



ORDINARY MEETING OF COUNCIL TO BE HELD ON TUESDAY, 20 MAY 2025 AT 7:00 PM LEVEL 3, COUNCIL CHAMBER

A G E N D A

** ** *

NOTE: For Full Details, See Council's Website –
<https://www.krg.nsw.gov.au> under the link to business papers

The Livestream can be viewed here:
<https://www.krg.nsw.gov.au/Council/Council-meetings/Council-meeting-live-stream>

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In accordance with clause 3.23 of the Model Code of Meeting Practice, Councillors are reminded of the oath or affirmation of office made under section 233A of the Act, and of their obligations under the Council's Code of Conduct to disclose and appropriately manage conflicts of interest.

Please refer to Part 4 of Council's Code of Conduct for Pecuniary Interests and Part 5 of Council's Code of Conduct for Non-Pecuniary Interests.

The Oath or Affirmation taken is as below:

Oath:

I *[name of Councillor]* swear that I will undertake the duties of the office of Councillor in the best interests of the people of the Ku-ring-gai Local Government area and the Ku-ring-gai Council, and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgement.

Affirmation:

I *[name of Councillor]* solemnly and sincerely declare and affirm that I will undertake the duties of the office of Councillor in the best interests of the people of the Ku-ring-gai Local Government area and the Ku-ring-gai Council, and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgement.

APOLOGIES

DECLARATIONS OF INTEREST

DOCUMENTS CIRCULATED TO COUNCILLORS

CONFIRMATION OF REPORTS TO BE CONSIDERED IN CLOSED MEETING

NOTE:

That in accordance with the provisions of Section 10 of the Local Government Act 1993, all officers' reports be released to the press and public, with the exception of following confidential report and attachments:

C.1 Code of Conduct Investigation Report

In accordance with 10A(2)(i):

Attachment 1: Final Investigation Report

NOTE:

That in accordance with the provisions of Section 10 of the Local Government Act 1993, all officers' reports be released to the press and public, with the exception of confidential attachments to the following General Business reports:

GB.3 Internal Audit Function Shared Service Agreement

In accordance with 10A(2)(d)(i):

Attachment 1: DRAFT Internal Audit Shared Services Agreement 2025

GB.4 Multicultural Advisory Committee - Appointment of Community Representatives for a new term

In accordance with 10A(2)(a):

Attachment 1: MCAC 2025 nominations with attachments

In accordance with 10A(2)(a):

Attachment 2: 2025 MCAC Certified Assessment Panel Report Final Signed

CONFIRMATION OF MINUTES

Minutes of Ordinary Meeting of Council

13

File: EM00046/3

Meeting held 15 April 2025

Minutes numbered 48 to 63

MINUTES FROM THE MAYOR

MM.1 Development of a Lighting Policy for Ku-ring-gai

29

File: EM00046/4

In April 2025, Council hosted a well-attended “Dark Skies” event that highlighted the growing concern in our community about the impacts of artificial lighting on the environment, amenity, and night sky visibility.

Light pollution affects human health, disturbs wildlife (particularly nocturnal species), reduces energy efficiency, limits our ability to experience natural darkness, and costs billions of dollars globally every year through wasted energy. As urban areas grow, the need to manage lighting more carefully becomes increasingly important.

Most light pollution occurs through out-of-date lighting planning and practice. Over-lighting (using more light than needed), non-targeted lighting (lighting areas that do not require it), and broad spectrum lighting (bulbs that project harmful wavelengths of light) make up the bulk of lighting pollution in the urban space and yet they are problems easily managed through appropriate lighting policy.

Light management plans allow for sites to be appropriately lit, without waste or loss of amenity, and lighting shields and non-blue spectrum LED bulbs can keep light where it is needed without allowing it to bleed into our natural spaces or expose our residents and wildlife to harmful wavelengths. Additionally, smart lighting controls with sensors can be used to activate lighting in response to pedestrian and vehicle traffic and lower the level of light pollution at other times. This has the added benefit of reducing energy consumption from lighting. These technologies already exist, are recognised internationally, and cover the full continuum of lighting, from sports field flood lighting to household bulbs.

Many councils have made significant progress in regulating lighting and raising awareness about light pollution, to guide responsible lighting design that balances community safety with environmental and residential impacts. A Ku-ring-gai Lighting Policy would enable the Council to address these challenges in a cohesive and coordinated manner.

Many councils are now adopting lighting policies to guide responsible lighting design, incorporating these practices and technologies to balance community safety with environmental and residential impacts. A Ku-ring-gai Lighting Policy would allow Council to address these issues in a coordinated way.

Given the impacts of light pollution on native wildlife, people, sustainable practice, and cultural connection to the night sky, we propose that council investigate options for developing a comprehensive lighting policy.

Recommendation:

- A. That Council prepare a Lighting Policy to guide the appropriate use of outdoor lighting in Ku-ring-gai, including:
- i. Consideration of relevant Australian & International Standards such as; AS 2560 Sports lighting, AS/NZS 4282:2019 – *Control of the obtrusive effects of outdoor lighting*; Dark Sky International's *Approved Luminaires Program*;
 - ii. Impacts on residential amenity, public safety, local biodiversity, and night sky visibility;
 - iii. Guidance for both public infrastructure and private development.
- B. That the policy include input from community stakeholders and technical experts and identify opportunities to reduce light pollution across Council-owned assets.
- C. That a draft Policy be reported to Council at the November Ordinary Meeting of Council for consideration and public exhibition.

MM.2 Night-Time Economy

32

File: EM00046/4

A Night-Time Economy Action Plan presents a strategic opportunity to enhance our local business environment while providing residents with vibrant and engaging after-hours experiences.

The night-time economy encompasses activities occurring between 6 PM and 6 AM, primarily centred around food and beverage establishments, entertainment venues, and creative spaces. This ecosystem is supported by transportation services and supply chain businesses that enable core night-time activities.

Throughout Sydney, night-time economies generate significant revenue and employment opportunities. These economies foster community connection through dining experiences, cultural events, theatrical performances, live music, and social gatherings.

Across New South Wales, local councils have successfully developed strategic frameworks to support and grow their night-time economies. Notable examples include:

- **Inner West Council**, which received funding under the NSW Government's Uptown Grant Program to support live music venues and improve trading conditions for local businesses.
- **Canterbury-Bankstown Council**, which developed a Night Time Economy Action Plan in consultation with its local businesses and successfully attracted state support for precinct activation.
- **City of Parramatta, Wollongong**, and the **City of Sydney**, which have led the way in implementing precinct-based strategies to grow their after-dark offerings and boost employment.

These examples show the importance of aligning local initiatives with broader state priorities—particularly those of the **NSW Office of the 24-Hour Economy Commissioner**, which has supported councils in fostering safe, vibrant, and inclusive evening precincts.

THE WAY FORWARD

With Ku-ring-gai set to experience population growth through federal and state housing reforms, we must proactively ensure our town centres are welcoming and lively after dark. An Action Plan with clear objectives and deliverable tasks represents the most effective path forward for Ku-ring-gai. This approach ensures transparent implementation and measurable outcomes.

With Ku-ring-gai projected to welcome many new residents over the next 15 years due to federal and state government housing reforms, we must proactively develop attractive dining, entertainment, and social venues to serve our growing community.

Streamlining processes for businesses establishing bars, restaurants, and events by reducing regulatory barriers where appropriate is essential. This necessitates an internal working party comprising representatives from all Council departments to identify and address challenges facing both new and existing businesses.

Further consultation will involve the Ku-ring-gai Chamber of Commerce, a selected group of food and beverage businesses operating within our area, and neighbouring Councils whose experiences can inform our approach.

Recommendation:

That Council:

- A. Develop a Night-Time Economy Action Plan to be presented to the Ordinary Council Meeting in August.
- B. Ensure the Action Plan is developed in consultation with the Ku-ring-gai Chamber of Commerce, adjoining Councils, local businesses, and an internal Council working group.
- C. Reach out to the NSW Office of the 24-Hour Economy Commissioner to align with state policy and explore potential grant opportunities and partnerships.

PETITIONS

PT.1 **Residents Feedback About Ku-ring-gai Council's 'Housing Scenarios Consultation'**

34

File: EM00046/4

Petition to Ku-ring-gai Council
Principal petitioner: Michael Willett

We, the residents affected by the Ku-ring-gai Council's "preferred scenario", state that we:

1. Do not support or agree with the "preferred scenario"
2. Do not agree that there has been adequate consultation with affected residents relation to the "preferred scenario"
3. Do not agree that Council has put in place adequate measures for residents affected by the "preferred scenario"
4. Do not agree that Council had adequately considered the Heritage Conservation Area (HCA), streetscape, environmental or traffic considerations which will arise from the "preferred scenario".

(89 signatures)

Petition to Ku-ring-gai Council
Principal petitioner: Michael Willett

We, the residents affected by the Ku-ring-gai Council's "preferred scenario", state that we:

1. Oppose building heights in excess of 12m extending down any further than 2A Bromborough Road, Roseville or further down than 3 Bromborough Road, Roseville.
2. Consistent with what has been applied on the eastern side of Pacific Highway in Roseville, require a transition from any higher density properties to properties in Heritage Conservation Areas (Bromborough Road, Thomas Avenue, Ontario Avenue, Alston Way, Shirley Road and Glen Road).

(86 signatures)

Recommendation:

That the petitions be received and referred to the appropriate Officer of Council for attention.

PT.2 **Concerns regarding Preferred Housing Scenario as an alternative to the original TOD SEPP**

35

File: EM00046/4

Petition to Ku-ring-gai Council

Principal Petitioner: SJA North Residents

SJA North Residents are expected to be disproportionately disadvantaged from the proposed HOB of Moree South. SJA North Residents request that Council make a minor amendment to the Preferred Housing Plan by changing the Moree South Street from 12 metre HOB limit to 9.5 metre HOB limit. This minor change will ensure that Bullet Point 3 of Principal 5 is satisfied and also Bullet Point 2 of Principal 5 is adhered to.

According to the definitions of R3 and R4 zoning, both allow building heights exceeding 9.5 metres. Therefore, the Moree Street South area must remain zoned as R2, consistent with the adjoining Heritage Conservation Area.

[24 signatures]

Recommendation:

That the petition be received and referred to the appropriate Officer of Council for attention.

GENERAL BUSINESS

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

GB.1 Minutes of Audit, Risk & Improvement Committee meeting held on 13 March 2025 40

File: CY00458/13

To provide Council with the minutes from the Audit, Risk & Improvement Committee meeting held on 13 March 2025 and the FY23/24 ARIC Annual Report.

Recommendation:

Refer to the full text of the recommendation in the report.

GB.2 Heritage Reference Committee meeting minutes of 3 April 2025 66

File: CY00413/13

To have Council consider the minutes from previous Heritage Reference Committee ('HRC') meeting held on 3 April 2025.

Recommendation:

That Council receives and notes the HRC minutes from 3 April 2025.

GB.3	Internal Audit Function Shared Service Agreement	73
	File: S11192-1	
	To seek approval for the updated Internal Audit Shared Service Agreement.	
	Recommendation:	
	Refer to the full Recommendation at the end of this report	
GB.4	Multicultural Advisory Committee - Appointment of Community Representatives for a new term	77
	File: S04141	
	To provide Council with recommendations for community representatives to be appointed to the Multicultural Advisory Committee for a new term.	
	Recommendation:	
	That Council consider and appoint the community members who have been recommended by the selection panel to participate in the Multicultural Advisory Committee, and for Council to consider extending the membership of the sMulticultural Advisory Committee from 10 to 15 members.	
GB.5	Ku-ring-gai Council Women's Leadership and Inspiration Award: Draft Nomination Guidelines and Selection Criteria	136
	File: S13033	
	For Council to consider and endorse the draft Nomination Guidelines and Selection Criteria for the Ku-ring-gai Council Women's Leadership and Inspiration Award.	
	Recommendation:	
	That Council endorse the draft Nomination Guidelines and Selection Criteria for the Ku-ring-gai Council Women's Leadership and Inspiration Award.	
GB.6	Investment Report as at 30 April 2025	148
	File: FY00623/7	
	To present Council's investment portfolio performance for April 2025.	
	Recommendation:	
	That the summary of investments performance for April 2025 be received and noted; and that the Certificate of the Responsible Accounting Officer be noted and the report adopted.	
GB.7	2024 - 2025 Budget Review - 3rd Quarter ended March 2025	156

File: FY00701/1

To inform Council of the results of the third quarter budget review of 2024/25 and proposed adjustments to the annual budget based on the actual financial performance and trend for the period 1 July 2024 to 31 March 2025.

Recommendation:

That the March 2024/25 Quarterly Budget Review and the recommended changes are received and noted.

GB.8 **Analysis of Land and Environment Court Costs - 3rd Quarter 2024 to 2025** **181**

File: FY00623/7

To report legal costs in relation to development appeal matters in the Land and Environment Court for the quarter ended 31 March 2025.

Recommendation:

That the analysis of Land and Environment Court costs for the period ended 31 March 2025 be received and noted.

GB.9 **Letter of Offer to enter into a Planning Agreement - Rohini Village Turramurra** **193**

File: S06198

To advise of the receipt of a letter of offer to enter into a Planning Agreement associated with a Planning Proposal to alter the planning controls for Rohini Village, owned by Anglicare at 51-53 Rohini Street, Turramurra.

Recommendation:

That the letter of offer be noted, that authority be delegated to the General Manager and his staff to liaise with the proponents and their solicitors to progress the matter before reporting back to Council.

EXTRA REPORTS CIRCULATED TO MEETING

MOTIONS OF WHICH DUE NOTICE HAS BEEN GIVEN

NM.1 **Rezoning of Public Land at the Royal North Shore Hospital in St Leonards** **205**

File: CY00125/17

Notice of Motion from Councillors Ward, Taylor and Balachandran dated 2 May 2025

Rezoning of Public Land

The rezoning and sale of public land in St Leonards, Sydney, has ignited strong opposition from local residents, healthcare workers, and councils. The New South Wales government's decision to allow a 62-storey residential tower on a 3300-square-metre site has raised concerns about the impact on public infrastructure, healthcare services, and long-term urban planning.

Community Concerns

For years, residents and medical professionals have resisted high-density developments in the area, fearing that such projects will erode public land and put excessive strain on local amenities. Opponents argue that residential towers must account for increased demand on roads, transport, and essential services. Lane Cove, Willoughby, and North Sydney councils have formally called for further government assessment of the project's impact on healthcare demand.

Impact on Healthcare Facilities

A major concern is how the development will affect the Royal North Shore Hospital, one of Sydney's key medical facilities. Healthcare workers worry that the high-rise building will block natural light and create congestion, which could hinder hospital operations. Additionally, increased population density may place further pressure on hospital services, exacerbating existing capacity constraints.

Urban Planning Considerations

Rezoning decisions should prioritize long-term community welfare rather than short-term commercial interests. Transparency, consultation with stakeholders, and a commitment to preserving public assets are crucial in shaping urban growth responsibly. While housing expansion is a pressing need, balancing development with the retention of critical public spaces remains a challenge.

Public Land and the Hospital Precinct

Ku-ring-gai Council shares the concerns of other Northern Sydney councils over the sale of Lot 4B Herbert Street St Leonards, adjacent to Royal North Shore Hospital. The community has long advocated for using this land to expand hospital facilities and improve accessibility, given the hospital's growing patient demands.

The Northern Sydney Local Health District board has stated that the residential development does not align with the hospital's master plan for future expansion. Royal North Shore Hospital is a vital teaching institution that serves an expanding population, requiring adequate space to meet future healthcare needs.

Although housing shortages are a valid issue, selling public land may compromise strategic health planning across the region.

With the NSW Government targeting [\[1\]](#) 44,000 new homes by 2029 within nine local government areas, councils and residents continue to push for public land retention to safeguard essential community infrastructure.

We, therefore, move that Council:

- A. Write to the NSW Minister for Health, the NSW Minister for Planning and Public Spaces, and the Premier of NSW requesting that Lot 4B Herbert Street St Leonards be retained in public ownership for the future expansion of Royal North Shore Hospital.
- B. Join with other Northern Sydney Councils and the Northern Sydney Regional Organisation of Councils (NSROC) in lobbying the State Government to retain public ownership of the Royal North Shore Hospital precinct land.
- C. Support Willoughby Council's request to see the government's modelling of future demand for health services and the hospital's role in addressing this demand.

[1] www.planning.nsw.gov.au/policy-and-legislation/housing/housing-targets

Recommendation:

That the above Notice of Motion as printed be adopted.

BUSINESS WITHOUT NOTICE – SUBJECT TO CLAUSE 9.3 OF CODE OF MEETING PRACTICE

QUESTIONS WITH NOTICE

INSPECTIONS– SETTING OF TIME, DATE AND RENDEZVOUS

CONFIDENTIAL BUSINESS TO BE DEALT WITH IN CLOSED MEETING

C.1 Code of Conduct Investigation Report

File: S08331

In accordance with the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*, in the opinion of the General Manager, the following business is of a kind as referred to in section 10A(2)(i), of the Act, and should be dealt with in a part of the meeting closed to the public.

Section 10A(2)(i) of the Act permits the meeting to be closed to the public for alleged contraventions of any code of conduct requirements applicable under section 440.

The matter is classified confidential under section 10A(2)(i) because on the basis that the item involves the receipt and discussion of information that would, if disclosed, concern alleged contraventions of code of conduct requirements applicable under section 440 of the Local Government Act 1993, on balance, the public interest in preserving the confidentiality of information outweighs the public interest in maintaining openness and transparency in Council decision-making because the disclosure of this information would contravene the Code of Conduct.

Report by General Manager

David Marshall
GENERAL MANAGER

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MINUTES OF ORDINARY MEETING OF COUNCIL HELD ON TUESDAY, 15 APRIL 2025

- Present: The Mayor, Councillor Christine Kay (Chairperson)
Councillors M Devlin & J Pettett (Comenarra Ward)
Councillors I Balachandran & B Ward (Gordon Ward)
Councillors S Ngai & A Taylor (Roseville Ward)
Councillor M Smith (online) (St Ives Ward)
Councillors C Spencer & K Wheatley (Wahroonga Ward)
- Staff Present: General Manager (David Marshall)
Director Community (Janice Bevan)
Director Corporate (Angela Apostol)
Director Development & Regulation (Michael Miocic)
Director Operations (Peter Lichaa)
Acting Director Strategy & Environment (Jacob Sife)
Corporate Lawyer (Jamie Taylor)
Manager Corporate Communications (Virginia Leafe)
Manager Governance and Corporate Strategy (Christopher M Jones)
Governance Support Officer (Eliza Gilbank-Heim)
- Others Present: Manager Urban and Heritage Planning (Antony Fabbro)
Head of Project Design (William Birt)
Team Leader Urban Planning (Craig Wyse)

The Meeting commenced at 7:00 PM

The Mayor offered the Acknowledgement of Country and Prayer

47

APOLOGIES

File: S02194

The General Manager advised of an apology from the Director of Strategy & Environment, Andrew Watson, due to being on leave with Jacob Sife acting as Director of Strategy & Environment.

DECLARATIONS OF INTEREST

The Mayor referred to the necessity for Councillors and staff to declare a Pecuniary Interest/Conflict of Interest in any item on the Business Paper.

Councillor Taylor declared a non-significant, non-pecuniary interest in GB.8 as a close relative is currently contracting for a not-for-profit community housing provider. Councillor Taylor will remain in Chambers during debate on this item.

Councillor Spencer declared a non-significant, non-pecuniary interest in NM.2.
Councillor Spencer will leave the Chambers during debate on this item.

Councillor Pettett declared a non-significant, non-pecuniary interest in NM.2.
Councillor Pettett will leave Chambers during debate on this item.

DOCUMENTS CIRCULATED TO COUNCILLORS

The Mayor referred to the documents circulated in the Councillors' papers and advised that the following matters would be dealt with at the appropriate time during the meeting:

Memorandums: **A Memorandum for GB.1 Draft Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan** from the Manager of Governance & Corporate Strategy was circulated to the Mayor and Councillors on 14 April 2025.

A Confidential Memorandum for NM.2 Norman Griffiths Oval - A Way Forward with Regards to Cost, Value and Risk from the Director of Operations was circulated to the Mayor and Councillors on 14 April 2025.

Councillors Information: **A List of Submissions from the Public Exhibition of the Draft Affordable Housing Policy in relation to item GB.8** from the Director of Strategy & Environment was circulated to the Mayor and Councillors on 8 April 2025.

Late Confidential Items: **C.1 - Acquisition of Land for Open Space Purposes -** Report by Acting Director Strategy & Environment dated 9 April 2025.

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CONFIRMATION OF REPORTS AND ATTACHMENTS TO BE CONSIDERED IN CLOSED MEETING

File: S02499/9

Resolved:

(Moved: Councillors Taylor/Balachandran)

That in accordance with the provisions of Section 10 of the Local Government Act 1993, all officers' reports be released to the press and public, with the exception of:

C.1 Acquisition of Land for Open Space Purposes

GB.5 Report back on EOIs for the Smart Transport and Environment Committees

In accordance with 10A(2)(a):

Attachment A1: Smart Transport Advisory Committee nominee evaluation and recommendations

Attachment A2: Environment Advisory Committee nominee evaluation and recommendations

CARRIED UNANIMOUSLY

CONFIRMATION OF MINUTES

49

Minutes of Ordinary Meeting of Council

File: EM00046/2

Meeting held 18 March 2025

Minutes numbered 24 to 44

Resolved:

(Moved: Councillors Taylor/Ward)

That Minutes numbered 24 to 44 circulated to Councillors were taken as read and confirmed as an accurate record of the proceedings of the Meeting.

CARRIED UNANIMOUSLY

50

Minutes of Extraordinary Meeting

File: EM00047/1

Meeting held 31 March 2025

Minutes numbered 45 to 46

Resolved:

(Moved: Councillors Taylor/Ward)

That Minutes numbered 45 to 46 circulated to Councillors were taken as read and confirmed as an accurate record of the proceedings of the Meeting.

CARRIED UNANIMOUSLY

MINUTES FROM THE MAYOR

Nil.

PETITIONS

51

Petition to Ku-ring-gai Council - Lamond Drive Footpath

File: EM00046/3

Vide: PT.1

Petition to Ku-ring-gai Council

Principal petitioner: Justin Dorward

We, the undersigned residents of Lamond Drive, Turramurra, petition Ku-ring-gai Council to budget, plan and install a footpath along the eastern side of Lamond Drive (coloured red in image 1), from the Pacific Highway to the cul-de-sac, as a local priority.

Background

The developer of 4 Lamond Drive was able to complete construction without having to cater to pedestrians by installing a footpath. An oversight at the time, which now presents a risk to residents that utilise the sealed road instead of muddy and slippery native strip on the eastern side of the street. At present, vehicles are regularly semi-parked on the native strip, restricting pedestrian access to walk along the native strip (image 2).





Image 2

(11 signatures)

Resolved:

(Moved: Councillors Devlin/Wheatley)

That the petition be tabled and forwarded to the relevant officer for appropriate action.

CARRIED UNANIMOUSLY

GENERAL BUSINESS

52

Change of meeting dates for the June 2025 Ordinary Meeting of Council and Public Forum

File: EM00046/3

Vide: GB.3

To amend the date of the June 2025 Ordinary Meeting of Council (OMC) from 24 June 2025 to 17 June 2025 and to amend the date of the June Public Forum from 17 June 2025 to 10 June 2025.

Resolved:

(Moved: Councillors Taylor/Wheatley)

That the June Public Forum be held on 10 June 2025, and the Ordinary Meeting of Council be held on 17 June 2025.

CARRIED UNANIMOUSLY

53 **Project Status Report - March 2025**

File: FY00621/7

Vide: GB.4

To provide Council with the Project Status Report for December 2024 to end of March 2025.

Resolved:

(Moved: Councillors Taylor/Wheatley)

- A. That Council receive and note the Project Status Report for the period December 2024 to end March 2025.
- B. That the Project Status Report be placed on Council's website.

CARRIED UNANIMOUSLY

54 **Urban Forest Policy Updates**

File: S12227

Vide: GB.6

To update Council's Urban Forest Policy.

Resolved:

(Moved: Councillors Taylor/Wheatley)

That Council adopt the updated Urban Forest Policy as attached to this report.

CARRIED UNANIMOUSLY

55 **Acquisition of Land for Open Space Purposes**

File: CY00854/2

Vide: C.1

In accordance with the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*, in the opinion of the General Manager, the following business is of a kind as referred to in section 10A(2)(c), of the Act, and should be dealt with in a part of the meeting closed to the public.

Section 10A(2)(c) of the Act permits the meeting to be closed to the public in respect of information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

The matter is classified confidential because it deals with the proposed acquisition and/or disposal of property.

It is not in the public interest to release this information as it would prejudice Council's ability to acquire and/or dispose of the property on appropriate terms and conditions.

Report by Acting Director Strategy & Environment dated 9 April 2025

Resolved:

(Moved: Councillors Taylor/Wheatley)

That Council adopt recommendations 1 to 4 in this report.

CARRIED UNANIMOUSLY

56

Draft Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan

File: S14569

Vide: GB.1

To obtain Council's endorsement to place the draft Community Strategic Plan 2035, Resourcing Strategy 2025-2035, draft Delivery Program 2025-2029 and draft Operational Plan 2025-2026 (incorporating the budget, capital works and fees and charges for 2025-2026) on public exhibition.

MOTION:

(Moved: Councillors Taylor/Ngai)

That Council:

- A. Endorse the draft Community Strategic Plan 2035 (Our Ku-ring-gai: Growing Together) for public exhibition for 28 days (subject to minor corrections and design) including the recommended changes outlined in the associated memo to Councillors on 14 April 2025.
- B. Subject to part C, endorse the draft Resourcing Strategy 2025-2035, draft Delivery Program 2025-2029 and draft Operational Plan 2025-2026

(including Fees and Charges 2025-2026) for public exhibition for 28 days (subject to minor corrections and design)

- C. Change the Scenarios for a special rates variation to be as per the following table:

Proposed Scenarios	Annual SRV Amount (\$'000)	SRV % above Rate Peg	SRV per Ratepayer (\$)	Allocation							
				Buildings	Drainage	Footpaths	Recreational Facilities	Recreational Facilities* (St Ives Sports Centre)	Footpaths Acceleration (New)	Infrastructure Upgrades	Marian Street Theatre*
Base Case (Rate Peg only)											
Scenario 1 Renew Infrastructure	16,500	19%	355	6,700	5,900	940	1,500	1,460			
Scenario 1.5 Renew and Enhance Infrastructure	22,600	26%	486	6,700	5,900	1,160	2,100	1,460	3,580	1,700	
Scenario 2 Renew, Enhance and Expand Infrastructure	27,800	32%	598	6,700	5,900	1,160	2,100	1,460	4,000	1,980	4,500

* Loan Repayments until expiry, with future funding reinvested in infrastructure renewal

- D. Note that a report will be provided to Council in June 2025 for consideration of any submissions and adoption of the plans.

The Motion was put and declared **CARRIED**.

For the Motion:

The Mayor, Councillor Kay, Councillors Devlin, Ngai, Smith, Taylor and Wheatley

Against the Motion:

Councillors Balachandran, Pettett, Spencer and Ward

Resolved:

(Moved: Councillors Taylor/Ngai)

That Council:

- Endorse the draft Community Strategic Plan 2035 (Our Ku-ring-gai: Growing Together) for public exhibition for 28 days (subject to minor corrections and design) including the recommended changes outlined in the associated memo to Councillors on 14 April 2025.
- Subject to part C, endorse the draft Resourcing Strategy 2025-2035, draft Delivery Program 2025-2029 and draft Operational Plan 2025-2026 (including Fees and Charges 2025-2026) for public exhibition for 28 days (subject to minor corrections and design)
- Change the Scenarios for a special rates variation to be as per the following table:

Proposed Scenarios	Annual SRV Amount (\$'000)	SRV % above Rate Peg	SRV per Ratepayer (\$)	Allocation							
				Buildings	Drainage	Footpaths	Recreational Facilities	Recreational Facilities* (St Ives Sports Centre)	Footpaths Acceleration (New)	Infrastructure Upgrades	Marian Street Theatre*
Base Case (Rate Peg only)											
Scenario 1 Renew Infrastructure	16,500	19%	355	6,700	5,900	940	1,500	1,460			
Scenario 1.5 Renew and Enhance Infrastructure	22,600	26%	486	6,700	5,900	1,160	2,100	1,460	3,580	1,700	
Scenario 2 Renew, Enhance and Expand Infrastructure	27,800	32%	598	6,700	5,900	1,160	2,100	1,460	4,000	1,980	4,500

* Loan Repayments until expiry, with future funding reinvested in infrastructure renewal

- D. Note that a report will be provided to Council in June 2025 for consideration of any submissions and adoption of the plans.

For the Resolution:

The Mayor, Councillor Kay, Councillors Devlin, Ngai, Smith, Taylor and Wheatley

Against the Resolution:

Councillors Balachandran, Pettett, Spencer and Ward

CARRIED

57

Investment Report as at 28 March 2025

File: FY00623/7

Vide: GB.2

To present Council's investment portfolio performance for March 2025.

Resolved:

(Moved: Councillors Ward/Balachandran)

That:

- The summary of investments and performance for March 2025 be received and noted.
- The Certificate of the Responsible Accounting Officer be noted and the report adopted.

CARRIED UNANIMOUSLY

58

Report back on the EOIs for the Smart Transport and Environment Committees

File: S14696

Vide: GB.5

For Council to appoint a Chairperson and Deputy Chairperson and community representatives to the Smart Transport Advisory Committee and the Environment Advisory Committee.

MOTION:

Moved: Councillors Balachandran/Ward)

That Council:

- A. appoint Councillor Alec Taylor as Chair and Councillor Kim Wheatley as Deputy Chair of the Environment Advisory Committee for the remainder of the 2024-26 Mayoral term.
- B. appoint Councillor Sam Ngai as Chair and Councillor Matt Devlin as Deputy Chair of the Smart Transport Advisory Committee for the remainder of the 2024-26 Mayoral term.
- C. appoint the recommended community members to each of these committee for the 2024-28 Council term
- D. amend the Terms of Reference for each of these committees to include provision for an eligibility list to fill vacancies, with members appointed in the order recommended by the assessment panel.

The Motion was put and declared **CARRIED UNANIMOUSLY.**

Resolved:

(Moved: Councillors Balachandran/Ward)

That Council:

- A. appoint Councillor Alec Taylor as Chair and Councillor Kim Wheatley as Deputy Chair of the Environment Advisory Committee for the remainder of the 2024-26 Mayoral term.
- B. appoint Councillor Sam Ngai as Chair and Councillor Matt Devlin as Deputy Chair of the Smart Transport Advisory Committee for the remainder of the 2024-26 Mayoral term.
- C. appoint the recommended community members to each of these committee for the 2024-28 Council term.
- D. amend the Terms of Reference for each of these committees to include provision for an eligibility list to fill vacancies, with members appointed in the order recommended by the assessment panel.

