 2023)	• survey • media releases • e-news and website advertising
Ku-ring-gai Development Control Plan housekeeping review (July 2023)	• e-news and website advertising
Draft Social Media Policy (July 2023)	• e-news and website advertising
Draft Bushfire Prone Land Map 2023 (August 2023)	• e-news and website advertising
Mimosa Oval playspace upgrade (August 2023)	• your say website • survey • e-news and website advertising
Comenarra playing fields playspace upgrade (August 2023)	• your say website • survey • e-news and website advertising
Draft Ku-ring-gai Recreation Needs Study (August 2023)	• e-news and website advertising • social media
Draft Social Impact Assessment Policy (September 2023)	• e-news and website advertising • social media
Library improvements (October 2023)	• survey • e-news and website advertising
Financial Statements and Auditor's Reports year end 30 June 2023 (October 2023)	• public meeting • e-news and website advertising
Eastern Road Turramurra Streetscape Upgrades - Concept Plan (November 2023)	• your say website • social media • e-news and website advertising
Roseville street tree planting project (November 2023)	• your say website • social media • e-news and website advertising
Draft Middle Harbour Northern Catchments Flood Study (November 2023)	• your say website • e-news and website advertising
Generic Plans of Management - General Community Use and Natural Areas (December 2023)	• e-news and website advertising

Engagement*	Activities
Ku-ring-gai Local Planning Panel (KLPP) - Community representatives (December 2023)	• e-news and website advertising
NSW Government planning reforms (overview January 2024)	• public forum • media releases • social media • e-news and website advertising
Draft Data Breach Policy (January 2024)	• e-news and website advertising
NSW Government planning reforms (February 2024)	• survey • media releases • e-news and website advertising
Comenarra Playing Fields Playspace upgrade – Concept (February 2024)	• your say website • e-news and website advertising
Illegal tree removal in local neighbourhoods (March 2024)	• public forum • media releases • e-news and website advertising • social media
Exploring gender inequality and impacts (March 2024)	• public forum • media releases • e-news and website advertising • social media
Canoon Road Plan of Management amendments (April 2024)	• e-news and website advertising
Community Satisfaction (May 2024)	• survey
Draft revised Resourcing Strategy, Delivery Program & Operational Plan (May 2024)	• newspaper/magazine advertisements • e-news and website advertising • social media • your say website • publications at libraries and customer service centre • media releases
Reclassification of 47 Warrane Road, Roseville Chase (May 2024)	• e-news and website advertising
Southern catchment area of the Lane Cove River Flood Study (May 2024)	• e-news and website advertising • media releases
NSW Government ‘low and mid-rise’ housing plans (June and July 2024)	• Public ward forums • media releases • social media
Khartoum Lane, Gordon traffic arrangements (June and July 2024)	• your say website • e-news and website advertising
Draft Planning Agreement Dorset Drive, St Ives (June and July 2024)	• e-news and website advertising
Dumaresq Street Park concept plan (June 2024)	• your say website • social media • e-news and website advertising
A range of more localised consultation activities in areas such as minor traffic amendments, infrastructure upgrades and trees works (ongoing)	• e-news and website advertising • social media

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

Collaboration activities in 2023/24

The following table shows how Council is collaborating with different stakeholders in the community.

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

Stakeholder	How Council collaborate with stakeholders
Universities, tertiary institutions, research groups	<ul style="list-style-type: none"> • joint research partnerships • participation in research projects
Schools, preschools and childcare centres	<ul style="list-style-type: none"> • agreements and hiring of Council sporting facilities for training and competitions • regular communications
Visitors to the local area	<ul style="list-style-type: none"> • surveys of visitors at locations and events
Government organisations (neighbouring councils, Northern Sydney Regional Organisation of Councils (NSROC), state government, emergency services including NSW Police, State Emergency Services and Rural Fire Service)	<ul style="list-style-type: none"> • formal agreements for the joint delivery of services or capital works program • shared services with other local councils • joint contracts with other councils for the delivery of services • representation on external government/agency committees • involvement in north district regional forums including NSROC
Internal stakeholders (Councillors and staff)	<ul style="list-style-type: none"> • host briefing sessions and workshops
Elected representatives (Local, state and federal members)	<ul style="list-style-type: none"> • host briefing sessions on current matters • regular communications
Media	<ul style="list-style-type: none"> • regular media releases and communications





CONTACT US

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

CONTACT DETAILS

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Ku-ring-gai Council



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