CARRIED UNANIMOUSLY

59 **Bushfire Management Policy - Exhibition**

File: S05914

Vide: GB.7

To seek Council's approval to place the draft *Bushfire Management Policy 2025* on public exhibition.

MOTION:

(Moved: Councillors Devlin/Taylor)

That the Bushfire Management Policy 2025 be exhibited for at least 28 days, and if any submissions are received the matter be reported back to Council. If no submissions are received, that Council adopt the policy.

The Motion was put and declared **CARRIED UNANIMOUSLY**.

Resolved:

(Moved: Councillors Devlin/Taylor)

That the Bushfire Management Policy 2025 be exhibited for at least 28 days, and if any submissions are received the matter be reported back to Council. If no submissions are received, that Council adopt the policy.

CARRIED UNANIMOUSLY

60 **Post Exhibition Consideration of Submissions - Draft Affordable Housing Policy**

File: S14785

Vide: GB.8

For Council to consider submissions received during the exhibition of the Draft Ku-ring-gai Affordable Housing Policy.

MOTION:

(Moved: Councillors Kay/Balachandran)

A. That Council adopt the Ku-ring-gai Affordable Housing Policy.

- B. That people who made a submission be notified of Council's decision.
- C. That the Affordable Housing Policy be reviewed and brought back to Council within 2 years.

The Motion was put and declared **CARRIED**.

For the Resolution: *The Mayor, Councillor Kay, Councillors
Balachandran, Devlin, Ngai, Smith,
Taylor, Ward and Wheatley*

Against the Resolution: *Councillors Pettett and Spencer*

Resolved:

(Moved: Councillors Kay/Balachandran)

- A. That Council adopt the Ku-ring-gai Affordable Housing Policy.
- B. That people who made a submission be notified of Council's decision.
- C. That the Affordable Housing Policy be reviewed and brought back to Council within 2 years.

For the Resolution: *The Mayor, Councillor Kay, Councillors
Balachandran, Devlin, Ngai, Smith,
Taylor, Ward and Wheatley*

Against the Resolution: *Councillors Pettett and Spencer*

CARRIED

61

Planning Proposal for 77 Kulgoa Road Pymble

File: S14501

Vide: GB.9

For Council to consider the private Planning Proposal for 77 Kulgoa Road, Pymble.

Resolved:

(Moved: Councillors Balachandran/Wheatley)

- A. The Planning Proposal, amended as per the Table of Amendments **Attachment A1**, be submitted to the Department of Planning, Housing and Infrastructure for a Gateway Determination.
- B. That Council requests the plan making delegation under Section 3.36(2) of the Environmental Planning and Assessment Act 1979 for this Planning Proposal
- C. That Council authorise the Director of Strategy and Environment to correct any minor anomalies of an administrative nature that might arise during the plan making process.

For the Resolution:

The Mayor, Councillor Kay, Councillors Balachandran, Devlin, Ngai, Pettett, Smith, Spencer, Ward and Wheatley

Against the Resolution:

Councillor Taylor

CARRIED

MOTIONS OF WHICH DUE NOTICE HAS BEEN GIVEN

62

Pickleball

File: S13467

Vide: NM.1

Notice of Motion from Councillors Kay and Devlin dated 28 March 2025

Pickleball is one of the fastest-growing sports in the world and has seen rapid growth in New South Wales, particularly in Northern Sydney. The sport is accessible to people of all ages and promotes physical activity, wellness, and social interaction. A key benefit of pickleball is its minimal infrastructure requirements, as up to four pickleball courts can be marked on a single tennis/netball/basketball court, allowing for efficient use of existing recreational spaces.

The NSW governing body, Pickleball NSW, has experienced membership growth of 130% through 2024 from 2,500 to 5,800 (Jan-24 to Jan-25). Membership numbers through the first quarter of 2025 indicate this growth trajectory will continue. This demand underscores the need for additional facilities to support the current demand and sustain future growth. Importantly, close to 50% of the State's total growth through 2024 has been driven by associations in Ku-ring-gai's neighbouring LGAs, Northern Beaches and Willoughby, where the respective councils have made concerted efforts to create both dedicated and shared purpose facilities suitable for both night and daytime play.

A local Pickleball association focused on Ku-ring-gai and Hornsby was established in late 2024 to support the growth of Pickleball in the local area. Within their first four months the association has amassed 350 social members and 130 financial members. Being Ku-ring-gai residents, these participants have otherwise been travelling to neighbouring LGAs, Northern Beaches or Willoughby, to play given the absence of facilities locally.

The local association is currently using temporary tape and portable nets to provide close to 200 player sessions per week, supporting the local demand. This approach, however, puts significant strain on volunteers to mark courts and is limiting the ability to provide further playing opportunities to residents.

Consistent with Council's Recreation Needs Study, there is a recognition of the importance of supporting emerging sports like pickleball. In response, Council has initiated discussions with the Department of Education to include pickleball line markings at the St Ives High Sports Centre and is awaiting a response. While this presents an opportunity to increase facility utilisation, it is equally important for Council to explore other local venues to meet the growing demand for pickleball.

We propose that Council investigate potential venues across the local government area to accommodate pickleball.

We, therefore, move:

- A. That Council conduct a review across the local government area of its public spaces and recreational facilities to identify opportunities to accommodate both daytime and nighttime Pickleball;
- B. That subject to agreement with the Department of Education, Pickleball line markings be included at the St Ives High Sports Centre and where other appropriate shared user agreements are in place; and,
- C. That a report be brought back to Council in July 2025 with an action plan to provide Pickleball play spaces in Ku-ring-gai.

Resolved:

(Moved: Councillors Devlin/Kay)

That the above Notice of Motion as printed be adopted.

CARRIED UNANIMOUSLY

After having declared an interest in item NM.2, Councillors Pettett and Spencer withdrew from the meeting during discussion and did not vote on the following matter.

*Council resolved itself into Closed Meeting
with the Press and Public Excluded to deal with the following item*

*after a Motion moved by Councillors Wheatley and Ward
was CARRIED UNANIMOUSLY.*

63 **Norman Griffiths Oval - A Way Forward with Regards to Cost, Value and Risk**

File: S13191

Vide: NM.2

Notice of Motion from Councillors Balachandran and Devlin dated 28 March 2025

The Norman Griffiths Oval upgrade to all-weather has been marked by financial, time extensions and environmental issues since its inception. A decision needs to be made urgently on the way ahead for this project that delivers the best financial and social value to ratepayers, with the most manageable risk parameters.

Cost has increased from a budget of \$3.3M in 2021 to \$6.9M in 2025, with possible escalation. \$5.4M has been expended to February 2025, though Council may also have claims against the contractor.

The original completion date submitted was for August 2022. The latest completion date provided by the contractor is July 2025, almost three years late. Based on the amount of work remaining, this completion date also seems unlikely.

A Review of Environmental Factors was delivered in parallel for design, with sections of the community dissatisfied with the process and content.

We, therefore, move:

That Council give further consideration to the advice received regarding the Norman Griffiths Oval project (resulting from NM.1 February OMC Pettett/Devlin, and GB.14 March OMC) and decide on a way forward that delivers the best financial and social value to ratepayers, with the most manageable risk parameters.

Resolved:

(Moved: Councillors Balachandran/Taylor)

That Council endorses the actions in the note signed by the Mayor and witnessed by a Councillor on the 15 April 2025.

CARRIED UNANIMOUSLY

Councillors Pettett and Spencer returned to the meeting.

Council resolved to return to Open Council which was moved by Councillors Taylor and Wheatley and CARRIED UNANIMOUSLY.

BUSINESS WITHOUT NOTICE – SUBJECT TO CLAUSE 9.3 OF CODE OF MEETING PRACTICE

Nil.

QUESTIONS WITH NOTICE

Nil.

INSPECTIONS– SETTING OF TIME, DATE AND RENDEZVOUS

Nil.

The Meeting closed at 8:26pm.

The Minutes of the Ordinary Meeting of Council held on 15 April 2025 (Pages 1 - 28) were confirmed as a full and accurate record of proceedings on <Insert confirmation date ...>.

General Manager

Mayor / Chairperson

MAYORAL MINUTE

DEVELOPMENT OF A LIGHTING POLICY FOR KU-RING-GAI

In April 2025, Council hosted a well-attended “Dark Skies” event that highlighted the growing concern in our community about the impacts of artificial lighting on the environment, amenity, and night sky visibility.

Light pollution affects human health, disturbs wildlife (particularly nocturnal species), reduces energy efficiency, limits our ability to experience natural darkness, and costs billions of dollars globally every year through wasted energy. As urban areas grow, the need to manage lighting more carefully becomes increasingly important.

Most light pollution occurs through out-of-date lighting planning and practice. Over-lighting (using more light than needed), non-targeted lighting (lighting areas that do not require it), and broad spectrum lighting (bulbs that project harmful wavelengths of light) make up the bulk of lighting pollution in the urban space and yet they are problems easily managed through appropriate lighting policy.

Light management plans allow for sites to be appropriately lit, without waste or loss of amenity, and lighting shields and non-blue spectrum LED bulbs can keep light where it is needed without allowing it to bleed into our natural spaces or expose our residents and wildlife to harmful wavelengths. Additionally, smart lighting controls with sensors can be used to activate lighting in response to pedestrian and vehicle traffic and lower the level of light pollution at other times. This has the added benefit of reducing energy consumption from lighting. These technologies already exist, are recognised internationally, and cover the full continuum of lighting, from sports field flood lighting to household bulbs.

Many councils have made significant progress in regulating lighting and raising awareness about light pollution, to guide responsible lighting design that balances community safety with environmental and residential impacts. A Ku-ring-gai Lighting Policy would enable the Council to address these challenges in a cohesive and coordinated manner.

Many councils are now adopting lighting policies to guide responsible lighting design, incorporating these practices and technologies to balance community safety with environmental and residential impacts. A Ku-ring-gai Lighting Policy would allow Council to address these issues in a coordinated way.

Given the impacts of light pollution on native wildlife, people, sustainable practice, and cultural connection to the night sky, we propose that council investigate options for developing a comprehensive lighting policy.

RECOMMENDATION:

- A. That Council prepare a Lighting Policy to guide the appropriate use of outdoor lighting in Kuring-gai, including:
 - i. Consideration of relevant Australian & International Standards such as; AS 2560 Sports lighting, AS/NZS 4282:2019 – *Control of the obtrusive effects of outdoor lighting*; Dark Sky International's *Approved Luminaires Program*;
 - ii. Impacts on residential amenity, public safety, local biodiversity, and night sky visibility;
 - iii. Guidance for both public infrastructure and private development.
- B. That the policy include input from community stakeholders and technical experts and identify opportunities to reduce light pollution across Council-owned assets.
- C. That a draft Policy be reported to Council at the November Ordinary Meeting of Council for consideration and public exhibition.

Councillor Christine Kay
Mayor

Attachments: A1 [↓](#) Five Lighting Principles 2025/137427

Five Lighting Principles for Responsible Outdoor Lighting



DarkSky



Illuminating
ENGINEERING SOCIETY

MAYORAL MINUTE

NIGHT-TIME ECONOMY

BACKGROUND

A Night-Time Economy Action Plan presents a strategic opportunity to enhance our local business environment while providing residents with vibrant and engaging after-hours experiences.

The night-time economy encompasses activities occurring between 6 PM and 6 AM, primarily centred around food and beverage establishments, entertainment venues, and creative spaces. This ecosystem is supported by transportation services and supply chain businesses that enable core night-time activities.

Throughout Sydney, night-time economies generate significant revenue and employment opportunities. These economies foster community connection through dining experiences, cultural events, theatrical performances, live music, and social gatherings.

Across New South Wales, local councils have successfully developed strategic frameworks to support and grow their night-time economies. Notable examples include:

- **Inner West Council**, which received funding under the NSW Government's Uptown Grant Program to support live music venues and improve trading conditions for local businesses.
- **Canterbury-Bankstown Council**, which developed a Night Time Economy Action Plan in consultation with its local businesses and successfully attracted state support for precinct activation.
- **City of Parramatta, Wollongong**, and the **City of Sydney**, which have led the way in implementing precinct-based strategies to grow their after-dark offerings and boost employment.

These examples show the importance of aligning local initiatives with broader state priorities—particularly those of the **NSW Office of the 24-Hour Economy Commissioner**, which has supported councils in fostering safe, vibrant, and inclusive evening precincts.

THE WAY FORWARD

With Ku-ring-gai set to experience population growth through federal and state housing reforms, we must proactively ensure our town centres are welcoming and lively after dark. An Action Plan with clear objectives and deliverable tasks represents the most effective path forward for Ku-ring-gai. This approach ensures transparent implementation and measurable outcomes.

Item MM.2

EM00046/4

With Ku-ring-gai projected to welcome many new residents over the next 15 years due to federal and state government housing reforms, we must proactively develop attractive dining, entertainment, and social venues to serve our growing community.

Streamlining processes for businesses establishing bars, restaurants, and events by reducing regulatory barriers where appropriate is essential. This necessitates an internal working party comprising representatives from all Council departments to identify and address challenges facing both new and existing businesses.

Further consultation will involve the Ku-ring-gai Chamber of Commerce, a selected group of food and beverage businesses operating within our area, and neighbouring Councils whose experiences can inform our approach.

RECOMMENDATION:

That Council:

- A. Develop a Night-Time Economy Action Plan to be presented to the Ordinary Council Meeting in August.
- B. Ensure the Action Plan is developed in consultation with the Ku-ring-gai Chamber of Commerce, adjoining Councils, local businesses, and an internal Council working group.
- C. Reach out to the NSW Office of the 24-Hour Economy Commissioner to align with state policy and explore potential grant opportunities and partnerships.

Councillor Christine Kay
Mayor

PETITION

RESIDENTS FEEDBACK ABOUT KU-RING-GAI COUNCIL'S 'HOUSING SCENARIOS CONSULTATION'

Petition to Ku-ring-gai Council
Principal petitioner: Michael Willett

We, the residents affected by the Ku-ring-gai Council's "preferred scenario", state that we:

1. Do not support or agree with the "preferred scenario"
2. Do not agree that there has been adequate consultation with affected residents relation to the "preferred scenario"
3. Do not agree that Council has put in place adequate measures for residents affected by the "preferred scenario"
4. Do not agree that Council had adequately considered the Heritage Conservation Area (HCA), streetscape, environmental or traffic considerations which will arise from the "preferred scenario".

[89 signatures]

Petition to Ku-ring-gai Council
Principal petitioner: Michael Willett

We, the residents affected by the Ku-ring-gai Council's "preferred scenario", state that we:

1. Oppose building heights in excess of 12m extending down any further than 2A Bromborough Road, Roseville or further down than 3 Bromborough Road, Roseville.
2. Consistent with what has been applied on the eastern side of Pacific Highway in Roseville, require a transition from any higher density properties to properties in Heritage Conservation Areas (Bromborough Road, Thomas Avenue, Ontario Avenue, Alston Way, Shirley Road and Glen Road).

[86 signatures]

RECOMMENDATION:

That the petitions be received and referred to the appropriate Officer of Council for attention.

PETITION

CONCERNS REGARDING PREFERRED HOUSING SCENARIO AS AN ALTERNATIVE TO THE ORIGINAL TOD SEPP

Petition to Ku-ring-gai Council
Principal Petitioner: SJA North Residents

SJA North Residents are expected to be disproportionately disadvantaged from the proposed HOB of Moree South. SJA North Residents request that Council make a minor amendment to the Preferred Housing Plan by changing the Moree South Street from 12 metre HOB limit to 9.5 metre HOB limit. This minor change will ensure that Bullet Point 3 of Principal 5 is satisfied and also Bullet Point 2 of Principal 5 is adhered to.

According to the definitions of R3 and R4 zoning, both allow building heights exceeding 9.5 metres. Therefore, the Moree Street South area must remain zoned as R2, consistent with the adjoining Heritage Conservation Area.

{24 signatures}

RECOMMENDATION:

That the petition be received and referred to the appropriate Officer of Council for attention.

Attachments: A1 [↓](#) Petition concerns with preferred scenario as alternative to
original TOD SEPP

2025/137513

16th April 2025

Ku-ring-gai Council

17 APR 2025

Received

General Manager

Ku-ring-gai Municipal Council

RECEIVED

22 APR 2025

KU-RING-GAI
COUNCIL

Dear Sir/ Madam,

All capitalised terms in this letter shall have meanings ascribed to them herein.

Background

1. The following representations are made on behalf of the residents (and property owners, the **"SJA North Residents"**) on the northern side of St Johns Avenue Gordon (**"SJA North"**) between the Pacific Highway and 75 St Johns Avenue Gordon (corner Vale St) regarding our concerns with the Ku-ring-gai Council (**"Council"**) Preferred Housing Scenario (**"KRG Preferred Plan"**) as an alternative to the original TOD SEPP (**"Initial NSW Proposal"**). SJA North Residents express objection to the proposed Height of Building (**"HOB"**) and Floor Space Ratio (**"FSR"**) contained in the KRG Preferred Plan which has been proposed for upzoning of Moree Street South (**"Moree South"**) properties adjoining SJA North properties, based on a combination of factors detailed herein, such as i) loss of potential privacy; ii) increase in potential overshadowing; iii) implosion of built form potentially inferior to HCA; and iv) non-adherence to some of the Council's guiding principles on managing transitions, in particular its lack of avoiding HOB changes mid-block or along property boundaries, which is the case for between SJA North and Moree South.
2. SJA North Residents have for many years occupied our addresses in St Johns Avenue and have been appreciative of Council's efforts to maintain and protect our street as a Heritage Conservation Area (C16). The street is unique for its Heritage architecture and the substantial trees. Many of the trees to the northern boundaries of sites in our street are unique given their size and their contribution to the street's ecosystem. The TKD Architects Ku-ring-gai Heritage Conservation Review dated October 2024, further confirms this view such as, *"the area retains some distinct high quality intact significant Federation and inter-war buildings with medium to large mature private"*, it also states that *"St Johns Avenue is important as the first paved street.... which is enhanced by avenue planting"*. The tree planting some dating from 1920s was originally funded by residents of St Johns Avenue.
3. The SJA North properties also benefit from a northerly aspect and enjoy excellent solar access and the quality of arbor views. These leafy views are overall unobstructed and contribute to our backyard outlook.

Grounds for Objection

4. We now make reference to the KRG Preferred Plan and the associated HOB (map over page), our key concern being is the proposed HOB to the Moree South being 12 metres. This proposed town planning measure will have a key adverse impact on our quality of living. The measure will:-
 - i) Reduce solar access and increase overshadowing with a 12 metre HOB
 - ii) Impose a built form upon our rear yards that will be substantially inferior to that we currently enjoy
 - iii) Reduce our privacy with overlooking development
5. KRG Preferred Plan has been designed based on a number of principles: such as
 - a) "Principle 3 – Preserve Heritage Conservation Areas" (**"Principle 3"**); and b) "Principle 5 – Manage Transitions Impacts" (**"Principle 5"**).
 - i) Principle 3 states:
 - (1) *protection of HCAs by transferring the potential dwelling yield to suitable non-heritage areas*
 - ii) Principle 5 states:
 - (1) *to ensure any future changes to planning controls allow for an acceptable interface between areas of different density or use; (**"Bullet Point 1 of Principal 5"**)*
 - (2) *to avoid changes that are 'mid-block' or along property boundaries; (**"Bullet Point 2 of Principal 5"**)*
 - (3) *to utilise existing roads, lanes or open space as the transition from high density to low density; and if required (**"Bullet Point 3 of Principal 5"**); and*
 - (4) *to create a new road, lane, walkway or open space as a transition boundary" (**"Bullet Point 4 of Principal 5"**);*

Bullet Point 2 of Principle 5, states the KRG Preferred Plan will avoid changes (with regards to transitions in rezoning) that are 'mid-block' or along property boundaries. Accordingly, based on the above, the Council has decided not to apply this guiding principle.
6. It is noted that Moree South is substantially redeveloped with 2 and 3 storey house structures worth in the order of \$5M to \$8M and thus not be feasible for redevelopment. The remaining viable sites amount to approximately 4 (four). Therefore, the Moree South will likely contribute minimal to the development of Council's 24,000 dwelling target for the next 15 years.
7. The topography from north to south of Moree South and SJA North properties differ as you proceed from Pacific Hwy toward Vale Street to the West. Accordingly, properties from numbered ~39 to ~55 SJA North are relatively level with no major difference in topography to adjoining properties of Moree South (No.'s ~22 to ~42). Either side of the rest of SJA North compared to Moree South there are sizable differences. Accordingly, the properties between 39 to 55 SJA North will be more overlooked and lose greater sunlight compared to currently is the case. Given the

natural topography of the fall from Pacific Hwy towards Vale Street, certain properties owners will be more greatly impacted. Therefore, these residents will incur a greater loss of privacy and natural sunlight. Accordingly, the difference between 9.5 metres and 12.0 metres will have an amplified impact on associated properties.

-
8. Low & Mid Rise NSW State government development plan ("LMR") is only to apply to properties within generally between 400 metres and 800 metres of certain designated Sites, such as Gordon Train Station. The LMR would not apply generally to properties between 0 to 400 metre radius of the Gordon Train Station as Initial NSW Proposal would be applicable. Residents on SJA North are largely now prohibited from accessing the LMR planning controls as, while being inside an area of HOB of 9.5 metres. Accordingly, this appears to be an anomaly of the Initial NSW Proposal, the LMR and the KRG Preferred Plan, which effectively isolates residents while at the north boundary the adjoining rezoning has been lifted from currently 9.5 metres to 12 metres.
9. The zoning boundary between higher- and lower-density areas should be clearly defined by Moree Street. Extending R4 zoning into Moree Street, which directly borders a conservation area, is entirely unacceptable.

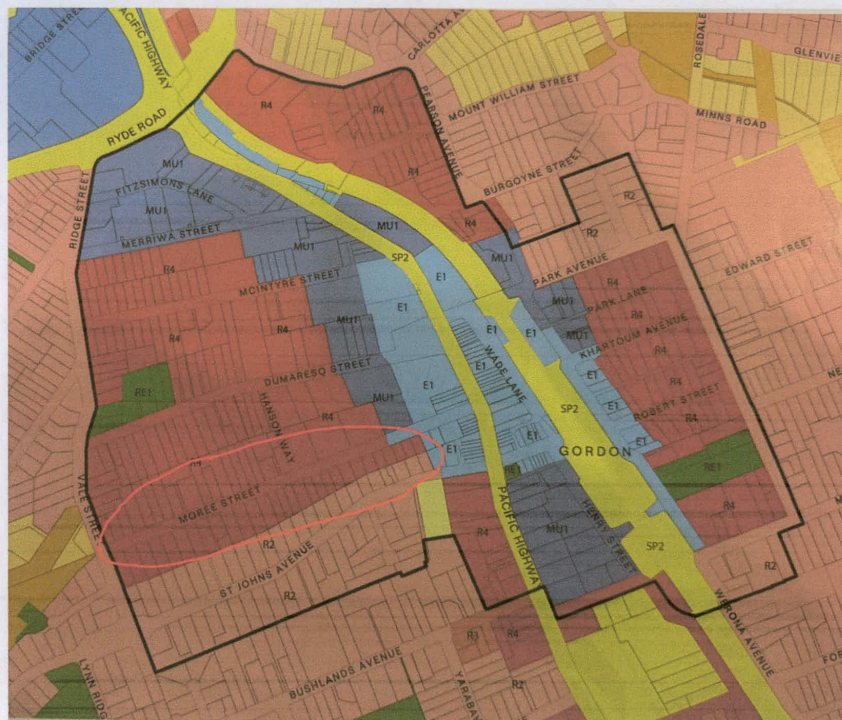
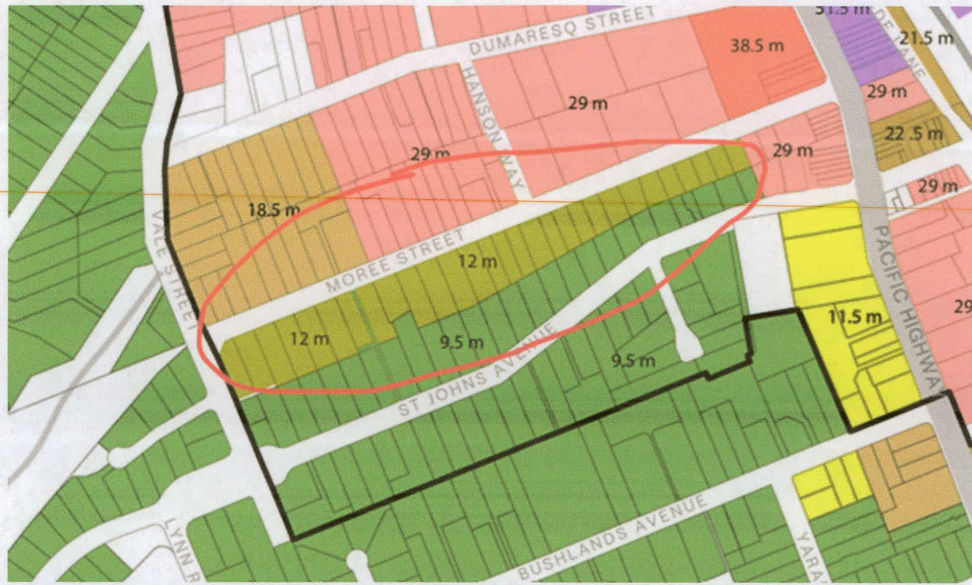
Recommendation

As outlined above SJA North Residents are expected to be disproportionately disadvantaged from the proposed HOB of Moree South. SJA North Residents request that Council make a minor amendment to the Preferred Housing Plan by changing the Moree South Street from 12 metre HOB limit to 9.5 metre HOB limit. This minor change will ensure that Bullet Point 3 of Principal 5 is satisfied and also Bullet Point 2 of Principal 5 is adhered to.

According to the definitions of R3 and R4 zoning, both allow building heights exceeding 9.5 metres. Therefore, the Moree Street South area must remain zoned as R2, consistent with the adjoining Heritage Conservation Area.

Sincerely,

SJA North Residents



MINUTES OF AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING HELD ON 13 MARCH 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To provide Council with the minutes from the Audit, Risk & Improvement Committee meeting held on 13 March 2025 and the FY23/24 ARIC Annual Report.

BACKGROUND:

The Meeting Procedures contained within the **Council Advisory/ Reference Committees Guideline** (the Guideline) provides, in part, that:

Once approved by the Chairperson, the minutes will be put to an ordinary meeting of Council for adoption. The recommendations of a committee, so far as adopted by the Council at an ordinary meeting of Council, are resolutions of the Council.

The current **ARIC Terms of Reference** were adopted by Council on 18 May 2024 and became effective from 1 July 2024. The current **ARIC Workplan** was adopted by the ARIC on 12 December 2024.

The ARIC Workplan requires, in part, that the ARIC:

Undertake an annual assessment of the ARIC's work (in accordance with Schedule 1 of the ARIC Terms of Reference) and how the Council is performing, and report to the General Manager and Council.

COMMENTS:

In accordance with the Guideline the draft minutes of the Audit Risk & Improvement Committee meeting held on 13 March 2025 were circulated to the committee members for comment after which they were approved by the Chair.

During the ARIC meeting held on 12 December 2024 the FY23/24 ARIC Annual Report was considered and adopted subject to minor changes being made. The updated Report was approved by the ARIC Chair on 4 April 2025.

RECOMMENDATION:

Refer to the full text of the recommendation in the report.

PURPOSE OF REPORT

To provide Council with the minutes from the Audit, Risk & Improvement Committee meeting held on 13 March 2025 and the FY23/24 ARIC Annual Report.

BACKGROUND

The current **Council Advisory/ Reference Committees Guideline** ('The Guideline') was adopted by Council on the 16 July 2024.

The Meeting Procedures contained within the Guideline provides, in part, that:

The draft minutes of a meeting will be circulated to committee members within ten working days of the meeting. Members will be provided with five working days to comment on the accuracy of the minutes. The minutes will subsequently be referred to the Chairperson for approval as an accurate record of the meeting.

Once approved by the Chairperson, the minutes will be put to an ordinary meeting of Council for adoption. The recommendations of a committee, so far as adopted by the Council at an ordinary meeting of Council, are resolutions of the Council.

The minutes will also be placed on the agenda to be noted at the subsequent committee meeting.

The current **ARIC Terms of Reference** were adopted by Council on 18 May 2024 and became effective on 1 July 2024. The current **ARIC Workplan** was adopted by the ARIC on 12 December 2024.

The Workplan requires, in part, that the ARIC:

Undertake an annual assessment of the ARIC's work (in accordance with Schedule 1 of the ARIC Terms of Reference) and how the Council is performing, and report to the General Manager and Council.

COMMENTS

In accordance with the Guideline the draft minutes of the Audit Risk & Improvement Committee meeting held on 13 March 2025 was circulated to the committee members for comment after which they were approved by the Chair.

The minutes are now provided to Council for adoption (Refer **Attachment A1**).

In accordance with the ARIC Workplan, the FY23/24 ARIC Annual Report was considered and adopted subject to minor changes being made during the ARIC meeting held on 12 December 2024. The updated Report was circulated to the ARIC members for final review and was subsequently approved by the ARIC Chair on 4 April 2025.

The report is provided to Council for information (Refer **Attachment A2**)

INTEGRATED PLANNING AND REPORTING

Leadership and governance

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.	Act as a central point of contact to the Internal Audit Shared Service (hosted by NSROC) to support and facilitate Councils Internal audit function.

GOVERNANCE MATTERS

To improve governance and transparency with respect to the operation of the Audit, Risk & Improvement Committee.

RISK MANAGEMENT

There are no risk management considerations associated with this report.

FINANCIAL CONSIDERATIONS

There is no financial impact associated with this report.

SOCIAL CONSIDERATIONS

There are no social implications associated with this report.

ENVIRONMENTAL CONSIDERATIONS

There are no environmental implications associated with this report.

COMMUNITY CONSULTATION

Not applicable.

INTERNAL CONSULTATION

Not applicable.

SUMMARY

A copy of the minutes from the Audit, Risk & Improvement Committee meeting held on 13 March 2025 are attached for adoption.

A copy of the FY23/24 ARIC Annual Report is attached for information.

RECOMMENDATION:

It is recommended that

Item GB.1

CY00458/13

- A. The minutes from the Audit, Risk & Improvement Committee meeting held on 13 March 2025 be adopted, and
- B. The FY23/24 ARIC Annual Report be noted.

Jennie Keato
Manager People and Culture

Attachments:	A1	Approved Minutes of ARIC 20 03 2025	2025/104379
	A2	KRG ARIC Annual Report FY23/24	2025/096899

**MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE
HELD ON THURSDAY, 20 MARCH 2025**

Committee Members:	Brian Hrnjak, External Independent Member - Chairperson Michael Ellacott, External Independent Member Phu Nguyen, External Independent Member
Non-Voting Members:	Councillor Alec Taylor
Also Present:	David Marshall, General Manager Janice Bevan, Director Community Angela Apostol, Director Corporate Michael Miotic, Director Development and Regulation Peter Lichaa, Director Operations Andrew Watson, Director Strategy and Environment Christopher M Jones, Manager Governance & Corporate Strategy Jennie Keato, Manager People & Culture Jo Zhu, Team Leader Risk Advisory Mette Kofoed, A/Manager Finance Mohua Mukherjee, Head of Internal Audit Shared Services Anne Seaton, Manager Compliance and Regulation Geoff Douglas, Group Lead Major Projects William Birt, Head of Design Luke Malone, Prosperity Dane Parsons, InConsult
Observers:	The Mayor, Christine Kay Councillor Matt Devlin
Apologies:	Councillor Kim Wheatley

The Meeting commenced at 5:00PM

DECLARATIONS OF INTEREST

No interest was declared.

DOCUMENTS CIRCULATED AT MEETING

Late Items: Nil

UPDATE FROM THE GENERAL MANAGER

The General Manager updated the Committee on the low and medium high rise policy including adjustments to building height allowances around railway stations and St Ives shopping centre and permissions for dual occupancy development in 50% of properties zoned L2 across the Local Government Area (LGA). The General Manager also provided an update on the Transport Oriented Development (TOD) policy, legal action initiated by Council and the mediated agreement allowing Council to prepare alternative scenarios.

MATTERS ARISING FROM PREVIOUS MEETING

Actions from 12 December 2024

- GB.6: The ARIC approved the addition of the Focused Procurement Audit to the FY 24-25 internal audit plan. This has been completed (refer to Attachment 1 under GB.10 in agenda of this meeting).
- GB.14: The ARIC endorsed the ARIC Chair's Annual Report 23-24 for tabling before Council, subject to minor edits as discussed at the meeting. This has been completed and a copy provided to ARIC members for their information.

CONFIRMATION OF MINUTES

AC01 Minutes of Audit, Risk and Improvement Committee

File: CY00458/12

Meeting held 12 December 2024

Minutes numbered AC40 to AC42

The Committee Recommends:

(Moved: Hrnjak/Ellacott)

That Minutes numbered AC40 to AC42 circulated to the Committee were taken as read and confirmed as an accurate record of the proceedings of the Meeting.

GENERAL BUSINESS

AC02 Audit Engagement Plan for the year ending 30 June 2025

File: FY00259/17

Vide: GB.1

To present the Annual Engagement Plan (AEP) for the audit of Ku-ring-gai Council financial statements for the year ending 30 June 2025.

The Committee Recommends:

(Moved: Ellacott/Nguyen)

That ARIC note the Annual Engagement Plan for the audit of Ku-ring-gai Council financial statements for the year ending 30 June 2025.

AC03 Completed Internal Audit Report

File: CY00458/13

Vide: GB.2

To provide the ARIC with Internal audit reports completed this period.

Head of Internal Audit Shared Services and InConsult provided an overview of the swimming pools compliance audit, noting limited resourcing for this compliance function. The Committee asked management to consider resourcing required to address public safety and reputational risk of non-compliance. Director Development and Regulation advised that resourcing of this function was currently under review.

The Committee Recommends:

(Moved: Nguyen/Ellacott)

- A. That the internal audit report of swimming pools compliance be received and noted.
- B. That the General Manager review the budget / resources allocated to the mandatory swimming pool compliance program.

AC04 **Major Projects Update (Lindfield Village Hub)**

File: CY00458/13

Vide: GB.3

To update the Committee on the Lindfield Village Hub Project during the reporting period.

The Committee Recommends:

(Moved: Nguyen/Ellacott)

That the verbal report be received and noted.

AC05 **Review of Major Projects (Excl LVH) Governance Arrangements**

File: CY00458/13

Vide: GB.4

To provide the ARIC with an update of Council's major projects being managed by the Strategy and Environment Department.

Director Strategy & Environment provided an updates on the status and risks relating to Lindfield Village Living and the Northern Suburbs Football Association Grandstand.

The Committee Recommends:

(Moved: Ellacott/Nguyen)

That the ARIC note the updates contained within this report.

AC06 **Review of Major Projects within the Operations Department
Governance Arrangements - Lindfield Avenue and Tryon Road
Streetscape Upgrade**

File: S14190

Vide: GB.5

To provide the ARIC with an update of the Lindfield Avenue and Tryon Road Streetscape Upgrade being managed by the Operations Department.

The Committee Recommends:

(Moved: Nguyen/Ellacott)

That the ARIC note the updates contained within this report.

AC07 **Review of Major Projects within the Operations Department
Governance Arrangements - Cultural and Environmental and
Education Centre (CEEC)**

File: S10531

Vide: GB.6

To provide the ARIC with an update on the Cultural and Environmental Education Centre (CEEC) at St Ives Showgrounds being managed by the Operations Department.

The Committee Recommends:

(Moved: Ellacott/Nguyen)

That the ARIC note the updates contained within this report.

AC08 **Annual Workplace Health & Safety Performance Report 2024**

File: CY00458/13

Vide: GB.7

To provide the Audit, Risk & Improvement Committee with an overview of Council's Annual Work Health & Safety (WHS) Performance and an update on WHS initiatives for the period from 01/01/2024 to 31/12/2024.

The Committee requested further breakdown on causes / mechanisms of injury from year to year to assist with identifying emerging issues and trends. The Team Leader Risk Advisory noted the existing report already includes substantial data and comprehensive charts/graphs. It was acknowledged that incorporating historical breakdowns without overloading the format and layout of the charts presents a challenge. However, options to reflect past year information more effectively will be explored in future reports. The planned automation of reporting via the system may also help to address this issue. Year-on-year comparisons for each key indicator are nevertheless already included in the current report.

The Committee Recommends:

(Moved: Nguyen/Ellacott)

The report is received and noted with key WHS developments and initiatives acknowledged.

AC09 Risk Management Update

File: CY00458/13

Vide: GB.8

To update the Audit Risk and Improvement Committee on the recent developments and key indicators of Council's Risk Advisory portfolios across Enterprise Risk Management (ERM), Public Liability (PL) and Worker's Compensation (WC) for the reporting period covering **Q4 2024** (01/10/2024 to 31/12/2024). Please note for the fourth quarter of each calendar year the Work, Health and Safety (WHS) portfolio is reported in the Annual Workplace Health & Safety Performance Report. As such WHS data are not included in this report.

The Committee asked whether the risks relating to the NSFA Grandstand (refer to GB.4) were incorporated into the risk register. The Manager People & Culture advised that the biannual risk review is about to commence, and during this process, the NSFA Grandstand item will be reviewed and assessed to ensure its appropriate inclusion in Council's risk profile.

The Committee Recommends:

(Moved: Nguyen/Ellacott)

The report is received and noted with key developments and initiatives in ERM, WHS, WC and PL acknowledged.

AC10 Annual Complaints and Compliments Report 2024

File: CY00458/13

Vide: GB.9

To update the Audit, Risk and Improvement Committee (ARIC) on activities relating to complaints and compliments received by Council during 2024.

The Committee Recommends:

(Moved: Ellacott/Nguyen)

That the report be received and noted.

AC11 Internal Audit Plan and Status Report

File: CY00458/13

Vide: GB.10

To update the Audit, Risk and Improvement Committee on the work of the internal

audit function as well as other items of interest.

The Committee Recommends:

(Moved: Ellacott/Nguyen)

It is recommended that the ARIC receives and notes the internal audit status report.

AC12 **Status of outstanding internal audit recommendations**

File: CY00458/13

Vide: GB.11

To report on the progress of previous internal audit recommendations made as at February 2025.

Head of Internal Audit Shared Services noted that a number of outstanding actions relating to the Plant and Fleet Management and Leisure Facilities and Parks audits were significantly overdue. The Committee also discussed and agreed to close the action relating to maintenance of Rural Fire Service (RFS) fleet and plant.

The Committee Recommends:

(Moved: Nguyen/Ellacott)

- A. It is recommended that the ARIC receive and note this report and attached listings of open internal audit recommendations.
- B. That Action 12.1 (develop a formal service level agreement for maintenance of RFS vehicles) from the Plant & Fleet Management audit be marked as completed and closed.

AC13 **Compliance and Reporting Requirements
Dec 2024 - Feb 2025**

File: CY00458/13

Vide: GB.12

To provide the Audit, Risk and Improvement Committee with a summary of actions taken against compliance and reporting requirements set out by the Office of Local Government (OLG).

The Committee Recommends:

(Moved: Nguyen/Ellacott)

That the Committee receive and note the report.

AC14 **GIPAA, PPIPA and HRIPA Statistics
Dec 2024 to Feb 2025**

File: CY00458/13

Vide: GB.13

To provide the Audit, Risk and Improvement Committee with a summary of Council's actions in response to applications received under the *Government Information (Public Access) Act 2009* (GIPA Act), *Privacy and Personal Information Protection Act 1998* (PPIP Act) and *Health Records and Information Privacy Act 2002* (HRIP Act) for December 2024 to February 2025.

The Committee Recommends:

(Moved: Ellacott/Nguyen)

That the Committee receive and note the report.

AC15 **Summary of Legislative and Policy Updates
Dec 2024 - Feb 2025**

File: CY00458/13

Vide: GB.14

To provide the Audit, Risk and Improvement Committee with a summary of Council's actions in response to relevant circulars, legislative updates and other matters that impact the local government sector.

The Committee discussed the impacts and risks associated with the commencement of provisions under the Fines Amendment (Parking Fines) Bill 2024.

The Committee Recommends:

(Moved: Nguyen/Ellacott)

That the Committee receive and note the report.

AC16 **Update on Community Strategic Plan and Delivery Program and
Operational Plan**

File: S14569

Vide: GB.15

To provide the Audit, Risk and Improvement Committee (ARIC) with an update on the development of a new Community Strategic Plan for Ku-ring-gai and supporting plans under the integrated planning and reporting framework.

The Committee Recommends:

(Moved: Nguyen/Ellacott)

That the ARIC receive and note this information.

OTHER BUSINESS

The Meeting closed at 7:20pm

A large, vertical photograph of a waterfall in a lush forest. The water is white and foamy as it falls over dark, moss-covered rocks. The surrounding area is filled with green moss, ferns, and tree roots. The scene is dimly lit, with light filtering through the trees.

Audit, Risk & Improvement Committee

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Year in Review

This annual report provides an update on the operation and activities of the Ku-Ring-Gai Council Audit, Risk, Improvement Committee (ARIC) for the 23/24 Financial year.

Council's ARIC first commenced operations in 2009. With the release of draft internal audit guidelines issued by the Office of Local Government (OLG) in 2010, our ARIC has been part of an evolving program of risk management occurring throughout the local government sector.

The initial draft OLG guidelines underwent an extensive period of consultation during which Council provided feedback and commentary. The model guidelines were finalised in the form of regulations issued during FY 23-24 and came into force on 1 July 2024. In preparation, Council reviewed its ARIC operating procedures and adopted a revised Internal Audit Charter and ARIC Terms of Reference during the year.

Also, during FY 23-24, our internal audit function completed six reviews in accordance with the approved risk based internal audit plan. The outsourced arrangement via the shared service pool of contracted audit providers continues to operate well and yields benefits to Council beyond simple compliance. Benefits such as improved purchasing power, benchmarking, knowledge sharing and enhanced collaboration across Councils are all additional gains achieved under this operating model.

The ARIC, in collaboration with management has established an annual workplan that covers the areas within its remit as established by the Internal Audit Charter and ARIC Terms of Reference and receives regular updates on risk management, governance, compliance and project management and other matters specified in the policy framework.

I wish to thank the members of the Audit Risk and Improvement Committee and acknowledge the elected Councillors, management and staff who attend ARIC regularly for their preparation, professionalism and sincerity with which they approach the work of the Committee.

Brian Hrnjak
Ku-ring-gai Council ARIC Chair

November 2024

The Legislative Context

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

- Compliance
- Risk management
- Fraud control
- Financial management
- Governance
- Implementation of the strategic plan, delivery program and strategies
- Service reviews
- Collection of performance measurement data by the council
- Any other matters prescribed by the regulations.

Since December 2023, the updated OLG Guidelines on Risk Management and Internal Audit have come into force, with the passing of the Local Government (General) Regulation 2023.

The Guidelines have three Core Requirements. Core Requirement 1 outlines requirements applying to ARICs, Core Requirement 2 outlines requirements for Risk Management and Core Requirement 3 outlines requirements for Internal Audit.

Under these changes, from 1 July 2024, each ARIC must have a Terms of Reference that is aligned with the Model ARIC Terms of Reference included as an appendix to the Guidelines. From 1 July, each ARIC must at a minimum be comprised of three independent members. Councils have an option to appoint one non-voting Councillor member in addition.

Ku-ring-gai Council's ARIC worked with management to update the ARIC Charter to a Terms of Reference that is aligned with the requirements of the OLG Guidelines and the Model ARIC Terms of Reference. The Draft updated ARIC Terms of Reference were agreed at the 21 March 2024 ARIC meeting and endorsed for consideration and approval by the Council. The Council approved the ARIC Terms of Reference on 16 April 2024.

Committee Meetings and Membership

In FY 23-24, the ARIC comprised of two independent external members and two Councillors.

The two independent members are:

- **Brian Hrnjak** – Reappointed in 2022 for a further term of two years until 2024. In March 2023, Brian was appointed as the independent Chair for a period of two years.
- **Michael Ellacott** – Michael was appointed in March 2023 for a two year term.

The two independent members were joined in FY 23-24 by the following Councillors to make the total membership to four.

- Councillor Sam Ngai*
- Deputy Mayor Barbara Ward*
- Councillor Christine Kay

*Councillors Ward and Ngai were members of the ARIC until the mid-term Mayoral elections on 19 September 2023.

Councillor positions on the ARIC were “spilled” in Sept 2023. Cr Ward was (re)appointed and Cr Kay was appointed.

The Schedule of meetings attended by members in FY 23-24 is as follows:

Name	Role	Eligible	Attended
Brian Hrnjak	Chair	5	5
Michael Ellacott	Independent	5	5
Cr Sam Ngai	Councillor	1	1
Christine Kay	Councillor	4	2
Barbara Ward	Councillor	5	4

In addition to voting members, other officers regularly attend the ARIC meeting in an ex- officio capacity. The Mayor also generally attended meetings as an observer.

This includes the General Manager, Head of Internal Audit and other staff requested by the General Manager. These staff include the Director Corporate, Manager Finance, Manager Governance & Corporate Strategy, Group Lead Major Projects, Manager People & Culture, Team Leader Risk Advisory, Claims & Injury Management Advisor and members of the executive leadership team (GMD). Invitations are also extended to the External Auditor from the Audit Office of NSW and their agent, Prosperity.

ARIC Report Card

Committee Charter	Compliance
<i>Composition</i>	2 independent members 2 Councillors
<i>Committee Meetings</i>	A quorum was met at every meeting.
<i>Broad range of skills and experience</i>	Committee members possess extensive experience and a diverse range of skills across risk management, internal audit, local government and commercial activities.
<i>Functional separation</i>	The Committee has no executive powers.
<i>Sufficient time allocated to tasks</i>	The Committee agenda facilitates adequate time to discuss internal audits, external audits, governance, risk management and financial management activities as well updates on the completion of actions.
<i>Probity</i>	Members declared conflicts of interest if they arose.
<i>Risk Management</i>	Risk management is reported to every meeting on the implementation the Council's Enterprise Risk Management framework, and status reports are provided on work health and safety, public liability and workers compensation analysis.
<i>Control Framework</i>	The Committee regularly reviewed the controls, policies and procedures through reports and high level briefings received.
<i>Legislative Compliance</i>	The Committee received and reviewed reports on complaints and compliments, compliance and reporting requirements set out by the Office of Local Government, GIPAA, PPIPA and HRIPA statistics and summaries of relevant circulars and legislative updates.
<i>Fraud, corruption and control</i>	The Committee has reviewed the Fraud and Corruption Control Policy, Fraud and Corruption Control Strategy and the Fraud and Corruption Control plan.
<i>Internal Audit</i>	The Committee reviewed and approved the internal audit plan, ensuring it took into account those risks already populated within the risk register. Consideration was given to the identification of significant issues identified in audit reports and action taken on issues raised, including dissemination of better practices. The Committee monitored the implementation of action plans arising from internal audit recommendations at every meeting.
<i>External Audit</i>	The Committee met on 12 September 2024 to receive briefings on the audit and financial statements for the year ended 30 June 2024 financial statements.
<i>External Accountability</i>	The Committee provides input and feedback on the financial statements and control issues identified by the external auditor.
<i>Financial Management</i>	The committee receives and reviewed reports at least twice a year. A management report of significant financial matters for the year ended 30 June 2024 was received.
<i>Self-Assessment</i>	The Committee completed a self-assessment in 2024 for FY 2023-24 to determine the extent to which it is achieving its overall objective to provide independent assurance and assistance to Ku-ring-gai Council on risk management, control, governance and regulatory obligations. An assessment of the performance of the internal audit function was also completed in 2024 and reported to the ARIC.

Internal Audit

Internal audit plays a key role in helping Council to achieve its objectives by testing how effectively management controls are operating across specific systems, processes and activities to manage the associated risks.

The internal audit charter outlines the purpose, authority and responsibility of management and the internal audit team. Audits are completed in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

Ku-ring-gai Council's internal audit function is provided under a shared service arrangement between Ku-ring-gai Council, North Sydney Council, Lane Cove Council, Mosman Council and Hunter's Hill Council.

Following the departure of Ms Susan Leahy, the Head of Internal Audit in July 2023, the hosting of this shared service arrangement transitioned by agreement the General Managers of each Council, to the Northern Sydney Regional Organisation of Councils (NSROC) in October 2024.

A new Head of Internal Audit was appointed in an interim capacity to manage the transition and continue the delivery of the service uninterrupted. The transition occurred smoothly, and service levels were maintained. The Interim Head of Internal Audit was since appointed on an ongoing basis from June 2024 following the role being advertised and a merit selection process.

Ku-ring-gai Council's internal audit charter was reviewed and updated to align with the requirements outlined in Core Requirement 3 of the Risk Management and Internal Audit Guidelines and the Model Internal Audit Charter. The Charter was approved by the ARIC at its meeting on 21 March 2024, and adopted by Council on 18 June 2024.

At every ARIC meeting, an internal audit status report is presented that provides a status on the internal audit function in terms of resources, planned and completed audits.

Resourcing

From July 2023 to September 2023 the internal audit function was positioned within the People & Culture Business Unit of the Civic department at Ku-ring-gai Council, and subsequently, sits within NSROC. The Head of Internal Audit reports to the ARIC Chair of each participating Council, including to the Ku-ring-gai Council ARIC Chair, with administrative reporting within the Council to a nominated delegate of the General Manager. For Ku-ring-gai Council, this is the Manager, People & Culture.

In July 2022, the internal audit resourcing model moved to a co-sourced arrangement under the management of one internal staff member, the Head of Internal Audit. A tender was conducted and a panel of six experienced and qualified internal audit service providers were selected and appointed in December 2022. The panel contracts are due to expire at the end of FY 24-25 and Internal Audit Shared Services will conduct procurement activities through a tender to renew the panel.

Internal Audit Plan 2023-24








An annual internal audit plan is agreed with Executive Management and the Committee each year and reported on at each meeting. The internal audit plan is shared with the external auditors to avoid potential duplication of coverage.




A consolidated internal audit plan has been developed so that the Councils can take advantage of efficiencies in operations and shared learnings arising from work completed at each of the six Councils.

(repeated)The ARIC reviews all internal audit reports and receives presentations on audit findings. Management and Directors are also invited to discuss issued and improvement opportunities identified by audits.

Status of 2023-24 Internal Audit Plan

The following table outlines the status of the 2023-24 internal audit plan as at 30 June 2024:

Auditable Area	Report to ARIC	Status as at 30 June 2024
Project Management (carry over from FY 22-23)	December 2023	
Customer Service	March 2024	
Fire Safety Compliance	March 2024	
Expense Management	March 2024	
Tree Management	March 2024	
Legal Services	June 2024	
Property Management	September 2024	
Validation of Past Recommendations	Every meeting	
Assurance Mapping	June 2024	Completed as part of internal audit planning for the four year plan FY 24-25 to FY 27-28, which includes the annual internal audit plan for FY 24-25

Key:  Complete  In Progress  Slipped/Deferred Planned- not yet commenced

Note: An audit of Contract Management, originally scheduled for FY 23-24 was deferred to FY 24-25 at management's request and with the ARIC's approval. This request was made by management due to enhancements being made to contract management processes and systems. This audit has been included in the approved FY 24-25 internal audit plan.

Snapshot of Internal Audit Recommendations

The implementation of management actions arising from the internal audit reports is a critical element of an effective internal control framework and is tracked and reported on at every ARIC meeting.

The status of open internal audit recommendations is reported to each ARIC meeting. Internal audit recommendations, in general progressed steadily to completion throughout the year.

As at the last ARIC meeting for FY 23-24, held in June 2024, there were 56 open recommendations relating to 10 internal audit reports. This was made up of seven high rated, 26 medium rated and 23 low rated recommendations as outlined in the table below.

Internal Audit Recommendations Status Summary as at 30 May 2024

Audit Report	Open at beginning of this period			Added this period	Closed this period	Open at end of this period		
	H	M	L			H	M	L
Grants Management & Sponsorship (Feb 2021)	-	-	2	-	-	-	-	2
Cyber (Sept 2021)	-	1	-	-	-	-	1	-
Plant and Fleet Management (Jan 2023)	2	4	1	-	1M	2	3	1
BCP (June 2023)	-	1	1	-	1L	-	1	-
Integrated Planning and Reporting (June 2023)	-	12	1	-	-	-	12	1
Leisure Facilities and Parks (August 2023)	1	-	6	-	-	1	-	6
Project Management (Oct 2023)	-	3	2	-	-	-	3	2
Fire Safety Compliance (Dec 2023)	-	-	-	6M, 3L	2M	-	4	3
Customer Service (Jan 2024)	-	-	-	4H, 2M, 4L	1L	4	2	3
Tree Management (March 2024)	-	-	-	5L	-	-	-	5
TOTAL	3	21	13	24	5	7	26	23

Legislative Compliance

At each ARIC meeting, the Manager Governance & Corporate Strategy provides reports on:

- Complaints and compliments received by Council (annual)
- Delivery of compliance and reporting requirements set out by the Office of Local Government
- Actions in response to applications under the Government Information (Public Access) Act 2009 (GIPA Act), Privacy and Personal Information Protection Act 1998 (PPIP Act) and Health Records and Information Privacy Act 2002 (HRIP Act)
- Actions taken in response to relevant circulars, legislative updates and other matters impacting the local government sector.

Control Framework

The Committee receives relevant information to satisfy itself that controls are working effectively and that there are policies and procedures in place. Directors and responsible managers regularly attend meetings to provide updates on the risk management framework and the completion of internal audits and the status of audit recommendations.

In 2023-24, the Committee received a range of reports including those related to:

- Risk Management
- Fraud and Corruption Policy and Strategy
- Annual Workplace Health and Safety Performance
- The *OLG Guidelines for Risk Management & Internal audit for Local Government in NSW*

Major Projects

At every alternate meeting, the ARIC receives a report providing a risk-based progress update on major projects. This report is provided by the Group Leader Major Projects.

Financial Management and External Audit

The committee 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 Prosperity (the Auditor's nominated agent) attended Committee meetings to discuss the engagement plan, prior to commencing work in 2024.

The Finance Manager and the Director Corporate Services provides the Committee with an overview of the Council's financial performance and investment portfolio.

At the 12 September 2024 special purpose ARIC meeting, the Committee reviewed and endorsed the drafted financial statements, audited by the external auditor, and still subject to final audit opinion. The report from management included an analysis of financial performance of the Council for the year ended 30 June 2024.

The final management letter from external audit was tabled at the 12 September ARIC meeting. The management letter identified three current year matters (all rated moderate) and two prior year matters (both rated low) not yet resolved.

These are summarised as below:

Current year matters:

1. Purchase orders raised after invoice date.
2. Reconciliation of pensioner applications to external verification for the application for payment of Pensioner Concession Subsidy.
3. Journals posted by non -authorised personnel.

Prior year matters not yet resolved:

1. Excessive annual leave (repeat issue).
2. Management and reporting of IT procedures.

Management have agreed with all recommendations and have undertaken to resolve these matters.

Risk Management

The Committee receives quarterly updates on Risk Management. The Committee also receives updates on the service model, Identify-Diagnose-Design-Deliver- Sustain (IDDS) established by the council to track developmental milestones of key projects/activities under Enterprise Risk Management (ERM), Worker's Compensation, Public Liability, and Work, Health and Safety. The ARIC noted that the IDDS model was developed to create a unified and consistent approach to performance measurement and project development tracking and serves as a quick reference framework, ensuring evidence-based practices for continuous improvement.

Enterprise Risk Management (ERM)

Council has finalised the Enterprise Risk Management (ERM) Framework and ARIC was updated that Council is entering the Deliver phase of the development of the *Enterprise Risk Management Framework*.

Council ERM framework is operationalised by a suite of approved documents including *Enterprise Risk Management Policy*, *Enterprise Risk Management Strategy*, *Risk Appetite Statement*, *Risk Register* and *Risk Implication Statement*.

These documents were developed in consideration of relevant legislation, regulations and standards including the *OLG Guidelines for Risk Management & Internal Audit in Local Government*.

ARIC noted that:

- The documents were reviewed by a specialised risk consultancy firm, with their feedback being incorporated.
- The council is proceeding with full implementation of the ERM framework, including an organisational wide training program to enhance risk awareness and risk management capabilities.
- Council has established a biannual risk review process to maintain an active, responsive risk management framework. The risk review follows a bottom-up approach whereby Business Unit Managers review the risks identified for their business unit in line with the revised risk methodology and the currency of Council's business operations. The revised business unit risk registers are then collated to form department risk registers which are referred to each Director for review and approval. The approved department risk registers are then collated to form the organisational risk register which is referred to the General Manager and Directors (GMD) for approval.

Business Continuity

ARIC noted that Council's Business Continuity Management (BCM) framework and related documents were reviewed and updated in early 2024 and that the following documents were approved in 2024.

- Business Continuity Management Policy and Framework (V3)
- Business Continuity Plan - Council Depot (V2)
- Business Continuity Plan Chambers (V2)

In 2024, several programs were conducted to continue to enhance Council's continuity management skills. ARIC also noted that Council has developed a BCM Training and BCP Exercise Calendar 2024 – 2026.

Workers Compensation and Public Liability

ARIC noted that Council continues to demonstrate its commitment to enhancing the efficiency of our workers' compensation management process, and that Council management have assessed this is at the **sustaining** phase of the IDDDS advisory model. Council has continued its close collaboration with StateCover to enhance the Return to Work Program with a focus has on ensuring that employees are well-informed with relevant and up-to-date information to maintain a safe and healthy work environment.

ARIC notes that Council's WHS function provides ongoing support and advice to managers and supervisors following any reported incidents and guides injured staff through the claims process.

Council management have reported to ARIC that its Public Liability portfolio is at a **sustaining** phase of the IDDDS advisory model and that:

- Council continues to focus on locating and capturing claims volume and claims management performance in the public liability portfolio.
- To date, the majority of claims are under-excess claims (claim quantum under \$15,000.00). Council is dedicated to ongoing enhancement, regularly evaluating its performance against industry standards and implementing optimal practices.

Work Health and Safety

ARIC receives regular reports on Work, Health and Safety. Council from Council management. Council management have reported that:

- This is currently at the **Identifying, Diagnosing and Designing phases** for the development of WHS initiatives.
- Council took a holistic approach to the WHS indicators so that they are fit-for-purpose, by referring back to the identification of areas requiring improvement and diagnosis of the causes and related issues in WHS function and extended areas such as Risk Management, Worker's Compensation, and Public Liability.
- Efforts have been made to foster a culture of safety across the organisation, minimising the risk of workplace injuries and ensuring compliance with regulatory standards.
- Council shares important updates and guidance to support safe practices among staff.
- Council stayed focused on continuing to provide support to management and staff on work health and safety matters and delivering on its committed initiatives under the WHS Program.
- Council continued to maintain and improve on tailored WHS reporting indicators and dashboards for ongoing assessment of WHS performance.
- Council developed a hazardous chemical register for all relevant departments and reviewed all Safety Data Sheets and that workers were provided with appropriate training in using, storing, and disposing of chemicals.
- Council has developed and adopted the Volunteer Management Policy while drafting the supporting Volunteer Management Procedure for implementation.
- Council has conducted the annual WHS Self Audit for 2023. Highlighted areas for improvement from the audit are considered in Council's 2024 WHS Implementation Plan.
- Council conducted in-house Health & Safety Representative Committee workshops to designated employees.
- Council conducted annual Warden training, First Aid training and emergency response exercises for all designated Council employees.

- Council has continued to offer relevant initiatives to employees through Council's wellbeing program, including the Employee Assistant Program (EAP) through our provider AccessEAP which supports staff and their family members through challenging situations.

Fraud & Corruption Control

ARIC has received updates from the Council on Fraud and Corruption and notes that Council has an established Fraud and Corruption Control Policy and Fraud & Corruption Control Strategy which are based on the 10 attributes from NSW Audit Office Fraud Control Improvement Kit 2015 (the Kit). The Policy and Strategy outline Council's commitment and approach to the prevention, deterrence, detection, and investigation of all forms of fraud and corrupt conduct. They ensure the appropriate mechanisms are in place to protect the integrity, security and reputation of Council.

In 2023, both the Fraud and Corruption Control Policy and Strategy were updated to:

- Ensure alignment with the latest industry standards and professional practices including the OLG Guidelines for Risk Management & Internal Audit, resulting in some refinement of roles and responsibilities and defined key actions for implementation.
- Include the definition and details of the Fraud and Corruption Control System which takes into account existing policies and procedures with a scope relating to fraud and corruption risks from established business processes (e.g. Code of Conduct, Public Interest Disclosures Policy) and systems across all business areas.
- Provide an overview of Council's key fraud and corruption risk management activities.

ARIC Annual Self-Assessment

In accordance with the ARIC Charter and the updated ARIC Terms of Reference adopted on 16 April 2024 the Committee is required to complete a self-assessment every two years. The Committee completed a self-assessment in FY 2023-24, which was designed to assess their performance in the following areas:

Running an Effective Committee
Committee members have attended on a regular basis
Meetings have been conducted in accordance with the agenda issued
Meeting agendas and supporting papers have been well structured and written
Meetings have been conducted to allow full participation by all members
Meetings have allowed members to raise any issue they believe relevant
Meetings have been conducted to allow for open, frank and robust discussion of all matters
Committee members have an adequate mix of skills and knowledge
Reviewed the adequacy of the ARIC Charter
ARIC Monitoring on the systems and activities identified in the Charter
Reviewed the accountability of corporate governance arrangements
Reviewed effectiveness of internal control systems
Made recommendations to control deficiencies
Reviewed effectiveness of management information including financial controls
Reviewed the appropriate application of accounting policies
Reviewed the developments and changes to rules, regulations and laws including compliance with applicable laws and regulations
Reviewed standards of corporate governance
Maintenance and fostering of an ethical environment
Has received whatever information, presentations or explanations considered necessary to fulfil responsibilities
Reviewed and approved the ARIC annual plan
Risk Management
Gained a level of assurance that systems are in place to identify high risks
Scheduled audit reviews in accordance with risk assessments
Measures to provide early warning of issues including potential fraud risk
The level and effectiveness of Business Continuity and Disaster Recovery Planning
Internal and External Audit
Reviewed the performance of internal audit
Reviewed internal audit reports
Considered the adequacy of internal audit resources
Provided a structured reporting line for internal and external audit
Annually approved the internal audit plan
Reviewed the adequacy of the Internal Audit Charter
Sought in-camera sessions with both internal and external audit during the year
Reviewed the external audit reports and management letters
Fostered the effectiveness and efficiency of the external audit function

Respondents to the survey agreed that the Committee achieved a good level of performance with no rating lower than 'agree' received across all categories and with a rating of above average on the performance of the ARIC.

HERITAGE REFERENCE COMMITTEE MEETING MINUTES OF 3 APRIL 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To have Council consider the minutes from previous Heritage Reference Committee ('HRC') meeting held on 3 April 2025.

BACKGROUND:

Council is required to consider and receive the minutes of the Heritage Reference Committee and to make them publicly available via Council's website. HRC minutes are confirmed by HRC prior to being presented to Council.

COMMENTS:

The Heritage Reference Committee minutes under consideration are attached.

RECOMMENDATION:

[Refer to the full Recommendation at the end of this report]

That Council receives and notes the HRC minutes from 3 April 2025.

PURPOSE OF REPORT

To have Council consider the minutes from previous Heritage Reference Committee ('HRC') meeting held on 3 April 2025.

BACKGROUND

Council is required to consider and receive the minutes of the HRC and to make them publicly available via Council's website. HRC minutes are confirmed by HRC prior to being presented at the OMC. The minutes from the HRC meeting were circulated to HRC members by email following the meeting for confirmation.

COMMENTS

The Heritage Reference Committee minutes under consideration are at **Attachment A1**.

INTEGRATED PLANNING AND REPORTING

Theme 3: Places, Spaces and Infrastructure

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
Ku-ring-gai's heritage is protected, promoted and responsibly managed.	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.	Implement, monitor and review Ku-ring-gai's heritage planning controls and Heritage Strategy. Promote local heritage in consultation with key stakeholders.

GOVERNANCE MATTERS

Consisting of seven members, the Heritage Reference Committee includes Councillors, heritage practitioners and community members. The Committee provides advice on heritage matters and assists with the promotion, understanding and appreciation of heritage. While not a decision-making body, the Committee plays an important function in shaping Ku-ring-gai's future. This Committee is also an important link in Council's communication strategy with the community.

RISK MANAGEMENT

The Committee provides advice on heritage matters and assists with the promotion, understanding and appreciation of heritage. While not a decision-making body, the Committee nevertheless plays an important function in shaping Ku-ring-gai's future. This Committee is also an important link in Council's communication strategy with the community.

FINANCIAL CONSIDERATIONS

The costs of running the Heritage Reference Committee are covered by the Strategy and Environment Department's budget.

SOCIAL CONSIDERATIONS

The aims of the Heritage Reference Committee are to provide advice to Council on heritage matters and to provide assistance to Council in promoting an understanding and appreciation of heritage, including matters of social heritage significance.

ENVIRONMENTAL CONSIDERATIONS

A role of the Heritage Reference Committee is to support Council in identifying and managing Ku-ring-gai's Cultural Heritage.

COMMUNITY CONSULTATION

The Heritage Reference Committee meets on a monthly basis or as required and notification of meetings is provided on Council's website.

INTERNAL CONSULTATION

The Heritage Reference Committee includes Councillors and heritage practitioners and is facilitated by Council staff. Where relevant, consultation with other Departments may occur in particular with Council's heritage advisors in Development & Regulation.

SUMMARY

Council is required to consider and receive the minutes of the HRC and to make them publicly available via Council's website. HRC minutes are confirmed by HRC prior to being presented at an Ordinary Meeting of Council. These minutes are now being referred to Council.

RECOMMENDATION:

That Council receive and note the HRC minutes from the meeting held on 3 April 2025.

Claudine Loffi
Heritage Specialist Planner

Craig Wyse
Team Leader Urban Planning

Antony Fabbro
Manager Urban & Heritage Planning

Jacob Sife
Acting Director Strategy & Environment

Attachments: A1 [link](#) Heritage Reference Committee minutes 3 April 2025 2025/109707

**MINUTES OF HERITAGE REFERENCE COMMITTEE
HELD ON THURSDAY, 3 APRIL 2025**

Present: Councillor K Wheatley (Chairperson) (Wahroonga Ward)
Councillor I Balachandran (Deputy Chairperson) (Gordon Ward)
Mr Robert Moore – National Trust
Ms Lorna Watt – Ku-ring-gai Historical Society
Ms Zeny Edwards – Local Historian and Community Member
Mr Chris Bluett- Community Member

Staff Present: Director Strategy and Environment (Andrew Watson)
Manager Urban & Heritage Planning (Antony Fabbro)
Team Leader Urban Planning (Craig Wyse)
Heritage Specialist Planner (Claudine Loffi)
Strategic Planner Heritage (Philippa Hayes)

Others Present: Councillor C Kay - Ku-ring-gai Council
Councillor B Ward - Ku-ring-gai Council
Councillor S Ngai - Ku-ring-gai Council
Councillor M Smith - Ku-ring-gai Council

Apologies: Ms Margaret Skilbeck – Australian Institute of Architects

The Meeting commenced at 12:30 PM

DECLARATIONS OF INTEREST

Councillor I Balachandran – heritage listed property.

MATTERS ARISING FROM PREVIOUS MEETING

NOTING OF MINUTES

Minutes of Heritage Reference Committee

File: CY00413/12

Meeting held 5 December 2024

RESOLVED:

The circulated and adopted minutes were noted.

GENERAL BUSINESS

Low and Mid Rise housing SEPP changes

File: CY00413/13

Vide: GB.1

The Committee discussed the State Government rezonings under the Low and Mid Rise Housing State Environmental Planning Policy (SEPP) as it relates to heritage. The Committee noted the majority of Ku-ring-gai's heritage conservation areas and setting of heritage items were impacted, with no previous precedent for such zoning density increases in heritage conservation areas before the housing SEPPs.

The Committee noted the failure of the SEPP to address the typology and heritage significance of heritage conservation areas that is heavily reliant on the existing building typology pattern. The Committee noted terraces are not appropriate in listed areas of free-standing houses. The Committee noted the disregard for state guidelines for contextual design for "better fit". The Committee commented this appears to challenge every effort of the National Trust since the 1980s to conserve heritage conservation areas.

Further issues discussed included the relationship of this SEPP with the designated TOD areas, the NSW history of listing conservation areas and items, demolition risk, dual occupancy, and the non-discretionary development standards.

RESOLVED:

The Heritage Reference Committee receive and note this report and provide comments.

Her-story Project Update

File: S13598

Vide: GB.2

The Committee discussed the progress and priorities for Ku-ring-gai's online inventories uploaded to the State Heritage Inventory. The Committee commended the project.

RESOLVED:

The Heritage Reference Committee received and noted the heritage items with updated online inventories.

Heritage strategy ongoing projects update

File: CY00413/13

Vide: GB.3

The Committee noted and discussed the reported strategic heritage projects underway, including the forthcoming heritage awards and grants currently open for applications.

RESOLVED:

The Heritage Reference Committee received and noted the report.

Transport Oriented Development and Council Alternative proposal update

File: CY00413/13

Vide: GB.4

The Committee discussed the Transport Oriented Development (TOD) State Environmental Planning Policy (SEPP) as it relates to heritage, and Council's proposal for an alternative preferred scenario. Staff confirmed corrections to the 13 heritage conservation areas impacted by the preferred scenario rather than the reported 9. Issues discussed include the state significant development applications (SSDs), SSD isolation of heritage items and lack of consideration in documentation for heritage impacts, the treatment of items in Council's preferred scenario, potential for item delisting and economic considerations for heritage item owners, and impacts of lost amenity on heritage items and areas.

Councillor Balachandran sought committee advice on Council's powers to delist heritage items, help owners seeking delisting or isolated by SSD, help owners ensuring an economic return on heritage items. The Committee and staff advised on limits of Council powers for SSD, listing under NSW standards and systems and private market matters. Staff advised on Council's initiatives for heritage item owners in the preferred scenario. Councillor Ngai posed increasing floor space ratios in certain conservation areas where some sections are upzoned and some are not. The Committee noted this matter with no further comment. Examples of past heritage item amalgamated sites developments were discussed.

Staff alerted the Committee members to complete the preferred scenario online survey on exhibition for public feedback open until 22 April 2025.

RESOLVED:

The Heritage Reference Committee received and noted the report and provided comments.

OTHER BUSINESS

NSW Government Pattern Book

File: S14848

Vide: OB.1

The Committee was verbally briefed by staff and shown the Discussion Paper NSW Housing Pattern Book Planning Pathways for Council comments. The Committee objected to the proposed streamlined DA approval pathway applying to heritage conservation areas. The Committee noted that the development of the patterns did not show evidence that heritage considerations had been incorporated into the designs for acceptable heritage impacts in a heritage context. The Committee noted the fundamental lack of commitment to conserving heritage conservation areas. The Committee also noted the absence of requirements for building orientation for solar access standards. The Committee observed the pattern book would remove the diversity of housing for good examples of historic house and gardens represented in Ku-ring-gai's heritage conservation areas. The Committee concluded the significance and amenity of heritage conservation areas would be negatively impacted by the proposed pattern book designs and associated approval pathways.

RESOLVED:

The Heritage Reference Committee received and noted the update and provided comments seeking removal of the proposed pattern book application to heritage conservation areas.

The Meeting closed at 1:55pm

INTERNAL AUDIT FUNCTION SHARED SERVICE AGREEMENT

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To seek approval for the updated Internal Audit Shared Service Agreement.

BACKGROUND:

The arrangement for a shared Internal Audit Function has been in place across member Councils of the North Sydney Regional Organisation of Councils (NSROC) since 2009.

Under the Shared Service Agreement (the 'Agreement'), member Councils have a shared independent and objective internal audit function that provides internal audit services to each council in alignment with the requirements of the *OLG Guidelines for Risk Management and Internal Audit in NSW Local Government* (the 'Guidelines')

The Agreement enables the Councils to leverage their combined purchasing power to gain efficiency and obtain shared learnings that contributes to improvements at each member Council.

The General Managers of member Councils meet at least annually to review how the shared service arrangement is operating.

COMMENTS:

Council Audit Risk & Improvement Committees (ARIC) and senior stakeholders are satisfied with the Agreement and the operation of the shared services internal audit function.

An updated draft Agreement was reviewed and endorsed by General Managers of the member Councils at their last meeting held on 2 April 2025.

RECOMMENDATION:

Refer to the full Recommendation at the end of this report

PURPOSE OF REPORT

To seek approval for the updated Internal Audit Shared Service Agreement.

BACKGROUND

The arrangement for a shared Internal Audit Function has been in place across member Councils of the North Sydney Regional Organisation of Councils (NSROC) since 2009 (Note: Ku-ring-gai Council has been a member since 2015, and Strathfield Council has been a member since 2018).

The service was established to improve the effectiveness of risk management, control and governance within each Council.

From 2018 until mid-October 2023 the shared function was hosted by Ku-ring-gai Council and since then by the Northern Sydney Regional Organisation of Councils (NSROC).

The shared arrangements are set out in the Shared Service Agreement (the Agreement) under which member Councils have an independent and objective internal audit function that provides internal audit services to each Council in line with the *OLG Guidelines for Risk Management and Internal Audit in NSW Local Government* (the Guidelines). The Agreement enables the Councils to leverage their combined purchasing power to gain efficiency and obtain shared learnings that contribute to improvements at each member Council.

The function is managed by an experienced Head of Internal Audit (employed by NSROC) who acts as the Head of Internal Audit for each member Council. The Head of Internal Audit works closely with stakeholders at each member Council and the respective ARIC's to ensure that the internal audit services delivered are of high quality, meet each Council and its ARIC's needs, and complies with the requirements of the Guidelines and internal audit standards.

Costs of the Internal Audit Function are shared proportionately by member Councils in an agreed ratio tied to the number of audits. More specifically, member Councils have agreed that Hunter's Hill Council will have four audits each year and the remaining Councils will have six audits each year.

The delivery of internal audits is carried out under oversight by the Head of Internal Audit, by empanelled outsourced service providers who are engaged by NSROC through a tender process that complies with local government procurement requirements. The provider panel is managed by the Head of Internal Audit who also undertakes internal audit planning and all other ancillary activities for the internal audit function.

The General Managers of the member councils meet at least annually to review how the shared service arrangement is operating.

COMMENTS

As indicated by positive responses received to the last annual survey which was carried out in July 2024, the ARIC's and senior stakeholders at the member Councils are satisfied with the Agreement and the operation of the shared Internal Audit Function. This feedback was reinforced by the General Managers of the member Councils at their last meeting which took place on 2 April 2025.

The operation of the Agreement is reviewed by the General Managers every five years and the updated as required. During the most recent review in 2025, it was agreed that the document should be updated to align with the Guidelines and revised hosting arrangements. The updated Agreement (refer to Attachment A1) was subsequently reviewed and endorsed by General Managers of the member Councils at the meeting in April 2025.

The timing of this review also aligns with a procurement tender being undertaken by NSROC to refresh the panel of service providers, as the current provider contracts expire on 30 June 2025. The tender seeks to appoint a panel of firms for a three-year period with an option to extend by a further two-year period. The tender closed on 28 March 2025 and the evaluation panel will meet to assess the tender submission and make recommendations by the end of April 2025. Following agreed approval processes, NSROC will enter into panel contracts with the successful provider firms. The pricing across the life of the contract is expected to remain stable for each firm, except for agreed indexation.

INTEGRATED PLANNING AND REPORTING

Leadership

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L4.1: The organisation provides ethical and transparent decision-making, efficient management, and quality customer service.	L4.1.1: Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.	L4.1.1.2: Act as a central point of contact to the Internal Audit Shared Service (hosted by NSROC) to support and facilitate Councils Internal audit function.

GOVERNANCE MATTERS

The Agreement facilitates the provision of internal audit services to Ku-ring-gai Council in alignment with the requirements of the Guidelines.

RISK IMPLICATION STATEMENT

There are no material risks that arise from the recommendations contained in this report. Minor issues may occur, but these can be managed within Council's current policies, procedures, resources and budget.

FINANCIAL CONSIDERATIONS

The cost contribution to the shared service internal audit function is within the annual budget and agreed each year with each General Manager and NSROC.

The provisional internal audit budget for FY25/26 is up to \$170K for each member Council, except for Hunter's Hill Council whose provisional budget for FY25/26 is up to \$102K.

The internal audit budget for Ku-ring-gai Council will be reviewed and adjusted to align with the above.

SOCIAL CONSIDERATIONS

There are no financial considerations associated with this report.

ENVIRONMENTAL CONSIDERATIONS

There are no environmental considerations associated with this report.

COMMUNITY CONSULTATION

Not applicable.

INTERNAL CONSULTATION

Not applicable.

SUMMARY

The arrangement for a shared Internal Audit Function has been in place across member Councils of the North Sydney Regional Organisation of Councils (NSROC) since 2009.

The shared arrangements are set out in the Shared Service Agreement (the Agreement) under which member Councils have an independent and objective internal audit function that provides internal audit services to each Council in line with the OLG Guidelines for Risk Management and Internal Audit in NSW Local Government (the Guidelines).

The updated Agreement (Attachment A1) was reviewed and endorsed by General Managers of the member Councils at the meeting in April 2025.

RECOMMENDATION:

It is recommended that the Council:

- A. Note the contents of this report; and
- B. Approve the updated Internal Audit Shared Service Agreement (Attachment A1) for signing by the General Manager.

David Marshall
General Manager

Jennie Keato
Manager People and Culture

Attachments: A1 DRAFT Internal Audit Shared Services Agreement 2025 Excluded *Confidential*

MULTICULTURAL ADVISORY COMMITTEE - APPOINTMENT OF COMMUNITY REPRESENTATIVES FOR A NEW TERM

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To provide Council with recommendations for community representatives to be appointed to the Multicultural Advisory Committee for a new term.

BACKGROUND:

At the Ordinary Meeting of Council on 8 October 2024, Council resolved to review the membership of the Multicultural Advisory Committee. An Expression of Interest (EOI) process was initiated to seek nominations from community members interested in joining the Committee for the current term.

COMMENTS:

The EOI attracted 21 applications from a diverse range of community members. A selection panel was established to assess the applications against established criteria, with a focus on ensuring broad and inclusive representation.

RECOMMENDATION:

(Refer to the full Recommendation at the end of this report)

That Council consider and appoint the community members who have been recommended by the selection panel to participate in the Multicultural Advisory Committee, and for Council to consider extending the membership of the sMulticultural Advisory Committee from 10 to 15 members.

PURPOSE OF REPORT

To provide Council with recommendations for community representatives to be appointed to the Multicultural Advisory Committee for a new term.

BACKGROUND

At the Ordinary Meeting held on 8 October 2024, Council resolved, in part:

D. Note that community membership of the following committees will be reviewed and recommendations brought back to Council by 8 April 2025: Flood Risk Management Committee; Heritage Reference Committee; Multicultural Advisory Committee; and Sustainable Recreation Advisory Group.

The Multicultural Advisory Committee (MCAC), established in December 2022, provides important advice to Council on matters affecting culturally and linguistically diverse communities within the Ku-ring-gai local government area. In accordance with the Committee's Terms of Reference, the community membership is reviewed at the end of each Council term, with members eligible for reappointment subject to Council resolution.

An Expression of Interest process has been undertaken to invite community representatives for the current term. This report presents the outcomes of that process and provides recommendations for Council's consideration to ensure continued inclusive, representative, and informed community input for the current term of the Committee.

COMMENTS

Expression of Interest Process and Assessment Panel

The Expression of Interest (EOI) process attracted 21 applications, as detailed in **Confidential Attachment A1**. One applicant subsequently withdrew after the close of the application period.

The applicant pool demonstrated a diverse range of cultural backgrounds, skills, and lived experiences, reflecting strong community interest and capability. To ensure a fair, transparent, and inclusive selection process, an assessment panel was convened. The panel consisted of both community representatives and Council staff and applied an approved assessment methodology to evaluate each application against the selection criteria.

Assessment Panel Membership

The assessment panel was made up of the following members:

- Fiona Yanfang Zhou – Multicultural Community Liaison Officer, Ku-ring-gai Police Area Command
- Dr Astrid Perry OAM – Head of Women, Equity and DFV, Stakeholder Relations, Research and Policy, Settlement Services International
- Uma Menon – NSW CALD Community Engagement Coordinator KNC and Chairperson of the Hornsby Ku-ring-gai Multicultural Network
- Danny Houseas – Manager Community Development, Ku-ring-gai Council
- Leonie Endacott – Community Development Officer – Disability Services, Ku-ring-gai Council

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The assessment criteria for candidates applying to the Multicultural Advisory Committee (MCAC) were designed to ensure a fair and inclusive selection process. The panel focused on several key areas: the candidate's understanding of the challenges faced by Culturally and Linguistically Diverse (CALD) communities, their past contributions to multicultural initiatives, and their engagement with CALD networks. The panel also evaluated the candidate's knowledge of local government's role in supporting these communities and their ability to propose strategies for improving Council's engagement and services. Experience in policy development, advocacy, and ensuring inclusivity within the Committee were also considered, along with any prior advisory committee experience.

Additionally, the panel assessed the candidate's motivation for joining the MCAC, their professional skills, and the quality of supporting documents submitted. Candidates were scored on a scale of 1 to 5 in each category, with the total score determining their final recommendation, ranging from "Recommended" to "Not Recommended." These criteria were used to identify individuals who could contribute meaningfully to the Committee's work, helping advance Council's multicultural engagement and inclusion goals.

Following a thorough assessment process, the panel reached consensus on 10 recommended community members for appointment to the Committee. The recommended appointments to the Multicultural Advisory Committee reflect a broad spectrum of diversity across cultural backgrounds, age groups, and lived experiences. In addition to applying the formal selection criteria, the assessment panel also considered the importance of cultural and linguistic representation, as well as achieving a balance between individuals working in multicultural sectors and those with strong community-based perspectives. This approach ensures the Committee benefits from both professional expertise and grassroots insight, strengthening its capacity to represent and respond to the needs of Ku-ring-gai's diverse population.

To ensure continuity and maintain the Committee's capacity throughout its term, six (6) reserve candidates were identified. These individuals will not participate in Committee activities unless formally activated to replace a departing member. Activation may occur if a sitting member resigns, relocates, changes employment, or becomes ineligible due to shifting personal circumstances. In such cases, a reserve will be appointed to fill the vacancy for the remainder of the term. All appointments of reserve members are subject to a Council resolution. This approach helps preserve the Committee's intended composition, supports its effective functioning, and upholds the goal of representing the community's diversity. The reserve system ensures both flexibility and stability, allowing the Committee to continue its work without interruption.

The recommended appointments are provided in **Confidential Attachment A2**, and the assessment methodology is detailed in **Attachment A3**.

To maintain consistency with other committees, Council may also wish to consider increasing the number of appointed community members on the Multicultural Advisory Committee from 10 to 15. The selection panel recommended 10 members plus 6 reserves. Increasing the membership from 10 to 15 could be achieved through appointing the 10 members recommended by the selection panel and using 5 of the 6 reserves, in the order recommended, to increase the membership numbers to 15. The remaining recommended reserve would continue in that capacity as a reserve for the committee.

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Expanding the membership would enhance the Committee's ability to reflect the diversity of the local community, broaden perspectives, support quorum requirements, and provide greater continuity throughout the term. It would also bring the membership numbers in line with other community committees such as the Status of Women's Advisory Committee, Youth Advisory Committee and Arts and Culture Committee.

INTEGRATED PLANNING AND REPORTING

Leadership and Governance

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L4.1: The organisation provides ethical and transparent decision-making, efficient management, and quality customer service.	L4.1.2: Council's Governance framework is developed to ensure probity and transparency.	L4.1.2.1: Ensure that Council and Committee meetings are managed effectively and in accordance with relevant legislation, codes and guidelines.

GOVERNANCE MATTERS

The review and appointment process for the Multicultural Advisory Committee (MCAC) is conducted in accordance with the Council Advisory and Reference Committee Guideline and Terms of Reference. The process ensures transparency, accountability, and fairness, with clear criteria for the selection of new members. All appointments are subject to Council resolution and in alignment with the Council's governance framework. The Governance and Corporate Strategy team has been consulted throughout the process to ensure compliance with relevant policies and procedures.

RISK IMPLICATION STATEMENT

There are no significant risks identified in relation to the review or appointment process for the Multicultural Advisory Committee. The operation of Council's community advisory committees, including the Multicultural Advisory Committee, is governed by the Council Advisory and Reference Committee Guidelines and Terms of Reference, which are outlined in **Attachment A4**. This document provides a clear framework to ensure transparency, accountability, and effective governance.

FINANCIAL CONSIDERATIONS

There are no significant financial implications associated with the review or appointment process for the Multicultural Advisory Committee.

SOCIAL CONSIDERATIONS

Council's advisory and reference committees aim to enhance community engagement and more inclusive decision-making by involving community stakeholders and diverse voices. This provides valuable insights from different sections leading to more informed and balanced decisions, fosters trust, transparency and more effective policies and programs that benefit the entire community.

ENVIRONMENTAL CONSIDERATIONS

There are no direct environmental implications associated with the review or appointment process for the Multicultural Advisory Committee. However, the Committee's role in advising Council on inclusive policies and services may indirectly contribute to promoting sustainability and environmental awareness in community programs, especially those that impact culturally diverse communities.

COMMUNITY CONSULTATION

Community consultation was undertaken through a public Expression of Interest (EOI) process to attract applications for the Multicultural Advisory Committee. The EOI was promoted via Council's website, social media platforms, e-newsletters, and through local multicultural networks and community organisations. This approach aimed to ensure broad awareness and encourage applications from individuals representing a diverse range of cultural backgrounds, experiences, and perspectives.

INTERNAL CONSULTATION

The Governance and Corporate Strategy team has been consulted regarding the Expression of Interest process and the application of the Reference Committee Guideline in relation to the Multicultural Advisory Committee (MCAC). Their input has informed the approach to membership review and the preparation of this report.

SUMMARY

The Multicultural Advisory Committee is a key mechanism through which Council engages with culturally and linguistically diverse communities and ensures that its policies and services are inclusive and responsive. In accordance with Council's resolution of 8 October 2024, a review of community membership has been undertaken.

This report details the Expression of Interest process, the formation of an assessment panel, and the recommended appointments arising from the process.

It also identifies opportunities to enhance the Committee's effectiveness through the appointment of 5 reserve members and proposes increasing the number of community representatives from 10 to 15 to support broader representation and quorum management.

These initiatives reinforce Council's commitment to inclusive governance and ongoing multicultural engagement.

RECOMMENDATION:

- A. That Council consider and appoint the 10 community applicants who have been recommended by the selection panel to the Multicultural Advisory Committee.
- B. That Council consider increasing the number of appointed community members from 10 to 15 to increase representation, and to better align membership numbers with other Council advisory committees.
- C. That should recommendation B be supported, Council consider and appoint an additional 5 community applicants who have been recommended by the selection panel as reserves, in order of their listing, to the Multicultural Advisory Committee.

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- D. That Council appoint the 1 remaining recommended applicant as a reserve for the Multicultural Advisory Committee.

Danny Houseas
Manager Community Development

Janice Bevan
Director Community

Attachments:	A1	MCAC 2025 nominations with attachments	<i>Confidential</i>
	A2	2025 MCAC Certified Assessment Panel Report Final Signed	<i>Confidential</i>
	A3	MCAC 2025 assessment methodology	2025/127652
	A4	Council advisory and reference committee guideline	2025/127667

2025 Multicultural Advisory Committee – Assessment Methodology

Assessment Process

Following the public Expression of Interest process, an assessment was undertaken to identify the most suitable candidates for appointment to the Multicultural Advisory Committee.

The assessment was conducted in accordance with Council's governance framework, merit-based selection principles, and the Committee's Terms of Reference.

To ensure consistency, fairness, and transparency, the following process was applied:

1. Distribution of Assessment Materials:

Each panel member received a confidential assessment pack containing:

- Assessor Instructions and Evaluation Process (appendix 1)
- Scoring Rubric: Multicultural Advisory Committee Candidate Assessment 2025 (appendix 2)
- Conflict of Interest Declaration Form
- Consolidated Extract of All Applications
- Committee Terms of Reference

2. Individual Assessment:

Panel members independently assessed and scored applicants against the established criteria and submitted their conflict of interest declarations prior to panel deliberations.

3. Panel Deliberation:

Following individual assessments, the panel convened to compare and consolidate scores. Final overall scores for each applicant were calculated by averaging the available assessments, ensuring that any declared conflicts of interest were appropriately managed. This process identified the top ten (10) candidates for appointment.

4. Reserve List:

An additional six (6) applicants were assessed as suitable and have been placed on a reserve list for future consideration, should vacancies arise.

Appendix 1 - Assessor Instructions and Evaluation Process

This guide outlines how to assess candidates for the 2025 Multicultural Advisory Committee using a Microsoft Form. It includes instructions for accessing the form, evaluating candidates, and understanding the scoring criteria.

Step 1: Access the Microsoft Form

- Open the Microsoft Form titled:
“Multicultural Advisory Committee Candidate Assessment 2025”
using this link:
https://forms.office.com/Pages/ResponsePage.aspx?id=QnXKMnRc5USF6S_W_55H8tLEDp23wCNAuig5c-cGBidUQ1RLVzJEVjdQNEY4REpNSjhETzFLM0FTTSQIQCN0PWcu

Step 2: Scoring Guide

Each of the 10 assessment questions should be scored out of 5 points, with a total possible score of 50.

Refer to the attached Detailed Assessment Criteria to guide your scoring. This document outlines what constitutes a 1 through 5 score for each question.

Step 3: Complete the Assessment

For each candidate, complete all fields in the form:

- Enter the candidate’s full name
- Assign a score (1–5) for each of the ten assessment questions
- Provide brief optional comments to justify each score
- Add overall comments at the end
- Select one of the following final recommendations:
 - Highly Recommended
 - Recommended
 - Suitable but not preferred
 - Not Recommended
- Click Submit to upload the assessment

Note: Each candidate requires a separate form. After submitting, click “Submit another response” or revisit the form using the link above.

Step 4: Conflict of Interest Declaration

All evaluators must complete a Conflict-of-Interest Declaration before participating in the assessment process.

- If you have a personal, professional, or community connection with a candidate that could influence your impartiality, please declare it immediately.
- You may be asked to refrain from scoring any candidate where a potential conflict exists.
- Return your signed declaration form to lendacott@krg.nsw.gov.au before final recommendations are made.

Attached Documents

- Detailed Scoring Criteria (Scoring Rubric)
- Candidate Expressions of Interest and related attachments
- Terms of Reference – Multicultural Advisory Committee
- Conflict of Interest Declaration

Appendix 2 - Scoring Rubric: Multicultural Advisory Committee Candidate Assessment 2025

Q1. What do you see as the most pressing challenges faced by CALD communities in Ku-ring-gai, and how do you stay informed about these issues?

Score (1–5):

Scoring Criteria:

1. No understanding of CALD challenges; no clear sources of information.
2. Limited understanding; identifies general or vague issues; unclear or passive information sources.
3. Some understanding of local challenges; references some data or community input; somewhat informed.
4. Good understanding of key local issues; references reliable sources (e.g., community feedback, council reports, cultural events).
5. Deep insight into specific challenges in Ku-ring-gai; uses multiple, credible sources to stay informed (e.g., networks, media, engagement with CALD leaders).

Q2. How have you contributed to multicultural community initiatives or collaborated with other groups, government agencies, or organisations to support CALD communities?

Score (1–5):

Scoring Criteria:

1. No relevant experience or vague contribution.
2. Minimal or one-time participation; unclear impact or role.
3. Regular involvement: demonstrates contribution, but lacks detail.
4. Clear examples of collaboration and tangible outcomes; explains role well.
5. Significant and sustained contribution; demonstrated leadership or coordination across multiple stakeholders.

Q3. What CALD community networks or organisations are you connected with, and how do you engage with them?

Score (1–5):

Scoring Criteria:

1. No affiliations or vague answers.
2. Minimal involvement; mentions one-off participation or events.
3. Active member of one or more groups; regular interaction.
4. Holds a role (e.g., volunteer, organiser) within a CALD group or network; consistent engagement.
5. Strong, ongoing relationships across multiple CALD networks; leadership or coordination roles demonstrated.

Q4. What is your understanding of the role of local government in supporting multicultural communities, and how do you think Council could improve its engagement and service delivery for CALD residents?

Score (1–5):

Scoring Criteria:

1. Little or no understanding of Council's role.
2. General knowledge; lacks local relevance or practical suggestions.
3. Adequate understanding; offers some practical ideas.
4. Good understanding of Council's functions; provides relevant, constructive suggestions for improvement.
5. Deep knowledge of local government's role and CALD engagement; offers innovative and practical improvement ideas.

Q5. Have you contributed to policy development or advocacy for multicultural communities? Can you provide an example?

Score (1–5):

Scoring Criteria:

1. No experience or examples provided.
2. Minimal or unclear contributions; lacks impact or detail.
3. Example provided with some impact; some clarity on role.
4. Well-described contribution with measurable outcomes; good understanding of advocacy or policy work.
5. Strong track record in advocacy or policy; example demonstrates leadership and community benefit.

Q6. How would you ensure that the voices of different multicultural groups are heard and represented in the committee's work?

Score (1–5):

Scoring Criteria:

1. No clear strategy or understanding of inclusivity.
2. Vague or generic ideas; lacks community focus.
3. Some strategies proposed (e.g., surveys, outreach); partial understanding.
4. Clear, practical strategies for engagement; understanding of representation and equity.
5. Deep understanding of inclusive practices; proposes innovative and effective ways to amplify CALD voices.

Q7. Have you served on an advisory committee before? If so, what was your role and contribution? What do you think makes an effective advisory committee, and how would you contribute to its success?

Score (1–5):

Scoring Criteria:

1. No experience; no understanding of committee function.
2. Limited experience; vague understanding of roles/responsibilities.
3. Describes relevant experience and basic understanding of committee work.
4. Demonstrated contributions; reflects on success factors (e.g., collaboration, accountability).
5. Strong experience with advisory/strategic committees; thoughtful reflections on effective group dynamics and leadership.

Q8. Why do you want to join the Multicultural Advisory Committee?**Score (1–5):****Scoring Criteria:**

1. Generic or unclear motivation.
2. Basic interest expressed; lacks community or strategic focus.
3. Some alignment with committee goals; personal or professional motivation.
4. Strong alignment with committee objectives; passion for multicultural inclusion.
5. Compelling and well-articulated motivation; demonstrates commitment and a clear vision for contribution.

Q9. Professional Skills & Expertise**Score (1–5):****Scoring Criteria:**

1. No relevant skills or expertise identified.
2. Minimal or general skills; not directly related to committee work.
3. Some relevant skills or qualifications; partially applicable.
4. Strong professional skills that support the role (e.g., cross-cultural communication, planning, community engagement).
5. Highly relevant qualifications, lived experience, or professional expertise that would strongly benefit the committee.

Q10. Supporting Documents**Score (1–5):****Scoring Criteria:**

1. No documents submitted.
2. Basic or incomplete documentation.
3. Resume or one relevant reference provided.
4. Multiple relevant documents (e.g., resume, reference, community letter).
5. Comprehensive, well-organised documentation supporting strong application (e.g., resume, references, endorsements).

Final Recommendation (Based on Total Score out of 50)**Total Score Recommendation**

45-50	Highly Recommended
35-44	Recommended
25-34	Suitable but not preferred
Below 25	Not Recommended

Ku-ring-gai Council

Council Advisory and Reference Committee Guideline

Adopted: 15 April 2025

Effective 16 April 2025



Council Advisory and Reference Committee Guideline

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Version History

Version Number	Version Start Date	Version End Date	Author	Details and Comments
1	2014	11/01/2022	Manager Governance	First Version
2	12/01/2022	24/05/2022	David Marshall	Updates to guidelines and terms of reference.
3	25/05/2022	15/11/2022	Christopher M Jones	Policy updated to include resolution 89 corresponding to MM.2 at the Ordinary Meeting of Council of 24 May 2022. Council resolved to amend the relevant sections to provide for non-member Councillors to attend committee meetings as observers only. Minor formatting updates.
4	14/12/2022	20/1/2023	Christopher M Jones	Updates to reflect new committees, requirement for committees to undertake a review during each term of council and minor formatting changes.
5	21/1/2023	18/3/2024	Senior Governance Officer	Updates to reflect disbandment of Marian Street Theatre Reference Committee (OMC19.09.2023), new terms of references Arts & Culture Advisory Committee (OMC 21.11.2023) and The Status of Women's Advisory Committee (OMC 21.11.2023)
6	19/3/2024	21/5/2024	Christopher M Jones	Minor updates to reflect resolutions of Council in March 2024.
7	22/5/2024	16/7/2024	Christopher M Jones	Updated to reflect adoption Youth Advisory Committee Terms of Reference (OMC 21/5/2024)
8	17/7/2024	19/9/2024	Christopher M Jones	Minor update to reflect resolution of Council regarding appointments to the Status of Women's Advisory Committee (OMC16/7/2024)
9	20/9/2024	16/12/2024	Christopher M Jones	Removal of ARIC Terms of Reference (published separately). No other changes.
10	16/04/2025	April 2027	Christopher M Jones	Insertion of Terms of Reference for new Smart Transport Advisory Committee and Environment Advisory Committee (OMC 15/4/2025).

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PURPOSE, OBJECTIVES, AND SCOPE OF COMMITTEES

Why does council have advisory and reference committees?

Advisory and reference committees provide a mechanism by which members of the community can play a role in the formulation of Council policy, direction and practice. Committees assist Council to engage with and obtain feedback from the community.

Objectives

Advisory and reference committees are established by Ku-ring-gai Council to:

- harness the views and expertise of the wider community
- assist Council in its understanding of, and approach to, specific or localised issues, initiatives or community assets
- provide a structured approach to the ongoing involvement of community members in Council affairs and the democratic process.

Scope

The scope of each advisory and reference committee is outlined in its Charter. Committees may make recommendations to Council, but do not have the authority to make decisions on Council's behalf.

Note that these guidelines do not include the Ku-ring-gai Local Planning Panel (KLPP), the Major Projects Steering Committee or the Audit, Risk and Improvement Committee (ARIC). These committees have their own governance arrangements and separate Terms of Reference.

Delegation of functions and decision-making

Advisory and reference committees do not have delegated authority from Council.

How are advisory and reference committees established?

Advisory and reference committees are established by a resolution of Council. Prior to establishing a committee, Council will generally determine the following criteria:

- Terms of reference for the committee
- Expertise or relevant background which community members should possess
- Size (minimum and maximum) of the committee
- Quorum requirements
- Frequency of meetings (minimum and regularity)
- Any specific interest groups that are to be represented on the committee (i.e. government departments, community organisations)

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- Term and tenure of members.

This Guideline serves to address these elements.

Ku-ring-gai Council has established the following advisory and reference committees:

- Arts and Culture Advisory Committee
- Environment Advisory Group
- Flood Risk Management Committee
- Heritage Reference Committee
- Ku-ring-gai Traffic Committee
- Multicultural Advisory Committee
- Smart Transport Advisory Committee
- Status of Women Advisory Committee
- Youth Advisory Committee.

Terms of reference

Details of the terms of reference (or charter) of each committee are presented in this guide. The terms of reference for each committee may be updated from time to time by Council resolution.

Evaluation and review

Each Committee will undertake a review before the end of each term of council to ensure it is operating effectively, delivering on its roles and responsibilities, and to recommend any changes to its terms of reference.

Any recommendations to make significant changes to committee terms of reference (or dissolve a committee) arising from a review is to be reported to Council at the first ordinary meeting of Council following the local government elections.

MEMBERSHIP OF ADVISORY AND REFERENCE COMMITTEES

Term

An advisory or reference committee continues until such time as it is dissolved by Council. Council may dissolve a committee at any time by resolution.

Councillor membership

Councillors will be appointed to committees at the first ordinary meeting of Council following the local government elections. Appointments are to be made at the same time as the Mayoral election, which will generally be every two years.

All other Councillors may attend committee meetings in a non-voting capacity and as observers only.

Community membership

Community membership will be in accordance with the terms of reference of the respective committee. Representatives should carry adequate expertise, experience or the specific knowledge necessary to fulfil their obligations and to contribute to the output of the committee.

Unless otherwise provided in its terms of reference, Council must appoint all committee members by a resolution of Council. Similarly, Council may terminate a person's committee membership at any time by a resolution of Council.

Nominations for appointment to a committee should generally be submitted in writing to Council, for consideration against the committee terms of reference.

The term of office for all non-Councillor members will be as set out in the relevant terms of reference. Committee members are generally eligible for re-appointment.

Vacation of office

Membership of the committee will become vacant in the following circumstances:

- If the member resigns membership by notice in writing to the committee
- If the member ceases to be a member of the organisation which he/ she represents
- Upon the death of the member
- If the member becomes a mentally incapacitated person
- If Council in its absolute discretion resolves to terminate a person's membership, including for reason of absence from committee meetings.

Chairperson

Generally, a Chairperson and Deputy Chairperson will be appointed by Council resolution.

The role of the Chairperson is to:

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- chair all meetings, open meetings, welcome and introduce members and guests
 - keep people at the meeting focused on the topics being discussed
 - encourage all members to participate, and ensure adequate opportunity is given to members who wish to speak
 - ensure correct meeting procedures are followed and maintain control of the meeting
 - keep track of time
 - make sure members are aware of decisions being made and that the minute taker has recorded decisions of the meeting
 - act impartially and uses discretionary powers in the best interests of members and in accordance with the meeting practices
 - ensure all statutory regulations and organisational rules (such as Code of Conduct) are observed
 - close meetings after business at hand has properly concluded.

In the absence of the Chairperson, the Deputy Chairperson will chair the meeting.

MEETING PROCEDURES FOR ADVISORY AND REFERENCE COMMITTEES

Legislative requirements

The *Local Government Act 1993* does not legally bind meeting procedures for advisory and reference committees¹. As such, this guide sets the meeting procedures that these committees must comply with.

Notice of meeting

Notice of meetings will be provided to members, along with all Councillors, at least three days prior to the meeting. The period of notice should not include the day the notice is given or the day the meeting is held.

The notice will specify the time, place and date of the meeting and the business proposed to be transacted. Notice of less than three days may be given of a meeting in an emergency.

All Councillors are entitled to attend committee meetings

Councillors who are not members of a committee are entitled to attend meetings as observers only. Non-member Councillors are not entitled to add items to the agenda, move or second a motion, vote or speak at the meeting.

Quorum

The quorum for a meeting will be as resolved by Council at the time that the committee is established.

A committee meeting must be adjourned if a quorum is not present:

- at the commencement of the meeting where the number of apologies received for the meeting indicates there will not be a quorum for the meeting
- within half an hour after the time designated for the holding of the meeting, or
- at any time during the meeting.

Starting times for meetings

The committee shall generally set the frequency, time, date and place of its meetings.

Meetings are to commence at the time designated for the meeting.

Agenda

The agenda is an organised list of the business that will be transacted at the meeting. A copy of the agenda will be distributed to all committee members at least three days before the meeting.

¹ The *Local Government Act 1993* and *Local Government (General) Regulation 2021* contain provisions relating to the conduct of meetings of councils and committees of councils of which all the members are Councillors. These do not necessarily relate to advisory and reference committees.

Each item of business to be discussed at the meeting needs to be placed on the agenda.

If any items on the agenda are not discussed due to limitations of time, they are carried over to the next meeting agenda.

Order of business

Each item of business is generally discussed in the order in which it appears on the agenda.

Voting

Voting can be used as a mechanism for members to express their agreement or disagreement on an item.

The terms of reference for each committee set out the requirements for voting.

A member who is present but who abstains from voting on a motion is counted as having voted against the motion.

Members who are not present may not vote by proxy or by any other means.

Minutes of meetings

The committee is to keep full and accurate minutes of the proceedings of meetings. It will be the responsibility of Council staff attending the meeting to take the minutes.

Minutes of a committee meeting will record any voting to determine recommendations of the committee to Council. The minutes will also record any recommendations a committee makes by consensus. At the discretion of the Chairperson, the minutes may also include brief commentary to reflect discussion on a matter. Upon request, a member may have their name recorded in the minutes as being against a recommendation of the committee.

The draft minutes of a meeting will be circulated to committee members within 10 working days of the meeting. Members will be provided with five working days to comment on the accuracy of the minutes. The minutes will subsequently be referred to the Chairperson for approval as an accurate record of the meeting.

Once approved by the Chairperson, the minutes will be put to an ordinary meeting of Council for adoption. The recommendations of a committee, so far as adopted by the Council at an ordinary meeting of Council, are resolutions of the Council.

The minutes will also be placed on the agenda to be noted at the subsequent committee meeting.

General Manager and staff attendance at meetings

The General Manager is entitled to attend committee meetings.

On consultation with the Chairperson, the General Manager shall ensure the appropriate staff attend the meetings.

The role of the staff attending will be to offer advice and to answer questions within their individual fields of expertise and experience. Council staff are not permitted to vote unless they are members of the committee.

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Duration of meetings

Committee meetings shall generally close at the scheduled finish time. However, a motion to extend the meeting for up to an additional 30 minutes may be considered by the Chairperson.

Matters listed on the agenda that are not dealt with by the conclusion of the meeting will be carried forward to the next meeting of the committee.

Absence from committee meetings

All committee members must make reasonable efforts to attend meetings.

All committee members are required to advise the Chairperson when they are unable to attend a meeting. The absence of committee members from the meeting is to be recorded in the minutes.

Council may by resolution terminate a person's membership of a committee due to unreasonable absence from meetings. As a guide, it may be considered unreasonable absence if a committee member:

- has been absent from three consecutive meetings without giving reasons acceptable to the committee, or
- has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given reasons acceptable to the committee.

Recording of committee meetings prohibited without permission

A person may use a recording device to record the proceedings of a meeting of a committee only with the authority of the committee.

A person may be expelled from a committee meeting for using or having used a device to record the meeting in contravention with this section.

Code of Conduct and conflicts of interest

The Ku-ring-gai Council Code of Conduct applies to all members of advisory and reference committees.

Amongst other things, the Code provides that members of committees must not conduct themselves in a manner that:

- is likely to bring Council or other Council officials into disrepute
- is contrary to statutory requirements or Council's administrative requirements or policies
- is improper or unethical
- is an abuse of power
- causes, comprises or involves intimidation or verbal abuse
- involves the misuse of your position to obtain a private benefit

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- constitutes harassment or bullying behaviour under the Code or is unlawfully discriminatory.

In relation to meetings, members of advisory and reference committees:

- must comply with rulings by the Chairperson
- must not engage in bullying behaviour towards the Chairperson, other Council officials or any members of the public present in committee meetings or other proceedings of the Council (such as, but not limited to, workshops and briefing sessions).
- must not engage in conduct that disrupts committee meetings or other proceedings of the Council (such as, but not limited to, workshops and briefing sessions), or that would otherwise be inconsistent with the orderly conduct of meetings.

All committee members are required to declare conflicts of interest, including pecuniary interests, in accordance with the Code of Conduct.

All committee members must declare and manage any conflicts of interest they may have in matters being considered at meetings in accordance with the Code. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

There are two types of interests – pecuniary and non-pecuniary:

- **Pecuniary Interests** – Dealt with in Part 4 of the Code of Conduct. Under clause 4.1 of the Code, pecuniary interests are interests you may have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 4.3. These persons include your spouse or de facto partner, your relative, your partner or employer or a company or other body of which you, or your nominee, partner or employer, is a shareholder or member.
- **Non-Pecuniary Interests** – Dealt with in Part 5 of the Code of Conduct. Under clause 5.1 of the Code, non-pecuniary interests are private or personal interests that do not amount to a pecuniary interest. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.

These interests can be classified further as “significant” or “less than significant” depending on the extent of the interest declared.

The following procedure must be followed for the disclosure of pecuniary and non-pecuniary interests by a committee member:

- The committee member must disclose to the meeting any agenda item(s) the member has a pecuniary or non-pecuniary interest in, as well as the nature of the interest, and whether it is significant or less than significant.
- If the interest declared is pecuniary or significant non-pecuniary, the committee member must leave the meeting before discussion, debate and voting on that matter.
- If the interest declared is less than significant non-pecuniary, the committee member must provide an explanation of why the conflict of interest does not require any further

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action in the circumstances.

- The Chairperson must ensure the minutes of the committee meeting will record the disclosure of interest and how it was managed.

Attendance at committee meetings may be by audio visual link

Members of advisory and reference committees may attend meetings by audio visual link, as set out below.

What is an “audio-visual link”?

For the purposes of this guideline, an audio-visual link is a facility that enables audio and visual communication between persons at different places.

Approval to attend committee meetings by audio-visual link

Members may attend committee meetings remotely by audio-visual link.

Members must notify the General Manager (or delegate) of their intention to attend a meeting remotely by audio-visual link no later than 2.00 pm on the day of the meeting, to allow time to set up the remote technology.

Staff may attend committee meetings by audio visual link with the approval of the General Manager.

Attendance by members at committee meetings by audio-visual link

Where a member attends a meeting by audio-visual link, they are to be taken as attending the meeting in person and will have the same voting rights as if they were attending the meeting in person.

Members must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link.

Members must be appropriately dressed when attending meetings by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the committee into disrepute.

Members who are not visible, not able to hear or not able to be heard when attending a meeting by audio-visual link, whether for technical or other reasons, will be taken not to be present at the meeting and may not speak on matters nor vote until the issue is rectified.

If remote audio-visual technology is not available at a meeting for technical or other reasons, the meeting will proceed (subject to quorum requirements) and members seeking to attend remotely will be treated as absent and granted an apology.

Where a member attends a meeting by audio-visual link, the minutes of the meeting must record that they attended the meeting by audio-visual link.

Conflicts of interest

Members attending a meeting by audio-visual link must declare and manage any conflicts of interest they may have in matters being considered at the meeting as if they were attending

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the meeting in person.

Where a member has declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the member's audio-visual link to the meeting must be managed such that the member must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the committee, or at any time during which the committee is voting on the matter.

Confidentiality

Members attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that confidential matters are being considered.

Maintenance of order

Where a member is attending a meeting by audio-visual link, the Chairperson (or a person authorised by the Chairperson) may mute the member's audio link to the meeting for the purposes of maintaining order.

If a member attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the Chairperson of the meeting (or a person authorised by the Chairperson), may terminate the member's audio-visual link to the meeting.

ARTS AND CULTURE ADVISORY COMMITTEE

Role of the committee

The primary roles and responsibilities of the Arts and Culture Advisory Committee are to:

- Contribute to the development and enhancement of a strong, recognisable profile for arts, music, culture and innovation in Ku-ring-gai that reflects the local identity, diversity and values of the community.
- Provide input and assistance into the development and implementation of objectives and strategies within Council's Community Strategic Plan.
- Contribute to and provide feedback on activities, forums, projects, programs and events relating to arts and cultural communities.
- Provide input into wider policies, plans and services that impact arts and cultural industries within the community.
- Facilitate communication between community representatives, cultural organisations and Council in arts and cultural related disciplines and assist in gathering input from the local creative community for future cultural planning initiatives.
- Facilitate networks and partnerships that encourage and support creative initiatives, stimulate cultural economy, express cultural diversity, enhance public places and increase community connectiveness.
- Advocate for local artists and creative producers in developing a strong cultural identity which will enhance the liveability and wellbeing of local residents.
- Advise and share relevant information and facilitate partnerships with arts and cultural groups through capacity building and increased community connections.

Committee members

The Arts and Culture Advisory Committee members will represent the community in an advisory role to Council. Committee members will provide specialist knowledge and diverse perspectives about creative practice, arts, music, cultural activities relevant to Council's key strategies and policies, and events and programs.

Membership

Membership of the Arts and Culture Advisory Committee will be comprised of:

- Any interested Councillors, including the Mayor.
- A maximum of sixteen (16) community members representing a range of arts and cultural groups which may include experience and/or membership of arts and cultural organisations within, but not limited to the following fields:
 - Arts education

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- Arts venues, festivals and events
 - Film, television and digital arts
 - Literature and writing
 - Theatre performing arts and dance
 - Visual arts including painting and sculpture
 - Music and musicians
 - Indigenous arts and artists.

Other members may be co-opted from time to time if required with specific, knowledge, expertise or qualifications pertaining to arts and cultural communities.

Community members are to be appointed by resolution of Council following an Expression of Interest process.

The following Ku-ring-gai Council staff will be available to attend the Committee meetings and will provide professional advice and administrative support:

- Director Community
- Manager Library and Cultural Services
- Manager Visitor Experience and Events

A Committee facilitator will be provided along with other staff members as required.

Term of membership to committee

The term of office for committee members will be for the term of Council, plus up to 6 months to allow time for the incoming Council to make new appointments. At the expiration of the term, members will be eligible for re-appointment, subject to referral to Council for its consideration and resolution. Membership of the Committee can be withdrawn by resolution of Council. Council staff representation will be appointed by the General Manager.

Membership of the Committee can be withdrawn by resolution of Council. Council staff representation will be appointed by the General Manager.

If a member misses three (3) consecutive meetings without apology, their membership will be withdrawn and the position will be deemed vacant.

Councillors who are not formal members of the Committee are invited to attend meetings as observers.

Chairperson

The Chairperson of the Committee is the Mayor, or a Councillor as nominated by Council.

The Chairperson is to be elected by Council for the same period as the term of office of the Mayor. If the Chairperson is not present at the time designated for the meeting, the Deputy

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Chairperson shall take the responsibilities of the Chairperson.

The Chairperson is to have precedence at the meeting and shall determine the order of proceedings, generally as set out in the agenda.

The Chairperson has the discretion to exclude a member of the Committee if a member displays inappropriate conduct. If this occurs, the matter is to be reported to the next available Council meeting.

Deputy Chairperson

The Deputy Chairperson of the Committee will be a Councillor as nominated by Council.

Committee facilitator

A Committee Facilitator (Convenor) shall be appointed by the General Manager. The Facilitator shall be a staff member of Council who will be responsible for coordinating the preparation of agendas, invitations, and minutes of the Committee.

The Facilitator will be responsible for coordinating any presentations from guest speakers and for considering requests from members of the public to address the Committee in consultation with the Chairperson and other staff.

The Facilitator will also be responsible for arranging induction, training and support required by the Deputy Chairperson to fulfil the role.

Delegation

No delegation. The committee is an advisory body only and has no decision-making authority. It cannot commit Council to a course of action or direct Council staff.

Voting

No formal voting rules apply as the Committee has an advisory role only, and its recommendations are made by consensus. No recommendation from the Committee will be deemed to be a decision of Council.

Only members in attendance at the meeting shall be entitled to participate in the decision-making process of the Committee.

Quorum

The Quorum will be five (5) members (including the Chairperson or Deputy Chairperson).

Meetings

Meetings will be held quarterly, or as determined by the Chairperson.

The Chairperson has the authority to call meetings in accordance with the agreed meeting schedule. A proposed change to this meeting schedule, either ongoing or one-off, should give consideration to operational requirements, and be agreed upon by the majority of Committee members.

The Committee Facilitator will produce a draft agenda in consultation with the Chairperson.

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Committee members should raise items they would like to be included on the agenda at least two weeks prior to the meeting. Alternatively, the item may be raised as part of General Business during a meeting.

The Facilitator and all members should consider the scheduled meeting length when developing the agenda and participating in the meeting.

The agenda and meeting papers shall be circulated to members at least three (3) days prior to meeting. All agendas will be published on Council's website. Each meeting shall be properly recorded by the taking of minutes.

Each meeting will start and finish at the scheduled time. The Chairperson may consider a motion to extend a meeting for up to 30 minutes. Matters listed on the agenda that are not dealt with by the conclusion of the meeting will be carried forward to the next meeting of the committee.

Where a matter requires the Committee's consideration between meeting cycles (e.g. time constraints), the matter may also be referred informally to committee members, for guidance or advice.

Attendance by audio-visual link

Members of the committee may attend meetings by audio-visual link, in accordance with the Council Advisory and Reference Committee Guideline.

Communication and Reporting

The Minutes of the Committee shall be reported to Council following the meetings.

The Minutes of the meeting shall be circulated to all members within seven (7) working days following the meeting. Any questions regarding the Minutes are to be referred immediately to the Committee Facilitator and if any error in the Minutes is confirmed by the committee, the Committee Facilitator shall arrange to make the appropriate changes.

Code of Conduct, Confidentiality, and other Council policies

The Ku-ring-gai Council Code of Conduct applies to all members of advisory and reference committees.

All Committee members must declare and manage any conflicts of interest they may have in matters being considered at meetings in accordance with the Code. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

Each Committee member shall be provided with Council's Code of Conduct and other related policies that may be applicable to the operation of the Committee.

The Committee may be dealing with limited confidential information. Committee members will be required to complete appropriate disclosure forms.

The conduct of each Committee member is expected to be consistent with the principles outlined in these Council publications.

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ENVIRONMENT ADVISORY COMMITTEE

Role of the Committee

The Environment Advisory Committee is established to provide strategic advice and feedback to Ku-ring-gai Council on the preservation, management, enhancement, and recreational use of Ku-ring-gai's natural environment. The Committee's focus is to guide Council on ensuring ecological sustainability, promoting biodiversity, and fostering community engagement in the care of environmental areas.

The Committee will:

- Advise on the planning and management of environmental programs, excluding those related to bushfire and flood risk management.
- Support the design and planning of recreational facilities within natural areas, ensuring these align with sustainability and community needs.
- Contribute to the development and review of Council's biodiversity, urban greening, and environmental plans and policies, ensuring alignment with best practice.
- Guide the creation, engagement around, and implementation of, environmental education and sustainable recreation initiatives.
- Provide input on environmental monitoring and reporting to assess Council's efforts in protecting and enhancing the environment.

Membership

The Committee will consist of:

- Two Councillor representatives (voting members), appointed by Council as Chairperson and Deputy Chairperson.
- Up to eight community representatives (voting members), selected based on their expertise in environmental management, biodiversity conservation, urban forestry, sustainable recreation, or related fields.
- One representative from NSW National Parks and Wildlife Service (voting member).
- The following Ku-ring-gai Council staff will be available to attend the Committee meetings (non-voting), and will provide professional advice and administrative support:
 - Manager Environment and Sustainability
 - Environmental Programs Leader
 - Other staff as required for their expertise or specific knowledge areas.

Community representatives are to be appointed by resolution of Council following an Expression of Interest process with recommendations based on candidate merit and ensuring diverse representation across the relevant disciplines.

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Term of membership

The term of office for committee members will be for the term of Council, plus up to 6 months to allow time for the incoming Council to make new appointments. At the expiration of the term, members will be eligible for re-appointment, subject to referral to Council for its consideration and resolution.

Council may nominate additional applicants to the Committee as reserves to fill vacancies. Members will be appointed in the order recommended by the assessment panel.

Chairperson

The Chairperson of the Committee is the Mayor, or a Councillor as nominated by Council.

The Chairperson is to be elected by Council for the same period as the term of office of the Mayor. If the Chairperson is not present at the time designated for the meeting, the Deputy Chairperson shall take the responsibilities of the Chairperson.

The Chairperson is to have precedence at the meeting and shall determine the order of proceedings, generally as set out in the agenda.

The Chairperson has the discretion to exclude a member of the Committee if a member displays inappropriate conduct. If this occurs, the matter is to be reported to the next available Council meeting.

Deputy Chairperson

The Deputy Chairperson of the Committee will be a Councillor as nominated by Council.

Committee Facilitator

A Committee Facilitator (Convenor) shall be appointed by the General Manager. The Facilitator shall be a staff member of Council who will be responsible for coordinating the preparation of agendas, invitations and minutes of the Committee.

The Facilitator shall also be responsible for coordinating any presentations from guest speakers and for considering requests from members of the public to address the Committee in consultation with the Chairperson and other staff.

Delegation

No delegation. The committee is an advisory body only and has no decision-making authority. It cannot commit Council to a course of action or direct Council staff.

Voting

Decisions will be made by a simple majority vote, with the Chair having the casting vote in the event of a tie.

Quorum

A quorum will be established by the presence of at least half the appointed members of the Committee, including at least one Councillor.

Meetings

The Committee will meet quarterly, or as determined by the Chairperson. The Chairperson has the authority to call meetings in accordance with the agreed meeting schedule. A proposed change to this meeting schedule, either ongoing or one-off, should give consideration to operational requirements, and be agreed upon by the majority of Committee members.

Agendas will be distributed at least five (5) business days before each meeting. Minutes of each meeting will be recorded and circulated to members for review and endorsement by the Chairperson.

Each meeting will start and finish at the scheduled time. The Chairperson may consider a motion to extend a meeting for up to 30 minutes. Matters listed on the agenda that are not dealt with by the conclusion of the meeting will be carried forward to the next meeting of the committee.

If an issue arises that requires the Committee's input before the next scheduled meeting (e.g., due to time constraints), the matter may be referred informally to committee members for their guidance or advice.

Attendance by audio-visual link

Members of the committee may attend meetings by audio-visual link, in accordance with the Council Advisory and Reference Committee Guideline.

Reporting Structure

Once approved by the Chairperson, the minutes will be put to an Ordinary Meeting of Council for adoption. The recommendations of the committee, so far as adopted by the Council at an Ordinary Meeting of Council, are resolutions of the Council.

The Committee will provide formal recommendations to Ku-ring-gai Council. Recommendations and progress reports will be submitted through the Director of Strategy and Environment for inclusion in relevant Council meetings and decision-making processes.

Code of Conduct

All Committee members are expected to adhere to the Ku-ring-gai Council Code of Conduct. Members must declare any pecuniary or non-pecuniary interests at the start of meetings where applicable. Conflicts of interest will be managed in accordance with Council policies.

All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

Each Committee member shall be provided with Council's Code of Conduct and other related policies that may be applicable to the operation of the Committee.

Confidentiality

Committee members may be privy to sensitive or confidential information, and they are expected to maintain confidentiality in line with Council's guidelines. Breaches of

confidentiality may result in removal from the Committee.

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FLOOD RISK MANAGEMENT COMMITTEE

The NSW Government has prepared its Flood Prone Land Policy and Floodplain Development Manual (2005) to guide councils in managing the risks associated with floods and flooding. It achieves this through a floodplain risk management process which involves the development of flood studies, flood risk management studies and flood risk management plans. The manual indicates that responsibility for the management of flood risks remains with local government and it assists councils to balance the conflicting objectives of the floodplain through a risk management process. The establishment of a Flood Risk Management Committee as an advisory committee of Council is an important step in the floodplain risk management process.

The committee acts as both a focus and forum for the discussion of technical, social, economic and environmental matters relating to floodplain management and for the distillation of possibly differing objectives and viewpoints on these matters. The committee is tasked with seeking solutions to existing, future and continuing flood risk issues, not solely on addressing the past.

The terms of reference for the Flood Risk Management Committee are outlined below:

Role of the committee

The Floodplain Risk Management Committee's main objective is to assist Council in developing and implementing flood risk management plans. The plans are to be developed for catchments within the Council's area of responsibility.

To achieve this, the committee will focus on:

- formulating objectives, strategies and outcomes sought from the process
- acting as a liaison between the local community and Council and advising Council regarding matters involving flooding that can be included within the flood risk management studies and plan
- acting to increase awareness within the Council and the community regarding flooding
- identifying the flood problems to be assessed, including prioritisation
- ensuring that the flood management studies and plans are developed and implemented in accordance with the manual
- monitoring the progress and findings of studies being undertaken in the various stages of the risk management plan
- considering and making recommendations to Council on appropriate development controls
- determining and advising on appropriate options for the management of flood risk
- identifying implementation strategies for flood risk management plans
- monitoring and assessing the effectiveness of the flood risk management plans during and after implementation.

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Options that could be considered include (but are not necessarily limited to) land use planning options, engineering works and planning for emergency and evacuation works. Any options presented will have regard to the role of other authorities involved in floodplain management.

In addition to flood risk management, the committee may also be required to provide advice on other stormwater programs run by Council. Such advice will be incorporated into the committee's agenda as required and topics will match the technical skills of the committee members.

Membership

The membership of the committee shall comprise:

- two Councillor Representatives (voting members) – Chairperson and Deputy Chairperson appointed by Council. All other Councillors are welcome to attend (as observers)
- up to six residents from the local community (voting members) – representing local community, business and industry (preference for one when nominated) and environmental interests (preference for one when nominated) associated with the floodplain
- two Council staff (voting members) - Manager Technical Services and Manager Environment and Sustainability
- representative(s) from NSW Department of Planning and Environment (only one voting member) – Floodplain Engineer
- representative(s) from the NSW State Emergency Services (SES) (only one voting member) – Northern Region SES and Ku-Ring-Gai SES
- four Council staff (non-voting members) - Team Leader Natural Areas, Team leader Development Engineers, Water and Catchments Program Leader and Drainage Assets Engineer
- representative(s) from Sydney Water (only one voting member)
- representative(s) from Transport for NSW (only one voting member)
- representative(s) from National Parks and Wildlife Service (only one voting member)
- ex-officio members (non-voting members) as required.

Councillors are appointed to the committee by resolution of Council.

The committee term continues unless the committee is dissolved by resolution of Council.

The role of Council staff is mainly coordination and provision of local specialist advice. Recommended final flood risk management studies will require significant input from staff before submission to Council.

Technical sub-committees may be established within the committee structure on an as-needs basis to complete tasks emanating from the deliberations of the committee. Each

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technical sub-committee will be led by a member of the committee and provide the communication link between the committee and the technical sub-committee.

Ex-officio members may be called upon to assist the committee from time to time, because of their expertise or knowledge in a specific area. They may attend meetings and provide input, papers or presentations in the meetings.

Expressions of interest for community representatives will be sought by public advertisement in local newspapers and Council's website and by personal invitation. Selection (if required) will be made in accordance with Council's Code of Conduct for Community Representatives and the selection criteria.

The selection criteria are as follows:

- ability to represent either community, business or environmental interests in matters related to floodplain management
- a broad interest and understanding of flooding and floodplain risk management
- ability and preparedness to attend and actively participate in regular meetings which may be during business hours or in the evenings
- commitment to floodplain management in the Ku-ring-gai LGA.

Committee members will be asked to consider any potential conflicts of interest when nominating for a role on the committee.

The committee shall be chaired by one of the Councillors, as nominated by the Council.

Term of membership

Councillors will be appointed as Chairperson and Deputy Chairperson to this committee by a resolution of Council for the same period as the term of office of the Mayor.

The term of office for all other committee members will be for the term of Council, plus up to six months to allow time for the incoming Council to make new appointments. At the expiration of the term, members will be eligible for re-appointment, subject to referral to Council for its consideration and resolution.

Quorum

A quorum shall be a simple majority of the full membership of the committee.

Delegation

No delegation. The Flood Risk Management Committee does not have any formal decision-making powers but rather performs as a review committee with an important advisory role through recommendations to Council. Recommendations determined as substantially operational in nature can be dealt with by the relevant director or manager. The committee does not have the power to incur expenditure or to bind the Council.

Meeting frequency

The committee will meet as necessary to provide input into the floodplain risk management

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process. It is anticipated that meetings (limited to a maximum 2 hours) will be required approximately every 2-3 months (i.e. 4-6 meetings per year). The location, date and starting time for meetings will be advised on the agenda.

The committee shall meet in Council premises although some site inspections may be required. Where meeting in Council premises is not practical, Councillors and staff shall be able to attend and participate by audio-visual link where it is reasonably practicable to do so.

Proposed meeting arrangements shall be in line with the requirements of any NSW Office of Local Government circulars relating to attendance by Councillors and others at council and committee meetings that are current at the time.

Special meetings may be called at the discretion of the Chairperson, provided that at least seven days written notice is first given to members.

The outcome of meetings shall be reported to Council after each meeting.

Voting

The committee shall operate in a democratic manner keeping formalities to a minimum. However, should a matter require a formal recommendation to Council, the matter shall be put to members in the form of a motion, which must be seconded and then voted upon. A simple majority vote, by members present, shall carry the motion. The Chairperson shall have a casting vote in the event of a tie but should first consider these terms of reference and the status quo.

Any member dissenting to make a recommendation to Council may have their name recorded if they so wish.

Attendance by audio-visual link

Members of the committee may attend meetings by audio-visual link, in accordance with the Council Advisory and Reference Committee Guideline.

Code of Conduct

The Ku-ring-gai Council Code of Conduct applies to all members of advisory and reference committees. All committee members must declare and manage any conflicts of interest they may have in matters being considered at meetings in accordance with the Code. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

HERITAGE REFERENCE COMMITTEE

The terms of reference for the Heritage Reference Committee are outlined below.

Role of the committee

The committee is to provide advice to Council on heritage matters and assistance in promoting an understanding and appreciation of heritage through specific activities and events. The objective of the committee is to conserve the identity of Ku-ring-gai.

Membership

The committee's membership consists of:

- Two Councillors (as Chairperson and Deputy Chairperson) appointed by Council. All other Councillors are welcome to attend (as observers)
- Three community representatives, who are residents of Ku-ring-gai
- One representative (or their nominated alternative) from the following organisations:
 - National Trust of Australia
 - Ku-ring-gai Historical Society
 - Australian Institute of Architects (AIA)

Quorum

The quorum consists of a majority of the committee members, one of whom must be a Councillor.

Delegation

No delegation.

Meeting frequency

As required, and to be determined by the Chairperson.

Attendance by audio-visual link

Members of the committee may attend meetings by audio-visual link, in accordance with the Council Advisory and Reference Committee Guideline.

Voting

Recommendations are made by a majority vote of committee members.

Committee term

The committee term continues unless the committee is dissolved by resolution of Council.

Term of membership

Councillors will be appointed as Chairperson and Deputy Chairperson to this committee by a resolution of Council for the same period as the term of office of the Mayor.

The term of office for all other committee members will be for the term of Council, plus up to six months to allow time for the incoming Council to make new appointments. At the expiration of the term, members will be eligible for re-appointment, subject to referral to Council for its consideration and resolution.

Code of Conduct

The Ku-ring-gai Council Code of Conduct applies to all members of advisory and reference committees. All committee members must declare and manage any conflicts of interest they may have in matters being considered at meetings in accordance with the Code. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

KU-RING-GAI TRAFFIC COMMITTEE

The terms of reference for the Ku-ring-gai Traffic Committee are outlined below:

Role of the Committee

The committee has been formed in response to the conditional delegation of authority to Council from Transport for New South Wales (TfNSW).

Membership

Committee membership is limited to 'formal' (voting) members and 'informal' (non-voting) members. Each category provides a single representative.

- Formal members:
 - Council (one member who is the Chairperson. Council will also appoint an alternate member who will act as Chairperson in the member's absence)
 - TfNSW (one member)
 - Local Member of Parliament (for respective electorate only) (one member)
 - Police Local Area Command (one member)

Formal members may (with the committee's approval) have additional persons attend in a support or observer or technical capacity.

Informal members are representatives of the local bus companies, Bicycle Institute of NSW, Ambulance Service and Fire Service, and others as determined by the committee

Term of membership

Councillors will be appointed to this committee by a resolution of Council for the same period as the term of office of the Mayor.

Delegation

The committee is an advisory body only, having no decision-making powers. It is primarily a technical review committee that is required to advise the Council on traffic related matters referred to it by Council.

The General Manager or their delegate may consult with members of the committee prior to determining matters for which delegation has been granted to the General Manager.

Attendance by audio-visual link

Members of the committee may attend meetings by audio-visual link, in accordance with the Council Advisory and Reference Committee Guideline.

Voting

All formal members of the committee have an equal vote on all matters on the agenda. The majority view becomes the recommendation to Council. A tied vote results in no

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recommendation with the matter being referred to Council for determination. If a formal member objects to a recommendation, they may have their objection noted in the minutes of the meeting.

Rules and procedures of the committee

In the absence of a direction from TfNSW, the committee may determine its own meeting procedures. These are set out below:

- The meeting will operate on a formal basis. All business will be transacted through the Chairperson. Unless there is a consensus, a formal vote will be taken on individual items and the vote will be recorded in the minutes of the meeting.
- Meetings of the committee are not public meetings. Written submissions are preferred. However, provision is made for interested members of the public to address the committee under certain circumstances. Members of the public (including Councillors) may only address the committee on matters listed on the agenda under general business where prior notice of the intention to speak has been made to Council staff, and the intended speaker has a relevant interest in the subject matter.
- Only committee members may submit items for the agenda, ask questions about items that are not listed as general business, address the committee with respect to confirmation of minutes, raise late items, or ask a question of committee members.
- 'Address the committee' will normally take place immediately before each relevant item is considered. Items which have speakers will generally be dealt with earlier in the meeting – with the order of business being changed accordingly with the consent of the committee.
- Members of the public (excluding Councillors) shall leave the meeting after all addresses relating to the item under consideration have been made. Members of the public wanting to address more than one item shall re-enter the meeting room when invited to do so.
- Technical discussion on agenda items and establishment of recommendations for Council are undertaken in closed session.
- The Chairperson of the committee will be the representative appointed on behalf of the Council (or their duly authorised representative).

Code of Conduct

The Ku-ring-gai Council Code of Conduct applies to all members of advisory and reference committees. All committee members must declare and manage any conflicts of interest they may have in matters being considered at meetings in accordance with the Code. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

MULTICULTURAL ADVISORY COMMITTEE

The Terms of Reference for the Multicultural Advisory Committee are outlined below:

Role of the committee

The primary roles and responsibilities of the Multicultural Advisory Committee are to:

- provide input and assistance into the development and implementation of objectives and strategies of Council's Community Strategic Plan
- contribute to and provide feedback on activities, forums, projects, programs and events relating to multicultural communities
- provide input into wider policies, plans and services that impact multicultural communities.
- advocate on behalf of culturally and linguistically diverse communities
- promote greater understanding and appreciation of multiculturalism
- ensure community engagement includes voices of and engagement with multicultural community members, groups, and leaders
- assist in the development of programs and services that ensure equity of access for multicultural members
- advise and share relevant information and facilitate partnerships that nurture cultural diversity, capacity building, and increase community connections.

Community engagement principles

The community engagement principles guide how Council will engage with culturally and linguistically diverse communities so that a range of perspectives are sought, and the community has a strong voice in Council's decision-making. Effective engagement will:

- ensure community needs and expectations are understood and reflected in the decisions and actions of Council
- build trust and improve accountability through transparency of decision-making
- value local knowledge and foster local problem-solving
- improve understanding of Council's planning, prioritising and resourcing
- identify critical issues and opportunities
- optimise equitable allocation of Council resources.

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Membership

Membership of the Multicultural Advisory Committee comprises of:

- any interested Councillors, including the Mayor, and
- a maximum of 10 community members representing various multicultural communities
- other members may be co-opted from time to time if required with specific, knowledge, expertise or qualifications pertaining to culturally and linguistically diverse communities

Community members are to be appointed by resolution of Council following an Expression of Interest process.

The following Ku-ring-gai Council staff will be available to attend the Committee meetings and will provide professional advice and administrative support:

- Director Community
- Manager Community Development
- Committee Facilitator and other staff members as required

Term of membership

Councillors (including the Chairperson and Deputy Chairperson) are to be elected by Council for the same period as the term of office of the Mayor.

The term of office for committee members will be for the term of Council, plus up to six months to allow time for the incoming Council to make new appointments. At the expiration of the term, members will be eligible for re-appointment, subject to referral to Council for its consideration and resolution. Membership of the Committee can be withdrawn by resolution of Council. Council staff representation will be appointed by the General Manager.

If a member misses 3 consecutive meetings without apology, their membership will be withdrawn and the position will be deemed vacant.

Chairperson

The Chairperson will be the Mayor, or a Councillor as nominated by Council.

The Chairperson and Deputy Chairperson are to be elected by Council for the same period as the term of office of the Mayor.

If the Chairperson is not present at the time designated for the meeting, the Deputy Chairperson shall take the responsibilities of the Chairperson.

The Chairperson is to have precedence at the meeting and shall determine the order of proceedings, generally as set out in the agenda.

Committee Facilitator

A Committee Facilitator (Convenor) shall be appointed by the General Manager. The Facilitator shall be a staff member of Council who will be responsible for coordinating the

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preparation of agendas, invitations and minutes of the Committee.

The Facilitator shall also be responsible for coordinating any presentations from guest speakers and for considering requests from members of the public to address the Committee in consultation with the Chairperson and other staff.

Delegation

No delegation. The committee is an advisory body only and has no decision-making authority.

Quorum

The quorum will be half the number of members plus one (including the Chairperson or Deputy Chairperson).

Meetings

Meetings will be held quarterly, or as determined by the Chairperson.

The Chairperson has the authority to call meetings in accordance with the agreed meeting schedule. A proposed change to this meeting schedule, either ongoing or one-off, should give consideration to operational requirements, and be agreed upon by the majority of Committee members.

The Committee Facilitator will produce a draft agenda in consultation with the Chairperson.

Committee members should raise items they would like to be included on the agenda at least 2 weeks prior to the meeting. Alternatively, the item may be raised as part of General Business during a meeting.

The Facilitator and all members should consider the scheduled meeting length when developing the agenda and participating in the meeting.

The agenda and meeting papers shall be circulated to members at least 3 days prior to meeting. All agendas will be published on Council's website. Each meeting shall be properly recorded by the taking of minutes.

Should any meeting time extend beyond 2 hours the Chairperson may consider a motion to extend the meeting for up to 30 minutes. Matters listed on the agenda that are not dealt with by the conclusion of the meeting will be carried forward to the next meeting of the committee.

Attendance by audio-visual link

Members of the committee may attend meetings by audio-visual link, in accordance with the Council Advisory and Reference Committee Guideline.

Voting

No formal voting rules apply as the Committee has an advisory role only, and its recommendations are made by consensus. No recommendation from the Committee will be deemed to be a decision of Council. Only members in attendance at the meeting shall be entitled to participate in the decision-making process of the Committee.

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Communication and reporting

The Minutes of the Committee shall be reported to Council following the meetings.

The Minutes of the meeting shall be circulated to all members within 7 working days following the meeting. Any questions regarding the Minutes are to be referred immediately to the Committee Facilitator and if any error in the Minutes is confirmed by the Committee, the Committee Facilitator shall arrange to make the appropriate changes.

Code of Conduct, confidentiality and other Council policies

The Ku-ring-gai Council Code of Conduct applies to all members of advisory and reference committees.

All committee members must declare and manage any conflicts of interest they may have in matters being considered at meetings in accordance with the Code. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

Each Committee member shall be provided with Council's Code of Conduct and other related policies that may be applicable to the operation of the Committee.

The Committee may be dealing with limited confidential information. Committee members will be required to complete appropriate disclosure forms.

The conduct of each Committee member is expected to be consistent with the principles outlined in these Council publications.

SMART TRANSPORT ADVISORY COMMITTEE

Role of the Committee

The Smart Transport Advisory Committee is established to provide guidance on the development and implementation of a sustainable transportation hierarchy that enhances the health, wellbeing, and liveability of the Ku-ring-gai community while contributing to Council's net zero emissions target.

By prioritising walking, cycling, and public transport over private vehicle use, the Committee aims to create a healthier, more connected community. Its focus is to align Council's transport initiatives with climate targets, promote active and sustainable mobility options, and reduce greenhouse gas emissions, ensuring Ku-ring-gai's transition towards a net zero future.

The Committee will:

- Promote and support a transportation hierarchy that prioritises:
 - Walking, cycling and other micromobility devices
 - Public transport
 - Car-sharing schemes
 - Electric vehicle (EV) transition
- Provide recommendations on integrating sustainable mobility choices into Council policies to create a more efficient, low-emission transport system.
- Encourage active transport options that foster healthier, more ecologically sustainable communities.
- Ensure that public domain initiatives are aligned with smart transport goals and contribute to more sustainable and accessible transportation networks.

Key Focus Areas

- **Active Transport:** Enhancing walking and cycling infrastructure and safety.
- **Public Transport:** Encouraging greater use of public transport and advocating for improved services.
- **Public Domain Initiatives:** Advising on how public spaces can support smart transport and the transportation hierarchy.
- **Car Share:** Expanding access to car-sharing services as a sustainable alternative to car ownership.
- **EV Transition:** Supporting the shift to electric vehicles and the necessary charging infrastructure.

Membership

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The Committee will consist of:

- Two Councillor representatives (voting members), appointed by Council as Chairperson and Deputy Chairperson.
- Up to eight community representatives (voting members) with expertise or interest in sustainable transport, climate policy, or urban planning.
- At least 1 representative from Bike North (voting member).
- 1 representative of pedestrian's interests (voting member).
- External experts or representatives from relevant organizations may be invited to participate on an ad-hoc basis, as determined by the Committee.

Community representatives are to be appointed by resolution of Council following an Expression of Interest process with recommendations based on candidate merit and ensuring diverse representation across the relevant disciplines.

Term of membership

The term of office for committee members will be for the term of Council, plus up to 6 months to allow time for the incoming Council to make new appointments. At the expiration of the term, members will be eligible for re-appointment, subject to referral to Council for its consideration and resolution.

Council may nominate additional applicants to the Committee as reserves to fill vacancies. Members will be appointed in the order recommended by the assessment panel.

Membership of the Committee can be withdrawn by resolution of Council.

If a member misses three (3) consecutive meetings without apology, their membership will be withdrawn and the position will be deemed vacant.

Chairperson

The Chairperson of the Committee is the Mayor, or a Councillor as nominated by Council.

The Chairperson is to be elected by Council for the same period as the term of office of the Mayor. If the Chairperson is not present at the time designated for the meeting, the Deputy Chairperson shall take the responsibilities of the Chairperson.

The Chairperson is to have precedence at the meeting and shall determine the order of proceedings, generally as set out in the agenda.

The Chairperson has the discretion to exclude a member of the Committee if a member displays inappropriate conduct. If this occurs, the matter is to be reported to the next available Council meeting.

Deputy Chairperson

The Deputy Chairperson of the Committee will be a Councillor as nominated by Council.

Committee Facilitator

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A Committee Facilitator (Convenor) shall be appointed by the General Manager. The Facilitator shall be a staff member of Council who will be responsible for coordinating the preparation of agendas, invitations and minutes of the Committee.

The Facilitator shall also be responsible for coordinating any presentations from guest speakers and for considering requests from members of the public to address the Committee in consultation with the Chairperson and other staff.

Delegation

No delegation. The committee is an advisory body only and has no decision-making authority. It cannot commit Council to a course of action or direct Council staff.

Voting

Decisions will be made by a simple majority vote, with the Chair having the casting vote in the event of a tie.

Quorum

A quorum will be established by the presence of at least half the appointed members of the Committee, including at least one Councillor.

Meetings

The Committee will meet quarterly, or as determined by the Chairperson. The Chairperson has the authority to call meetings in accordance with the agreed meeting schedule. A proposed change to this meeting schedule, either ongoing or one-off, should give consideration to operational requirements, and be agreed upon by the majority of Committee members.

Agendas will be distributed at least five (5) business days before each meeting. Minutes of each meeting will be recorded and circulated to members for review and endorsement by the Chairperson.

Each meeting will start and finish at the scheduled time. The Chairperson may consider a motion to extend a meeting for up to 30 minutes. Matters listed on the agenda that are not dealt with by the conclusion of the meeting will be carried forward to the next meeting of the committee.

If an issue arises that requires the Committee's input before the next scheduled meeting (e.g., due to time constraints), the matter may be referred informally to committee members for their guidance or advice.

Attendance by audio-visual link

Members of the committee may attend meetings by audio-visual link, in accordance with the Council Advisory and Reference Committee Guideline.

Reporting Structure

Once approved by the Chairperson, the minutes will be put to an Ordinary Meeting of Council for adoption. The recommendations of the committee, so far as adopted by the

Council at an Ordinary Meeting of Council, are resolutions of the Council.

The Committee will provide formal recommendations to Ku-ring-gai Council. Recommendations and progress reports will be submitted through the Director of Strategy and Environment for inclusion in relevant Council meetings and decision-making processes.

Code of Conduct

All Committee members are expected to adhere to the Ku-ring-gai Council Code of Conduct. Members must declare any pecuniary or non-pecuniary interests at the start of meetings where applicable. Conflicts of interest will be managed in accordance with Council policies.

All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

Each Committee member shall be provided with Council's Code of Conduct and other related policies that may be applicable to the operation of the Committee.

Confidentiality

Committee members may be privy to sensitive or confidential information, and they are expected to maintain confidentiality in line with Council's guidelines. Breaches of confidentiality may result in removal from the Committee.

STATUS OF WOMEN'S ADVISORY COMMITTEE

Role

The primary role of the Status of Women 's Advisory Committee is to provide advice, advocate and raise awareness of issues that impact women in the Ku-ring-gai community.

Responsibilities

The Status of Women's Advisory Group will:

- identify and participate in projects, activities and opportunities that promote the inclusion of women in the community.
- where appropriate, participate in and provide advice and feedback on Council's planning processes, projects, events and policies, to ensure objectives and actions reflect issues affecting women.

Membership, Chairperson and Voting

Membership of the Status of Women 's Advisory Committee comprises of:

- The Mayor (or a Councillor as nominated by Council) as Chairperson
- A Councillor as nominated by Council as Deputy Chairperson
- All interested women on the elected Council
- A maximum of 15 community members representing:
 - Women who represent women's organisations
 - Business and professional women
 - Indigenous women
 - Women from culturally and linguistically diverse backgrounds
 - Young women under the age of 25
 - Women who have previous advocacy experience highlighting women's issues
 - Individuals with specialist skills and professional interest in women's health and wellbeing
 - Engaged community members
 - Other women may be co-opted from time to time if required.

Community members are to be appointed by resolution of Council following an Expression of Interest process. Vacancies may be advertised online and through relevant local community groups and appointments approved by Council.

The following Ku-ring-gai Council staff will be available to attend the Committee meetings

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and will provide professional advice and administrative support:

- Director Community
- Manager Community Development
- Committee Facilitator and other staff members as required.

Term of Membership to Committee

The term of office for committee members will be for the term of Council, plus up to 6 months to allow time for the incoming Council to make new appointments. At the expiration of the term, members will be eligible for re-appointment, subject to referral to Council for its consideration and resolution. Membership of the Committee can be withdrawn by resolution of Council. Council staff representation will be appointed by the General Manager.

Council may nominate additional applicants to the Committee as reserves to fill vacancies. Members will be appointed in the order recommended by the assessment panel.

Membership of the Committee can be withdrawn by resolution of Council. Council staff representation will be appointed by the General Manager.

If a member misses three (3) consecutive meetings without apology, their membership will be withdrawn and the position will be deemed vacant.

Councillors who are not formal members of the Committee are invited to attend meetings as observers.

The Chairperson of the Committee is the Mayor, or a Councillor as nominated by Council

The Chairperson is to be elected by Council for the same period as the term of office of the Mayor. If the Chairperson is not present at the time designated for the meeting, the Deputy Chairperson shall take the responsibilities of the Chairperson.

The Chairperson is to have precedence at the meeting and shall determine the order of proceedings, generally as set out in the agenda.

The Chairperson has the discretion to exclude a member of the Committee if a member displays inappropriate conduct. If this occurs, the matter is to be reported to the next available Council meeting.

Committee Facilitator

A Committee Facilitator (Convenor) shall be appointed by the General Manager. The Facilitator shall be a staff member of Council who will be responsible for coordinating the preparation of agendas, invitations and minutes of the Committee.

The Facilitator will be responsible for coordinating any presentations from guest speakers and for considering requests from members of the public to address the Committee in consultation with the Chairperson and other staff.

Delegation

No delegation. The committee is an advisory body only and has no decision-making

authority. It cannot commit Council to a course of action or direct Council staff.

Voting

No formal voting rules apply as the Committee has an advisory role only, and its recommendations are made by consensus. No recommendation from the Committee will be deemed to be a decision of Council.

Only members in attendance at the meeting shall be entitled to participate in the decision-making process of the Committee.

Quorum

The Quorum will be five (5) members (including the Chairperson or Deputy Chairperson).

Meetings

Meetings will be held quarterly, or as determined by the Chairperson.

The Chairperson has the authority to call meetings in accordance with the agreed meeting schedule. A proposed change to this meeting schedule, either ongoing or one-off, should give consideration to operational requirements, and be agreed upon by the majority of Committee members.

The Committee Facilitator will produce a draft agenda in consultation with the Chairperson. Committee members should raise items they would like to be included on the agenda at least two weeks prior to the meeting. Alternatively, the item may be raised as part of General Business during a meeting.

The Facilitator and all members should consider the scheduled meeting length when developing the agenda and participating in the meeting.

The agenda and meeting papers shall be circulated to members at least three (3) days prior to meeting. All agendas will be published on Council's website. Each meeting shall be properly recorded by the taking of minutes.

Each meeting will start and finish at the scheduled time. The Chairperson may consider a motion to extend a meeting for up to 30 minutes. Matters listed on the agenda that are not dealt with by the conclusion of the meeting will be carried forward to the next meeting of the committee.

Where a matter requires the Committee's consideration between meeting cycles (e.g. time constraints), the matter may also be referred informally to committee members, for guidance or advice.

Attendance by audio-visual link

Members of the committee may attend meetings by audio-visual link, in accordance with the Council Advisory and Reference Committee Guideline.

Communication and Reporting

The Minutes of the Committee shall be reported to Council following the meetings.

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The Minutes of the meeting shall be circulated to all members within seven (7) working days following the meeting. Any questions regarding the Minutes are to be referred immediately to the Committee Facilitator and if any error in the Minutes is confirmed by the committee, the Committee Facilitator shall arrange to make the appropriate changes.

Code of Conduct, Confidentiality and other Council policies

The Ku-ring-gai Council Code of Conduct applies to all members of advisory and reference committees.

All Committee members must declare and manage any conflicts of interest they may have in matters being considered at meetings in accordance with the Code. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

Each Committee member shall be provided with Council's Code of Conduct and other related policies that may be applicable to the operation of the Committee.

The Committee may be dealing with limited confidential information. Committee members will be required to complete appropriate disclosure forms.

The conduct of each Committee member is expected to be consistent with the principles outlined in these Council publications.

YOUTH ADVISORY COMMITTEE

Role of Committee

The primary roles and responsibilities of the Youth Advisory Committee² are to:

- represent the voices of young people (aged 14-24 years) in the Ku-ring-gai Local Government Area and promote the positive contributions that young people make in the local community.
- provide feedback on community activities, forums, projects, programs and events accessed by young people.
- provide input into wider policies, plans and services that impact young people.
- assist in the development of youth specific community activities, forums, projects, programs and events.
- advocate on behalf of young people.
- promote greater understanding and appreciation of young people.
- advise and share relevant information.
- empower young people through leadership, training and development opportunities.
- facilitate partnerships that nurture youth participation, capacity building, and increase community connections.

Committee Members

The Youth Advisory Committee members will represent the community in an advisory role to Council. Committee members will provide lived experience, specialist knowledge and diverse perspectives relevant to Council's key strategies and policies, events and programs that involve or impact young people.

Membership

Membership of the Youth Advisory Committee will be comprised of:

A maximum of 15 community members aged 14 to 24 years, reflecting the diversity of the local community (including gender, cultural and linguistic background and life experience).

Members will demonstrate:

- they live or study in the Ku-ring-gai LGA.
- they can work in a team and participate in group discussions.

² Note resolution of Council on 21 May 2024 (resolution 105) that in the leadup to the update of Council's Community Strategic Plan in 2025, Council commences extensive consultation with local young people including a forum to identify youth needs and establish a five year action plan, that Council commence the Youth Advisory Committee with a short first term to December 2025, and that Council review its approach to the Youth Advisory Committee and other supporting initiatives, then update the Committee's Terms of Reference before seeking members for its second term starting January 2026.

- they have the capacity and motivation to commit to the Committee for the required duration.
- they have a genuine interest in making a contribution to the community.

The Mayor and Councillors are invited to attend the meetings as observers.

Other members with specific, knowledge, expertise or qualifications pertaining to the work of the Committee may be co-opted from time to time, if required

Community members are to be appointed by resolution of Council following an Expression of Interest process. A membership eligibility list will be created to fill vacancies on the committee, in the event of a vacancy.

All Youth Advisory Committee members over the age of 18 must have a valid WWCC Number which has been verified by Council.

Council will seek formal, written consent from parents/guardians for young people under the age of 18 years seeking to be a member of the Youth Advisory Committee.

The following Ku-ring-gai Council staff will be available to attend the Committee meetings and will provide professional advice and administrative support:

- Director Community
- Manager Community Development
- Youth Services Coordinator
- Committee Facilitator and other staff members as required.

Term of Membership to Committee

The term of office for committee members will be for two (2) years aligning with the calendar year (January to December).

At the expiration of the term, members will be eligible for re-appointment, subject to referral to Council for its consideration and resolution.

Membership of the Committee can be withdrawn by resolution of Council.

Council staff representation will be appointed by the General Manager.

If a member misses three (3) consecutive meetings without apology, their membership will be withdrawn and the position will be deemed vacant.

Chairperson

The Youth Advisory Committee will select one of its members as the Chairperson. The functions of the Chair are to:

- Chair meetings

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- Ensure the agenda and minutes are distributed prior to each meeting, and
- Convene sub-committee meetings from time to time to address specific issues.

The Chairperson and Deputy Chairperson will be elected by the members following a secret ballot and after each candidate has accepted the nomination.

All positions shall be declared vacant after 12 months and new elections held.

The Chairpersons position can only be held by the same person for two consecutive years.

In the absence of the Chairperson the Deputy Chairperson shall chair the meeting.

Deputy Chairperson

The Deputy Chairperson will be a member of the Youth Advisory Committee selected by its members.

Committee Facilitator

A Committee Facilitator (Convenor) shall be appointed by the General Manager.

The Facilitator shall be a staff member of Council who will be responsible for coordinating the preparation of agendas, invitations and minutes of the Committee.

The Facilitator will be responsible for coordinating any presentations from guest speakers and for considering requests from members of the public to address the Committee in consultation with the Chairperson and other staff.

The Facilitator will also be responsible for arranging induction, training and support required by the members to fulfil their role.

Delegation

No delegation. The committee is an advisory body only and has no decision-making authority. It cannot commit Council to a course of action or direct Council staff.

Voting

No formal voting rules apply as the Committee has an advisory role only, and its recommendations are made by consensus. No recommendation from the Committee will be deemed to be a decision of Council. Only members in attendance at the meeting shall be entitled to participate in the decision-making process of the Committee.

Quorum

The Quorum will be five (5) members (including the Chairperson or Deputy Chairperson).

Meetings

Meetings will be held at quarterly basis.

Formal quarterly meetings may be supported by working group meetings and training opportunities which will be identified by the Committee based on need.

The Chairperson has the authority to call meetings in accordance with the agreed meeting schedule. A proposed change to this meeting schedule, either ongoing or one-off, should give consideration to operational requirements, and be agreed upon by the majority of Committee members.

The Committee Facilitator will produce a draft agenda in consultation with the Chairperson.

Committee members should raise items they would like to be included on the agenda at least 2 weeks prior to the meeting. Alternatively, the item may be raised as part of General Business during a meeting.

The Facilitator and all members should consider the scheduled meeting length when developing the agenda and participating in the meeting. The agenda and meeting papers shall be circulated to members at least 3 days prior to meeting.

All agendas will be published on Council's website. Each meeting shall be properly recorded by the taking of minutes. Should any meeting time extend beyond 2 hours the Chairperson may consider a motion to extend the meeting for up to 30 minutes. Matters listed on the agenda that are not dealt with by the conclusion of the meeting will be carried forward to the next meeting of the committee.

Attendance by audio-visual link

Members of the committee may attend meetings by audio-visual link, in accordance with the Council Advisory and Reference Committee Guideline.

Communication and Reporting

The Minutes of the Committee shall be reported to Council following the meetings.

The Minutes of the meeting shall be circulated to all members within seven (7) working days following the meeting. Any questions regarding the Minutes are to be referred immediately to the Committee Facilitator and if any error in the Minutes is confirmed by the committee, the Committee Facilitator shall arrange to make the appropriate changes.

Code of Conduct, Confidentiality and other Council policies

The Ku-ring-gai Council Code of Conduct applies to all members of advisory and reference committees.

All Committee members must declare and manage any conflicts of interest they may have in matters being considered at meetings in accordance with the Code. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

Each Committee member shall be provided with Council's Code of Conduct and other related policies that may be applicable to the operation of the Committee.

The Committee may be dealing with limited confidential information. Committee members will be required to complete appropriate disclosure forms.

The conduct of each Committee member is expected to be consistent with the principles outlined in these Council publications.

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ATTACHMENTS

Attached are forms for committee nominations and consent for use of personal information.
These forms may be modified from time to time without referral to Council.

ATTACHMENT 1 – COMMITTEE NOMINATION FORM – [2021/266657](#)

ATTACHMENT 2 – USE OF PERSONAL INFORMATION CONSENT FORM – [2021/267241](#)

KU-RING-GAI COUNCIL WOMEN'S LEADERSHIP AND INSPIRATION AWARD: DRAFT NOMINATION GUIDELINES AND SELECTION CRITERIA

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	For Council to consider and endorse the draft Nomination Guidelines and Selection Criteria for the Ku-ring-gai Council Women's Leadership and Inspiration Award.
BACKGROUND:	<p>At the Ordinary Meeting of Council on 18 February 2025, Council resolved to establish the Ku-ring-gai Council Women's Leadership and Inspiration Award.</p> <p>Council also resolved that Nomination Guidelines and Selection Criteria be drafted and reported back to Council for endorsement.</p>
COMMENTS:	<p>The Ku-ring-gai Council Women's Leadership and Inspiration Award recognises and celebrates outstanding women in the community who demonstrate leadership, advocacy, and a commitment to advancing gender equality.</p> <p>The proposed Nomination Guidelines and Selection Criteria have been developed to ensure that the award process is transparent, fair and inclusive.</p> <p>These documents outline the specific requirements for nominees and provide a clear framework for the selection panel to assess candidates based on their community impact and leadership in gender equity.</p>
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	That Council endorse the draft Nomination Guidelines and Selection Criteria for the Ku-ring-gai Council Women's Leadership and Inspiration Award.

PURPOSE OF REPORT

For Council to consider and endorse the draft Nomination Guidelines and Selection Criteria for the Ku-ring-gai Council Women's Leadership and Inspiration Award.

BACKGROUND

At the Ordinary Meeting of Council on 18 February 2025, Council resolved to:

- A. Endorse the establishment of the Ku-ring-gai Council Women's Leadership and Inspiration Award, to be launched in 2025 and awarded annually at the International Women's Day celebration, or another significant date aligned with women's causes, as appropriate.*
- B. Authorise the development of nomination guidelines and selection criteria to ensure a transparent and fair assessment process, to be reported back to Council for endorsement.*
- C. Promote the award through Council's communication channels to maximise community engagement and recognition of outstanding women leaders.*

In response to Council's resolution, the draft Nomination Guidelines and Selection Criteria for the award have been developed and are provided as **(Attachment 1)** for Council's consideration and endorsement.

This report presents these drafts for endorsement, consistent with the earlier resolutions and aligned with the strategic objectives of Council's Prevention of Violence Against Women Plan and broader gender equality frameworks.

COMMENTS

The Ku-ring-gai Council Women's Leadership and Inspiration Award has been developed to recognise and celebrate women in the community who exemplify leadership, advocacy, and a strong commitment to advancing gender equality. Through the recognition of local leaders, the award aims to inspire others, highlight the positive impact of women in diverse settings, and support efforts that drive structural and social change.

The award framework has been designed to celebrate the many ways women contribute to gender equity, including:

- Addressing systemic barriers
- Supporting women in underrepresented fields
- Empowering vulnerable or marginalised women and girls
- Advancing education and lifelong learning
- Building grassroots movements and community networks
- Promoting economic empowerment through entrepreneurship
- Demonstrating resilience and using personal experiences to uplift others

These categories recognise the diverse forms of leadership within the community, both visible and behind-the-scenes and provide a flexible but meaningful lens through which nominations will be assessed.

Item GB.5

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To ensure fairness and transparency, the Selection Criteria includes the following five (5) assessment factors:

1. Alignment with award category criteria
2. Depth and breadth of impact
3. Innovation and leadership
4. Sustainability and legacy
5. Personal story and values

These criteria allow the selection panel to holistically assess each nominee, not only in terms of what they have accomplished, but how and why their work matters to the community. The inclusion of personal narrative also helps capture the lived experiences and values that often drive community leadership.

The nomination process has been designed to be accessible and inclusive, allowing individuals, organisations, and community groups to nominate candidates, while ensuring the integrity of the process through referee checks and eligibility requirements. Notably, self-nominations are not accepted, and current elected officials and Council staff are ineligible to maintain impartiality.

The selection panel will be chaired by the Chair of the Status of Women's Advisory Committee and will include up to three (3) Committee members, with relevant staff participating in an advisory capacity.

The panel will assess nominations against the established criteria and make final recommendations based on the overall merit and impact of each nominee. The final decision will rest with the Chair of the selection panel.

Once adopted by Council, the award will be announced for 2025, and the guidelines and nomination materials will be promoted widely through Council's communication channels.

Ultimately, the award seeks to foster a culture of recognition, where the contributions of women across Ku-ring-gai are elevated, celebrated, and used as a platform to inspire future generations of leaders and changemakers.

INTEGRATED PLANNING AND REPORTING

L1: Leadership

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L1.1: A shared long-term vision underpins strategic collaboration and partnerships and builds leadership capacity.	L1.1.2: Council leads the community by advocating, influencing, collaborating and partnering to the benefit of the local area.	L1.1.2.2: Engage with government agencies, community groups and organisations in the development and implementation of plans and policies.

GOVERNANCE MATTERS

The Ku-ring-gai Council Women's Leadership and Inspiration Award has been developed with a strong governance framework that ensures transparency, fairness, and inclusivity. The structured nomination and assessment process, clear eligibility criteria, and diverse selection panel support integrity and impartial decision-making.

RISK IMPLICATION STATEMENT

There are no significant risk implications associated with this report, and the associated risks are within Council's risk appetite.

FINANCIAL CONSIDERATIONS

There are no direct financial implications arising from this report.

SOCIAL CONSIDERATIONS

The Ku-ring-gai Council Women's Leadership and Inspiration Award supports social inclusion and gender equity by recognising women who contribute meaningfully to advancing equality in the community.

The nomination and selection process has been designed to ensure fairness, transparency, and accessibility, reflecting Council's commitment to equitable community representation.

ENVIRONMENTAL CONSIDERATIONS

There are no significant environmental impacts associated with this report.

COMMUNITY CONSULTATION

No community consultation was required in the development of the Nomination Guidelines and Selection Criteria. Further community engagement will be conducted during the nomination process to ensure broad participation and transparency.

INTERNAL CONSULTATION

The development of the Nomination Guidelines and Selection Criteria involved internal consultation with relevant Council departments and staff to ensure alignment with Council's strategic goals and commitment to gender equality.

SUMMARY

The Ku-ring-gai Council Women's Leadership and Inspiration Award represents a meaningful step towards recognising and celebrating the outstanding contributions of women in our community. The proposed Nomination Guidelines and Selection Criteria will ensure a fair, transparent, and inclusive framework, aligned with Council's commitment to gender equality.

Council's endorsement of these documents will enable the successful launch and promotion of the award in 2025.

RECOMMENDATION:

That Council endorse the draft Nomination Guidelines and Selection Criteria for the Ku-ring-gai Council Women's Leadership and Inspiration Award.

Item GB.5

S13033

Danny Houseas
Manager Community Development

Janice Bevan
Director Community

Attachments: A1 [↓](#) Womens Leadership and Inspiration Award 2025 - Guidelines -
Selection Criteria - Nomination Form Content_formatted_v5

2025/132701



Ku-ring-gai Council

Women's Leadership and Inspiration Award

Ku-ring-gai Council Women's Leadership and Inspiration Award

The Ku-ring-gai Council Women's Leadership and Inspiration Award will recognise and celebrate outstanding women in our community who demonstrate leadership, advocacy, and a commitment to advancing gender equality.

Aligned with Ku-ring-gai Council's commitment to gender equality and women's empowerment, this award will highlight the achievements of local women who are dedicated to fostering positive change.

The Ku-ring-gai Council Women's Leadership and Inspiration Award aims to:

- **Celebrate and elevate leadership:** Recognise and celebrate the outstanding leadership and contributions of women in the Ku-ring-gai community who are working to break down barriers, create opportunities and lead change in gender equality and women's empowerment.
- **Advocate for gender equality:** Support the continued advancement of gender equality and women's rights by spotlighting the women who are leading the charge in addressing systemic barriers, empowering vulnerable groups and supporting women in underrepresented fields.
- **Promote positive change:** Highlight and support initiatives that promote tangible, lasting improvements for women and girls within the community, especially those that challenge discriminatory practices, advocate for resource equity and address the needs of marginalised groups.
- **Inspire future generations:** Inspire future leaders and community members by showcasing women whose actions serve as role models, encouraging others to become involved in advocacy, leadership and empowerment for gender equality.



Nomination guidelines

- Nominations may be received from community organisations, sporting associations, service clubs, businesses or individuals. Self-nomination will not be accepted.
- Nominations need to include the nominee's contact details.
- Nominations need to address the criteria in relation to their contributions to advancing gender equality and women's empowerment.
- Nominations must be submitted on the approved nomination form.
- Nominations will need to include two referees for the nominee.
- Sitting local, state or federal politicians and current Council employees are not eligible for nomination.
- The closing date for nominations is **XX / XX / 2025**

Eligibility criteria

Nominees for the Ku-ring-gai Council Women's Leadership & Inspiration Award must:

- Reside within the Ku-ring-gai Council area
- Be aged 18 years or older
- Have made meaningful contributions in one or more of the following categories.

Award category criteria

1. Addressing systemic barriers for women and girls

Advocating for change that addresses gender inequality in areas like health, education, sports or the workplace; efforts to challenge stereotypes or discriminatory practices; raising awareness of inequities faced by women and girls.

2. Supporting women in underrepresented fields

Providing mentoring, coaching, advocacy, networking opportunities, and access to grants or training in fields like leadership, finance, technology, engineering, trades, and recreation.

3. Empowering vulnerable women and girls

Delivering direct support services, creating opportunities for those in marginalised or at-risk situations, and advocating for individuals in crisis.

4. Advancing education and lifelong learning for women and girls

Expanding access to education, driving innovation in curriculum design, and offering mentorship that supports academic and personal growth.

5. Community building and grassroots impact

Fostering strong networks, establishing safe and inclusive spaces, or leading grassroots initiatives that uplift and empower women and girls.

6. Entrepreneurship and economic empowerment

Launching business ventures or social enterprises that create sustainable economic opportunities and promote financial independence for women.

7. Resilience and personal triumph

Drawing on personal experiences of overcoming adversity such as violence, disadvantage, disability to inspire and support others on their journey.

Selection criteria

The nominee's contributions to advancing women's rights and equality will be assessed against the criteria listed below:

Alignment with award category criteria

How well does the nominee's work reflect the specific category they're nominated for?

Depth and breadth of impact

What is the scale of their contribution—individual, community or regional? How many people have been affected and how deeply?

Innovation and leadership

Has the nominee shown creativity, courage or leadership in their approach? Are they making a meaningful difference in their local community?

Sustainability and legacy

Is their impact ongoing within the local community? Have they inspired others to continue the work or contribute to local programs?

Personal story and values

Does the nominee's personal story reflect resilience, compassion, integrity and a commitment to gender equity? Does their story add depth to their achievements?

Selection panel composition and evaluation process

The selection panel will be chaired by the Chair of the Status of Women Advisory Committee and will include up to three Committee members, with relevant staff participating in an advisory capacity. This panel will evaluate nominations based on clearly defined criteria, focusing on leadership, advocacy and community impact, as outlined in the eligibility and assessment criteria. The process has been designed to ensure fairness, transparency and integrity. A final eligibility check, including a referee review, will be conducted to uphold the objectivity and validity of the selection process and decision-making. The final decision will rest with the Chair, who will ensure the selected nominee best reflects outstanding contributions to the community.

Nomination form

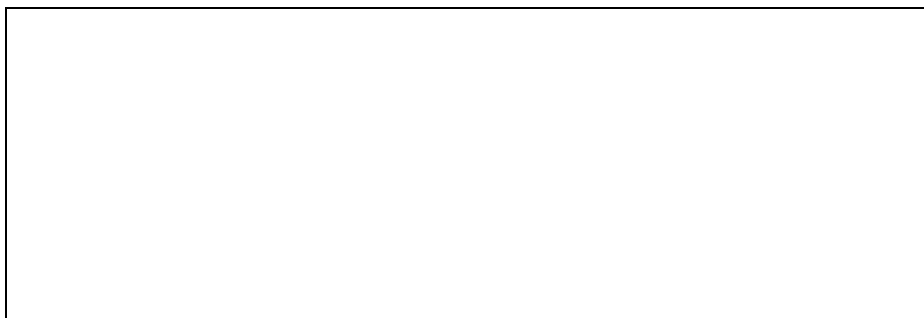
Nominee's details:

Please provide the following information for the person you are nominating:

- Name
- Phone number
- Email
- Address

Nomination:

- Please describe below how the nominee has made meaningful contributions in one or more of the following categories (see *Eligibility and award criteria* for detailed descriptions and examples):
 1. Addressing systemic barriers for women and girls
 2. Supporting women in underrepresented fields
 3. Empowering vulnerable women and girls
 4. Advancing education and lifelong learning for women and girls
 5. Community building and grassroots impact
 6. Entrepreneurship and economic empowerment
 7. Resilience and personal triumph



- Please attach any supporting documentation that is directly relevant to the contributions described above.

- Please provide the details of two referees for the nominee.

Referee 1	Referee 2
Name	Name
Phone number	Phone number
Email	Email

Nominator's details:

- Your name
- Your phone number
- Your address
- Your email

By submitting this nomination you consent to Ku-ring-gai Council using the information and images provided for promotional purposes related to the Women's Leadership and Inspiration Award, including publication on Council's website, social media and printed materials.

Ku-ring-gai Council manages privacy and personal information in accordance with relevant legislation and Council's Privacy Management Plan (available [here](#)). Your Personal Information is being collected to facilitate and process your application and keep you informed about the Council's related activities. Council takes reasonable steps to comply with all relevant legislation and your information will be stored in accordance with relevant legislation and will only be accessed by authorised person(s). Information provided by you may be accessed by government agencies and members of the public in accordance with relevant legislation.



INVESTMENT REPORT AS AT 30 APRIL 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To present Council's investment portfolio performance for April 2025.

BACKGROUND:

Council's investments are reported monthly to Council in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2005 and Council's Investment Policy.

COMMENTS:

The net return on investments for the financial year to the end of April 2025 was \$8,578,000, against the revised budget of \$7,965,000 giving a year-to-date favourable variance of \$613,000.

RECOMMENDATION:

That the summary of investments performance for April 2025 be received and noted; and that the Certificate of the Responsible Accounting Officer be noted and the report adopted.

PURPOSE OF REPORT

To present Council's investment portfolio performance for April 2025.

BACKGROUND

Council's investments are reported monthly to Council in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2005 and Council's Investment Policy.

COMMENTS

Investment Portfolio Performance Snapshot

The table below provides the investments portfolio performance against targets identified in Council's Investment Policy as well as other key performance indicators based on industry benchmarks.

Performance Indicator & Policy Targets	Indicator	Details
Portfolio Performance vs. Benchmark	✓	Council's investment performance aligned with the Industry benchmark
Monthly Investment Income vs. Revised Budget	✓	Council's income from investments exceeded monthly revised budget
Investment Policy Compliance:		
Legislative Requirements	✓	Fully compliant
Portfolio Credit Rating Limit	✓	Fully compliant
Institutional Exposure Limits	✓	Fully compliant
Term to Maturity Limits	✓	Fully compliant

Cumulative Investment Returns against Revised Budget

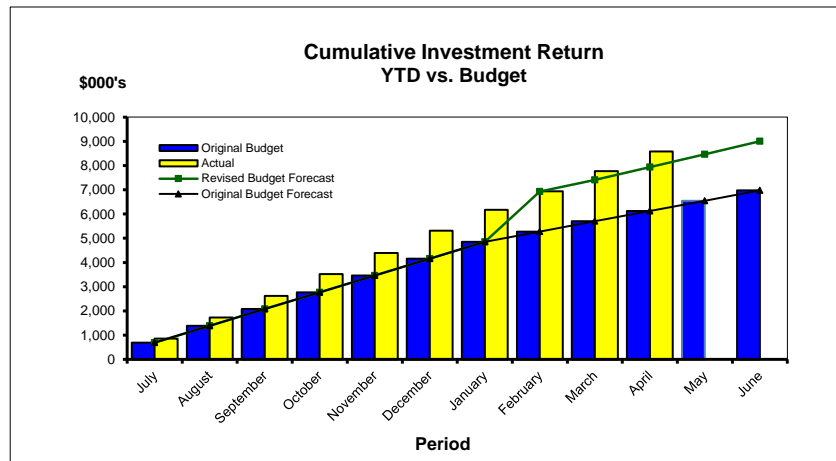
The net return on investments for the financial year to the end of April 2025 is \$8,578,000, compared to the revised budget of \$7,965,000, resulting in a favourable year-to-date variance of \$613,000. Despite a budget adjustment in the December Quarterly Budget Review, the portfolio's actual performance remains strong due to its larger than anticipated size.

\$000's	Apr-25	Apr-25 Year To Date
Investment Return	809	8,578
Revised Budget	517	7,965
Variance	292	613

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A comparison of the cumulative investment returns against year-to-date revised budget is shown in the chart below.



Cash Flow and Investment Movements

Council's total cash and investment portfolio as at 30 April 2025 was \$193,344,000 compared to \$205,645,000 at the end of March 2025. A net cash outflow of \$12,301,000 was mainly due to property settlement within the LGA and weekly creditor payments.

During the month, one investment has matured, one new investment was made.

Investment Name	Investment Rating (S&P)	New/Re-Investments \$' 000	Investments Matured/Sold \$' 000	Interest Rate %
ING Bank 1 Year Term Deposit	A+	0	5,000	5.21
Rabobank Australia 5 Year Term Deposit	A+	4,000	0	4.70
TOTAL		4,000	5,000	

Investment Performance against Industry Benchmark

Overall, the investment performance in April was above the industry benchmark.

The benchmark is specific to the type of investment and the details are provided below. AusBond Bank Bill Index is used for all Council's investments.

Table 1 - Investments Performance against Industry Benchmarks

Investment Type	Annualised APR 2025 YTD Return %	Annualised Industry Benchmark %	Variance %
At Call/Cash/Term Deposits/FRNs (Benchmark is AusBond Bank Bill Index)	4.85	4.46	0.39

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Table 2 below provides a summary of all investments by type and performance during the month.

Table 2 - Investments Portfolio Summary during April 2025

Investment Name	Investment Rating	Invested at 30-Apr-2025 \$'000's	Month Return (%)	Annualised YTD Return (%)	Total Invested (%)	Market Value at 30-Apr-2025 \$'000's	Maturity
At Call/Cash Account**							
Westpac At-Call	AA-	1,048	0.00	0.00	0.54	1,048	At Call
Westpac Bank Deposit Max-1 Investment	AA-	2,794	0.29	5.49	1.45	2,794	At Call
Westpac Bank Deposit Transport NSW Grant (LCH)	AA+	63	0.09	1.23	0.03	63	At Call
AMP Bank EASYSaver Account	BBB+	397	0.21	2.97	0.21	397	At Call
Sub Total		4,302				4,302	
Term Deposits							
Rabobank Australia 1 Year Term Deposit	A+	5,000	0.43	5.31	2.59	5,000	May-25
Rabobank Australia 1 Year Term Deposit	A+	5,000	0.43	5.31	2.59	5,000	May-25
Northern Territory Treasury Corporation Bond 4 Year	AA-	3,500	0.09	1.10	1.81	3,500	Jun-25
ING Bank 2 Year Term Deposit	A	5,000	0.44	5.41	2.59	5,000	Jun-25
Rabobank Australia 1 Year Term Deposit	A+	5,000	0.45	5.50	2.59	5,000	Jun-25
Rabobank Australia 1 Year Term Deposit	A+	6,000	0.44	5.38	3.10	6,000	May-25
National Australia Bank 1 Year Term Deposit	AA-	5,000	0.44	5.37	2.59	5,000	Jun-25
Bank of Queensland 3 Year Term Deposit	BBB+	4,000	0.36	4.40	2.07	4,000	Jul-25
Bank of Queensland 3 Year Term Deposit	BBB+	4,000	0.37	4.50	2.07	4,000	Aug-25
National Australia Bank 1 Year Term Deposit	AA-	6,000	0.41	5.00	3.10	6,000	Aug-25
Bank of Queensland 3 Year Term Deposit	BBB+	5,000	0.40	4.95	2.59	5,000	Feb-26
ING Bank 1 Year Term Deposit	A+	4,000	0.38	4.66	2.07	4,000	Mar-26
ING Bank 3 Year Term Deposit	A	5,000	0.43	5.30	2.59	5,000	Jun-26
P&N Bank 3 Year Term Deposit	BBB	5,000	0.45	5.50	2.59	5,000	Jul-26
Westpac 5 Year Term Deposit	AA-	4,000	0.21	2.50	2.07	4,000	Feb-27
Rabobank Australia 3 Year Term Deposit	A+	5,000	0.42	5.12	2.59	5,000	May-27
Macquarie Bank 5 Year Term Deposit	A	1,000	0.37	4.55	0.52	1,000	Sep-27
Macquarie Bank 5 Year Term Deposit	A	1,000	0.37	4.55	0.52	1,000	Sep-27
ING Bank 5 Year Term Deposit	A	5,000	0.42	5.13	2.59	5,000	Feb-28
ING Bank 5 Year Term Deposit	A	5,000	0.42	5.20	2.59	5,000	Jun-28
Rabobank Australia 5 Year Term Deposit	A+	5,000	0.42	5.20	2.59	5,000	Feb-29
Rabobank Australia 5 Year Term Deposit	A+	6,000	0.42	5.15	3.10	6,000	Feb-29
ING Bank 5 Year Term Deposit	A+	5,000	0.42	5.13	2.59	5,000	Feb-29
Rabobank Australia 5 Year Term Deposit	A+	3,000	0.44	5.35	1.55	3,000	Apr-29
Rabobank Australia 5 Year Term Deposit	A+	6,000	0.40	4.85	3.10	6,000	Aug-29
Rabobank Australia 5 Year Term Deposit	A+	6,000	0.42	5.10	3.10	6,000	Feb-30
Rabobank Australia 5 Year Term Deposit	A+	4,000	0.41	5.02	2.07	4,000	Mar-30
Rabobank Australia 5 Year Term Deposit	A+	4,000	0.38	4.70	2.07	4,000	Apr-30
Sub Total		127,500				127,500	
Investment Name	Investment Rating	Invested at 30-Apr-2025 \$'000's	Month Return (%)	Annualised YTD Return (%)	Total Invested (%)	Market Value at 31-Mar-2025 \$'000's***	Maturity
Fixed & Floating Rate Notes (FRNs)							
Royal Bank of Canada 3 Year Fixed Cover Bonds	AAA	4,600	0.31	3.79	2.38	4,665	May-25
Mutual Bank 1 Year Floating Bond	BBB+	3,000	0.44	5.51	1.55	3,000	May-25
NAB 3 Year Fixed Senior Bond	AA-	4,600	0.33	4.08	2.38	4,657	May-25
UBS 5 Year FRN	A+	1,300	0.43	5.35	0.67	1,313	Jul-25
Commonwealth Bank 3 Year Fixed Senior Note	AA-	3,500	0.35	4.32	1.81	3,515	Aug-25
Suncorp Bank 3 Year Fixed Senior Note	A+	2,000	0.37	4.50	1.03	2,009	Aug-25
Mystate Bank 3 Year Senior FRN	BBB+	1,500	0.46	5.80	0.78	1,500	Oct-25
Suncorp-Metway Ltd 3 Year Fixed Covered Bond	AAA	2,200	0.41	4.96	1.14	2,254	Oct-25
Bendigo Bank 5 Year FRN	BBB+	1,700	0.39	4.95	0.88	1,707	Dec-25
Suncorp-Metway Limited 5 Year FRN	AA-	4,500	0.42	5.26	2.33	7,693	Jan-27
Commonwealth Bank 5 Year Fixed Senior Note	AA-	3,495	0.37	4.55	1.81	3,528	Aug-27
AMP Bank 3 Year FRN	BBB+	3,400	0.45	5.77	1.76	3,418	Aug-27
ANZ Bank 5 Year Senior FRN	AA-	800	0.43	5.57	0.41	800	Mar-28
Bank of Queensland 5 Year Floating Covered Bond	AAA	1,750	0.45	5.66	0.91	1,772	May-28
Bendigo Bank 5 Year Floating Covered Bond	AAA	2,800	0.44	5.64	1.45	2,831	Jun-28
Suncorp Metway 5 Year Floating Covered Bond	AAA	3,000	0.43	5.54	1.55	3,032	Jul-28
Commonwealth Bank of Australia 5 Year Senior FRN	AA-	5,000	0.43	5.39	2.59	5,067	Aug-28
ANZ 5 Year FRN Senior	AA-	4,200	0.42	5.40	2.17	4,227	Sep-28
Rabobank Australia 5 Year Fixed MTNs	A+	4,000	0.42	5.15	2.07	4,091	Feb-29
Suncorp Metway 5 Year Fixed MTNs	AA-	1,597	0.40	4.89	0.83	1,610	Mar-29
Rabobank Australia 5 Year Senior MTN	A+	2,600	0.42	5.38	1.34	2,635	Jul-29
Sub Total		61,542				65,324	
Total Portfolio		193,344		*4.93	100.00	197,126	
Matured/Traded Investments - Weighted YTD Average Return (%)				4.63			
Weighted Average Overall Return Year To date (%)				4.85			

* Weighted average returns.

** Funds in at-call/short term accounts are working funds kept for the purpose of meeting short term cash outflow requirements. At-call investments portfolio is being monitored on a regular basis to ensure funds are reinvested at higher rates when opportunities arise, whilst also keeping an adequate balance for short-term cash outflows.

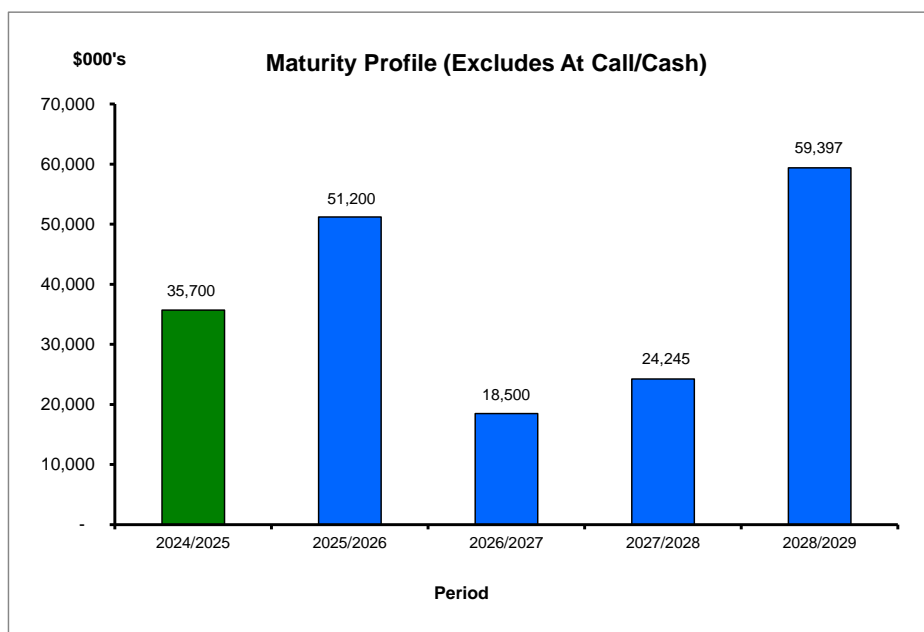
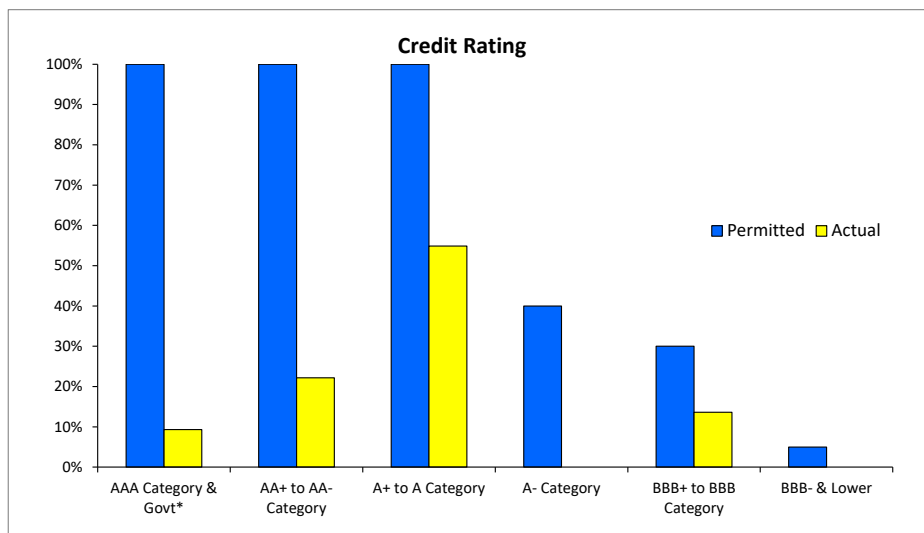
*** Market Values as at 30 April 2025 were not available at the time of writing the report.

Investment by Credit rating and Maturity Profile

The allocation of Council's investments by credit rating and the maturity profile are shown below:

Rating Group	Permitted	Actual	Permitted Less Actual
AAA Category & Govt*	100%	9%	91%
AA+ to AA- Category	100%	22%	78%
A+ to A Category	100%	55%	45%
A- Category	40%	0%	40%
BBB+ to BBB Category	30%	14%	16%
BBB- & Lower	5%	0%	5%

* Government guaranteed ADI deposits (first \$250,000 investment that Council holds with any bank, credit union, and building society)



INTEGRATED PLANNING AND REPORTING

Leadership & Governance

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L2.1 Council rigorously manages its financial resources and assets to maximise delivery of services	Council maintains and improves its long-term financial position and performance	Continue to analyse opportunities to expand the revenue base of Council

GOVERNANCE MATTERS

Council's investments are made in accordance with the Local Government Act (1993), the Local Government (General) Regulation 2005 and Council's Investment Policy.

Section 212 of the Local Government (General) Regulation 2005 states:

- (1) *The responsible accounting officer of a council:*
- (a) *must provide the council with a written report (setting out details of all money that the council has invested under section 625 of the Act) to be presented:*
 - (i) *if only one ordinary meeting of the council is held in a month, at that meeting, or*
 - (ii) *if more than one such meeting is held in a month, at whichever of those meetings the council by resolution determines, and*
 - (b) *must include in the report a certificate as to whether or not the investment has been made in accordance with the Act, the regulations and the council's investment policies.*
- (2) *The report must be made up to the last day of the month immediately preceding the meeting.*

RISK MANAGEMENT

Council manages the risk associated with investments by diversifying the types of investment, credit quality, counterparty exposure and term to maturity profile.

Council invests its funds in accordance with The Ministerial Investment Order.

All investments are made with consideration of advice from Council's appointed investment advisor, CPG Research & Advisory.

FINANCIAL CONSIDERATIONS

The revised budget for interest on investments for the financial year 2024/2025 is \$8,999,900. Of this amount approximately \$4,903,200 is restricted for the benefit of future expenditure relating to development contributions, \$2,090,900 transferred to the internally restricted Infrastructure & Facility Reserve, and the remainder of \$2,005,800 is available for operations.

SOCIAL CONSIDERATIONS

Not applicable.

ENVIRONMENTAL CONSIDERATIONS

Not applicable.

COMMUNITY CONSULTATION

None undertaken or required.

INTERNAL CONSULTATION

None undertaken or required.

Certification - Responsible Accounting Officer

I hereby certify that the investments listed in the attached report have been made in accordance with Section 625 of the Local Government Act 1993, clause 212 of the Local Government General Regulation 2005 and Council's Investment Policy.

SUMMARY

As at 30 April 2025:

- Council's total cash and investment portfolio as was \$193,344,000, a decrease of \$12,301,000 was mainly due to property settlement within the LGA and weekly creditor payments.
- The net return on investments for the financial year to the end of April 2025 \$8,578,000, compared to the revised budget of \$7,965,000, resulting in a favourable year-to-date variance of \$613,000. Despite a budget adjustment in the December Quarterly Budget Review, the portfolio's actual performance remains strong due to its larger than anticipated size.

RECOMMENDATION:

That:

- A. The summary of investments and performance for April 2025 be received and noted.
- B. The Certificate of the Responsible Accounting Officer be noted and the report adopted.

Tony Ly
Financial Accounting Officer

Mette Kofoed
Acting Manager Finance

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Angela Apostol
Director Corporate

2024 - 2025 BUDGET REVIEW - 3RD QUARTER ENDED MARCH 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To inform Council of the results of the third quarter budget review of 2024/25 and proposed adjustments to the annual budget based on the actual financial performance and trend for the period 1 July 2024 to 31 March 2025.

BACKGROUND:

Section 203(1) of the Local Government Regulation 2005 requires that at the end of each quarter, a Budget Review Statement be prepared and submitted to Council that provides the latest estimate of Income and Expenditure for the current financial year (2024/25).

COMMENTS:

The recommended budget adjustments outlined in this review are expected to improve the net operating result by \$150k. This improvement primarily arises from increased grant income and higher user fees which is partially offset by increased project expense as detailed in this report.

After adjusting for restricted items and capital expenditure the net working capital is unchanged.

RECOMMENDATION:

That the March 2024/25 Quarterly Budget Review and the recommended changes are received and noted.

PURPOSE OF REPORT

To inform Council of the results of the third quarter budget review of 2024/25 and proposed adjustments to the annual budget based on the actual financial performance and trend for the period 1 July 2024 to 31 March 2025.

BACKGROUND

In accordance with Part 9, Division 3, Clause 203 of the Local Government (General) Regulation 2005 ("The Regulation"):

- (1) Not later than 2 months after the end of each quarter (except the June quarter), the responsible accounting officer of a council must prepare and submit to the council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the statement of the council's revenue policy included in the operational plan for the relevant year, a revised estimate of the income and expenditure for that year.*
- (2) A budget review statement must include or be accompanied by:*
 - a) a report as to whether or not the responsible accounting officer believes that the statement indicates that the financial position of the council is satisfactory, having regard to the original estimate of income and expenditure, and*
 - b) if that position is unsatisfactory, recommendations for remedial action.*
- (3) A budget review statement must also include any information required by the Code to be included in such a statement.*

The Office of Local Government has developed a set of minimum requirements that assists councils in meeting their obligations as set out in legislation.

At the Council meeting held on 18 June 2024, Council adopted the Revised Delivery Program 2024-2026 & Operational Plan 2024-2025, which incorporated the Annual Budget for 2024-2025.

COMMENTS

This review analyses the financial performance of the Council during the third quarter of the 2024/25 financial year and forecasts an end of financial year position. The review recommends budget adjustments for both operating and capital budgets.

Budget adjustments proposed in this review will improve the net operating result by \$150k. This improvement primarily arises from increased operating grant income, higher user fees and transfer from materials and contractor costs to capital projects which is partially offset by increased project expense as detailed further in this report.

From a funding position, after adjusting for capital and operational project movements and restricted items, the net working capital is unchanged.

Proposed adjustments to forecast budget

Operating income

The recommended net increase in operating income, totalling \$194k, primarily results from increased in user fees and increased operating grants:

- **User charges and fees** – (\$15k) attributed to the additional revenue from tennis fees.
- **Operating grants and contributions** – an increase of (\$174k), allocated as follows:
 - (\$68k) for Joint Sector Support & Development project
 - (\$58k) Insurer's incentive for WHS management projects
 - (\$36k) for Ku-ring-gai Dementia Alliance Action Plan
 - (\$12k) other minor adjustments.

Operating expenditure

The recommended net increase in operating expenditure, totalling \$44k is primarily due to increase in grant funded operating project expenditure (\$174k), partly offset by a transfer of materials and contract costs (\$100k) to capital project expenditure as detailed below:

- **Materials and contracts** - decrease of (\$100k) attributed to transfer of grant funded library material and contract costs to Gordon library refurbishment capital project.
- **Operational projects expenditure** - net increase of (\$144k) due to:

Increases in:

 - (\$174k) funded from grants and contributions, further details in project section of this report.
 - (\$15k) multicultural festival funded from increased tennis fee income,
 - (\$75k) bridge condition and valuation works transferred from capital projects,

Decreases:

 - (\$124k) IT equipment replacement transferred to capital projects

Capital Budget

Adjustments to the capital budget mainly attributed to brought forward S7.11 funded land acquisitions, capital grants received and the budget transfers between operational and capital projects:

- Increase in land acquisitions (\$12.8m) funded from S7.11 brought forward from future years
- Increase in traffic facility projects (\$2.7m) funded from TfNSW grants,

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- Increase in IT equipment replacement (\$338k) funded by: (\$124k) from the operational IT systems project and (\$214k) brought forward from 2025/26 IT equipment replacement project. This is required to cover the cost of hardware replacement.
- Increase in Ku-ring-gai Flying Fox Reserve Bank stabilisation (\$166k) funded from grant.
- Increase in Gordon library refurbishment (\$100k) transferred from library materials and contracts.
- Increase in Blackburn Reserve playground upgrade (\$85k) funded from grant.
- Net decrease due to other minor transfers and adjustments (\$37k).

Details by project and other budget adjustments are provided in the report and listed in Attachment A2.

Quarterly Budget Review Statements (QBRS)

The Quarterly Budget Review Statements (QBRS) as prescribed by the OLG guidelines are composed of the following budget review reports:

- Operating and Capital Budget Review Statement (Table 1)
- Proposed Operating and Capital Budget Adjustments by Resource Group (Table 2)
- Income and Expenses Statement by Theme (Table 3)
- Cash and Investments position (Table 4)
- Contracts and Consultancy Expenses (Table 5)
- Capital and Operational Projects Summary (Table 6)
- Statement by the Responsible Accounting Officer

These statements are shown below.

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Table 1

Ku-Ring-Gai Council September Budget Review Statement Operating and Capital Budget Review Statement Period: 01/07/2024 - 31/03/2025										
(\$'000)	ORIGINAL Budget 2024/25	Approved Carried Forwards	Council Resolution By Separate Report*	September Review	December Review	Revised Budget 2024/25	Recommend d Changes For Council Resolution	PROJECTED Year End Result 2024/25 Q3	ACTUAL YTD 2024/25	Variance
Income										
Rates and Annual Charges	103,059					103,059		103,059	103,230	-171
User Charges and Fees	23,174			25	22	23,221	15	23,236	17,608	5,613
Other Revenues	13,749			373		14,122		14,122	10,683	3,439
Interest & Investments Income	7,094				2,027	9,121		9,121	8,090	1,031
Operating Grants & Contributions	9,839			382		10,221	174	10,395	5,286	4,935
Total Income	156,914			780	2,049	159,744	189	159,933	144,897	14,847
Expenses										
Employee Costs	51,124			200		51,324		51,324	36,027	15,297
Materials & Contracts	62,849			139	250	63,238	-100	63,138	50,660	12,578
Interest Expense	1,277					1,277		1,277	918	359
Other Expenses	5,947		14			5,961		5,961	3,846	2,115
Depreciation	27,884					27,884		27,884	20,257	7,627
Operating Grants & Contributions	7,632	6,330	20	-770	59	13,271	139	13,410	6,524	6,747
Total Expenses	156,714	6,330	34	-431	309	162,954	39	162,993	118,232	44,722
Net Operating Result	200	-6,330	-34	1,211	1,740	-3,211	150	-3,061	26,665	-29,876
Capital Grants & Contributions	1,985	2,492		-566		3,911	3,040	6,951	1,972	1,939
Development Contributions	11,590					11,590		11,590	8,340	3,250
Gain(Loss)on Asset Disposal & FV adjustments									3,826	-3,826
Net Operating Result incl Capital inc.	13,775	-3,838	-34	645	1,740	12,291	3,190	15,481	40,803	-28,513
Add: Depreciation & Non Cash items	27,884					27,884		27,884	20,257	7,627
Add: Book Value of Assets Sold									4,158	-4,158
Cash Available to Fund Projects	41,659	-3,838	-34	645	1,740	40,175	3,190	43,365	65,219	-25,044
Funding										
Net Reserves										
Net Reserves Funding	18,700	60,031		-50,218	-1,239	27,274	13,010	40,284	10,641	16,634
Cash from Borrowings										
Total Capital Funding	60,360	56,193	-34	-49,573	501	67,449	16,200	83,649	75,859	-8,410
Capital Expenditure										
New Assets	21,385	35,220		-24,448	65	32,225	15,504	47,729	27,868	-4,353
Asset Replacement & Upgrades	35,592	20,975		-24,925	826	32,467	696	33,163	11,736	-20,731
Loan Repayments	3,281					3,281		3,281	2,578	-703
Total Capital Expenditure	60,258	56,195		-49,373	891	67,973	16,200	84,173	42,182	-25,788
(incl. Loan repaym.)										
Net Working Capital Change	100		-34	-200	-390	-524		-524	33,677	-34,198

Proposed Budget Adjustments

The table below lists the proposed budget adjustments, including comments for the March Quarterly Budget Review.

Table 2

Major Operating and Capital Budget Variations by Resource Group

Period: 01/07/2024 - 31/03/2025

Income	Increase/ Decrease	Proposed Adjustments *\$000	Comments
User Fees	✓	15	Increase tennis fee income (\$15k).
Operating Grants & Contributions	✓	174	Increase mainly due to (\$68k) for Joint Sector Support & Development Projects, (\$58k) insurer's incentive for WHS management projects, (\$36k) for Ku-ring-gai Dementia Alliance Action Plan and (\$12k) other minor adjustment.
Net Increase in Income	✓	189	
Expenditure	Increase/ Decrease	\$000	Comments
Materials & Contracts	✓	-100	Decrease due to (\$100k) grant funded library expenditure transferred to capital project.
Operating Projects Expense	✗	139	Increase due to projects (\$174k) funded from grants, increase to multicultural festival (\$15k) funded from increased tennis fee income and (\$75k) for bridge condition and valuation works transferred from capital projects. This is partly offset by a transfer to capital IT project (\$124k).
Net Increase in Expense	✗	39	
Total Operating Budget adjustments	✓	150	
Capital Grants & Contributions	✓	3,040	Favourable due to TfNSW grants received (\$3.17m) for traffic facilities, (\$166k) for Ku-ring-gai Flying Fox Reserve Bank Stabilisation, (\$85k) for Blackburn Reserve playground upgrade and adjustments to State Library grant (\$46k). This is partly offset by (\$421k) due to withdrawal from TfNSW funded projects and minor adjustment to TfNSW grant (\$8k).
Capital Income & Operating Variance	✓	3,190	
Funding	Transfer To / From	\$000	Comments
Net Reserve Funding	✗	13,010	Increase due to \$12.8m brought forward from S7.11 reserve to fund land acquisitions and \$214k (I&F) brought forward to fund IT Server replacement project.
TOTAL CAPITAL FUNDING		16,200	
Capital Expenditure	✗	16,200	Increase mainly due to S7.11 land acquisitions brought forward (\$12.8m), traffic facility projects funded from TfNSW grants (\$2.7m), IT server replacements (\$338k), Ku-ring-gai Flying Fox Reserve Bank stabilisation (\$166k), Gordon library refurbishment (\$100k), Blackburn Reserve Playground Upgrade (\$85k). Partly offset by net transfer to/from operating projects and minor adjustment (\$37k).
Net Working Capital Change		-	

Attachment A2 summarises all proposed budget adjustments for Projects.

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The table below splits the current budget by six themes identified within Council's Delivery Program 2023 – 2026. These themes are used as a platform for planning our activities to address the community's stated needs and aspirations.

Table 3

Quarterly Budget Review Statement Income & Expenses By Theme Period: 01/07/2024 - 31/03/2025									
('000)	ORIGINAL Budget 2024/25	Approved Carried Forwards	Council Resolution By Separate Report*	September Review	December Review	Revised Budget 2024/25	Recommended Changes For Council Resolution	PROJECTED Year End Result 2024/25 Q3	ACTUAL YTD 2024/25
Operating Income									
Access, Traffic & Transport	4,005			-11		3,994		3,994	2,547
Community, People & Culture	14,032			25		14,057	116	14,173	11,180
Natural Environment	24,729			298		25,028		25,028	25,075
Leadership & Governance	94,143				788	94,931	58	94,990	88,948
Local Economy & Employment									
Places, Spaces & Infrastructure	20,006			467	1,261	21,734	15	21,749	17,147
Total Operating Income	156,915			780	2,049	159,743	189	159,933	144,897
Operating Expenditure									
Access, Traffic & Transport	2,708			-36		2,672		2,672	1,737
Community, People & Culture	29,409	600	34	-64		29,979	30	30,009	21,725
Natural Environment	30,938	2,267		-104	-241	32,860		32,861	25,285
Leadership & Governance	30,429	1,740		-197	300	32,272	-66	32,206	22,967
Local Economy & Employment	208					208		208	152
Places, Spaces & Infrastructure	63,024	1,723		-31	250	64,965	75	65,040	46,366
Total Operating Expenses	156,714	6,330	34	-431	309	162,954	39	162,993	118,232
Operating Result	200	-6,330	-34	1,211	1,740	-3,211	150	-3,061	26,665

Cash and Investments position

Restricted funds are invested in accordance with Council's Investment Policy. Total investments portfolio as at the end of March quarter is \$204m.

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Table 4

Quarterly Budget Review Statement
Cash and Investments Balances

Period: 01/07/2024 - 31/03/2025

\$000	Opening Balance at 01/07/2024	Approved Original Budget 2024/25 Expenditure	Original Income	Approved Carried Forwards	Council Resolution By Separate Report	Revised Budget 2024/25	Recommended Changes For Council Resolution	PROJECTED Year End Result 2024/25 Q3	ACTUAL YTD	Variance YTD
Externally Restricted										
Infrastructure Levy*		-3,447	3,447						1,839	1,839
Environmental Levy	4,171	-3,886	3,596	-3,187		2,722		2,722	4,673	1,951
Devel ¹ Contribution (S7.11)	116,023	-32,291	15,032	-33,223		105,010	-12,796	92,214	105,453	443
Unexpended Grants	12,163	-2,741	2,120	-2,486		9,056		9,056	2,255	-6,801
Domestic Waste	9,372			-169		9,203		9,203	9,086	-117
External Loans	5,697			-5,697		0		0	2,897	2,897
Total - Externally Restricted	147,426	-42,365	24,196	-44,761		128,889	-12,796	116,093	126,204	-2,685
Restricted										
Intern. Projects Reserves	54,338	-16,263	16,776	-15,123		46,736	-214	46,522	60,746	14,010
Intern. Liabilities Reserves - incl. Asset Sale Reserve	5,733	-2,018	353	-146		3,976		3,976	9,905	5,929
Total Restricted	207,496	-60,646	41,325	-60,030		179,602	-13,010	166,592	196,855	17,254
Unrestricted Funds	5,156		100		-34	3,394		3,394	6,584	3,190
Total Cash & Investments	212,653	-60,646	41,425	-60,030	-34	182,996	-13,010	169,986	203,439	20,443
Add: Unpresented Cash Items									476	
Total Cash & Investments as per March Investment Report									203,915	

*Variance to investment report noted due to timing of reporting to OMC.

A detailed **Restricted Assets Report** as at March 2025 (Actual) is shown in **Attachment A1**.
Contracts and Consultancy Expenses

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22 April 2025

Table 5

Quarterly Budget Review Statement
Contracts Listing

Period: 01/01/2025 - 31/03/2025

Contractor	Contract Detail & Purpose	Contract Value \$'000	Commencement Date	Duration of Contract (Months)	Budgeted (Y/N)
Atlas Urban Economics Pty Ltd	Ku-ring-gai TOD - Value Capture advice	121	Nov-24	6 months	Y
C W Concrete Pty Ltd	Minor Works - Nulla Nulla St Turramurra	64	Dec-24	18 months	Y
C W Concrete Pty Ltd	Minor Works - Memorial Av St Ives	51	Oct-24	18 months	Y
Capital Insight Pty. Limited	North Turramurra Rec Area Grandstand	68	Oct-24	18 months	Y
Davidson Evan Montgomerie	Minor Works -Wallalong Cres West Pymble	152	Dec-24	18 months	Y
Fulton Hogan Industries Pty Ltd	Minor works - Perth Ave Lindfield	124	Dec-24	12 months	Y
Growth Civil Landscapes Pty Ltd	Landscaping Works Dumaresq St Gordon	132	Dec-24	18 months	Y
Lowa Projects Pty Ltd	Depot Lighting Upgrade	147	Nov-24	12 months	Y
Northrop Consulting Engineers Pty Ltd	Consultancy Fees Traffic Signal Strickland Ave Lindfield	67	Dec-24	6 months	Y
Optimal Civil Pty Ltd	Minor Works - Perth Ave Lindfield	148	Nov-24	18 months	Y
Optimal Civil Pty Ltd	Minor works - Tyron Rd Lindfield	69	Dec-24	18 months	Y
Optimal Civil Pty Ltd	Restoration Scope January 2025	54	Oct-24	18 months	Y
Stantec Australia Pty Ltd	Traffic Signal Design	150	Oct-24	6 months	Y
State Civil Pty Ltd	Minor Works - Eustace Pde, Killara	59	Nov-24	18 months	Y
Waterforms International Pty Ltd	Water play interactive Lindfield Village Green	65	Nov-24	18 months	Y
Whittaker Civil Pty Ltd	Minor works - Crana Ave East Lindfield	115	Dec-24	18 months	Y
WMA Water Pty Ltd	Flood Study Consulting Fees Lane Cove Sth	111	Dec-24	6 months	Y

Consultancy and Legal Expenses

Expense	Cost YTD \$'000	Budgeted (Y/N)
Consultants - General	3,588	Y
Consultants - Legal	1,885	Y
Consultants - Investments	5	Y
Total	5,478	

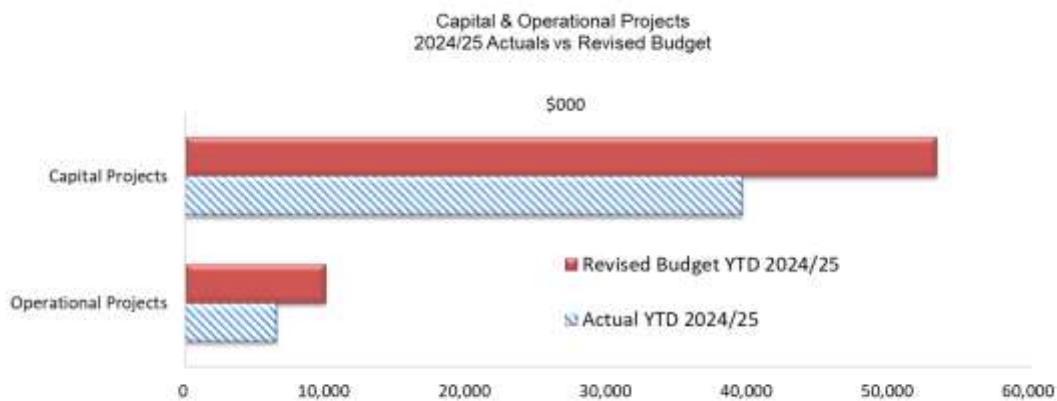
Capital & Operational Projects Summary

Actual expenditure for capital and operational projects for the period ending 31 March 2025 is (\$46.1m) or 59% against the full year revised budget of (\$78m).

The table and chart below show the YTD actual project expenditure against 2024/25 full year revised budget and projected forecast.

Table 6

Capital & Operational Projects \$000	Actual YTD 2024/25	Revised Budget YTD 2024/25	Variance as at 31 March 2025	Full Year Revised Budget Before Q3	Recommended Changes For Council Resolution	PROJECTED Year End Result 2024/25
Operational Projects	6,524	10,001	-3,477	13,271	139	13,410
Capital Projects	39,604	53,395	-13,791	64,692	16,200	80,892
Total Projects	46,128	63,396	-17,268	77,963	16,339	94,302



The March review recommends a net increase of \$16.3m to the forecast projects budget resulting in a total revised budget of \$94.3m.

The major variations and projects proposed for adjustment are listed below:

- **\$7.11 funded expenditure**
 - Land acquisitions South and North (\$12.8m)
- **Infrastructure and Facilities**
 - IT Equipment replacement (\$214k) brought forward from 2025/26 for hardware replacement
- **Grants and contribution funded expenditure**
 - Traffic facilities funded from TfNSW (\$2.7m) net:
 - HPAA - Eastern Road, Turrumurra - Worcester Chilton (\$819k)
 - Eastern Road, Turrumurra - Wombat crossing (\$459k)
 - Bobbin Head Road, North Turrumurra - Wombat crossing (\$456k)
 - Margaret Street, Roseville - Wombat crossing (\$436k)
 - Roberty Street, Gordon - Pedestrian crossing (\$274k)
 - Nambucca Street, Turrumurra - Pedestrian Refuge Island (\$255k)
 - Mudies Road, St Ives - Wombat crossing (\$227k)
 - Turrumurra Avenue - Pedestrian Crossing (\$225k)
 - Withdrawn projects: - Wombat Crossing - Eastern Road & Tennyson (\$166k); and Killeaton Street & Memorial Avenue, St Ives (\$256k)

- Ku-ring-gai Flying Fox Reserve Bank Stabilisation (\$166k) from Department of Industry, Science & Resources
- State Library for Gordon Library Refurbishment (\$100k) from recurrent library budget (Grant funded)
- Blackburn Reserve Playground Upgrade (\$85k) from NSW Premiers Department
- Joint Sector Support & Development Projects NS (\$68k)
- Library Technology and Building projects from State Library (\$58k)
- Ku-ring-gai Dementia Alliance Action Plan (\$36k)
- WHS Management Projects, insurer incentive (\$58k)
- **Recurrent income**
 - Multicultural festival (\$15k) funded from increased in tennis fee revenue
- **Transfer from operational to capital projects:**
 - IT Equipment replacement (\$124k)
- **Transfer from capital to operational projects**
 - Bridges condition assessment (\$75k)

All Proposed Budget adjustments for each Project and explanation for the changes are detailed in *Attachment A2 – Summary of Capital and Operational Project Budget Adjustments*

Statement by Responsible Accounting Officer

It is my opinion that the Quarterly Budget Review Statement for Ku-ring-gai Council for the quarter ended 31 March 2025 indicates that Council's projected financial position at 30 June 2025 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

INTEGRATED PLANNING AND REPORTING

Theme 6: Leadership and Governance

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L2.1 Council rigorously manages its financial resources and assets to maximise delivery of services.	L2.1.2 Council's financial services provide accurate, timely, open and honest advice to the community.	Manages financial performance to achieve targets as defined in the Long-Term Financial Plan.

GOVERNANCE MATTERS

Section 203(1) of the Local Government Regulation 2005 requires that at the end of each quarter, a Budget Review Statement be prepared and submitted to Council that provides the latest estimate of Income and Expenditure for the current financial year.

RISK MANAGEMENT

Income and expenditure is managed through the quarterly budget review process. Although some income and expenditure cannot be directly controlled, it can be monitored, and action taken to mitigate potential financial or budgetary risk. Further, Council staff utilise monthly management reporting for managing operational and project income and expenditure, and any budget variations are reported to the Director. The management team are also provided with monthly financial reports that allow executives to make informed decisions and plan ahead to ensure budget targets are met.

FINANCIAL CONSIDERATIONS

Financial impacts from recommended budget adjustments are discussed in detail in other sections of this report.

SOCIAL CONSIDERATIONS

Not applicable.

ENVIRONMENTAL CONSIDERATIONS

Not applicable.

COMMUNITY CONSULTATION

Not applicable.

INTERNAL CONSULTATION

Finance met with directors and managers as part of the Quarterly Budget Review process to ensure departmental budget targets reflect current forecasts.

SUMMARY

Budget adjustments proposed in this review will improve the net operating result by \$150k. This improvement primarily arises from increased operating grant income, higher user fees and transfer from materials and contractor costs to capital projects which is partially offset by increased project expense as detailed further in this report

The capital budget will see a net allocation of \$16m to the forecast projects budget as detailed in the report.

After adjusting for restricted items, net working will remain unchanged. The current working capital remains sustainable and will be closely monitored to ensure it stays on track through the end of the financial year.

RECOMMENDATION:

That the March 2025 Quarterly Budget Review and the recommended changes be received and noted.

Angela Apostol
Director Corporate

Mette Kofoed
Acting Manager Finance

Christopher Seager
Management Accountant

Attachments:	A1	Attachment A1 - Restricted Assets Report - March 2025	2025/133058
	A2	Attachment A2 - Summary of Capital and Operational Projects Budget Adjustments - March 2025	2025/133106

Attachment A1



Restricted Assets Report Actual as at March 2025

2024/25

ACTUAL to March 2025

Reserve	Balance at 1/7/2024	Income	Expenditure	Interest Allocation	Balance at March 2025
INTERNALLY RESTRICTED RESERVES					
Infrastructure & Facilities	48,613,658	12,843,457	6,067,502	1,899,294	57,288,907
Revenue Fund Carry Forward works	5,724,400	0	2,266,817	0	3,457,583
Assets Sale - CP 2010	642,145	3,941,944	30,680	0	4,553,409
Bonds & Deposits	670,038	0	0	0	670,038
Election	1,238,800	196,069	4,813	0	1,430,055
Employee Leave Entitlements	3,181,606	70,144	0	0	3,251,750
SUB-TOTAL INTERNAL	60,070,647	17,051,614	8,369,812	1,899,294	70,651,742
EXTERNALLY RESTRICTED RESERVES					
Pre 1993 and 1993 Plans					
Car Parking	17,918	0	0	670	18,588
Car Parking	845,553	0	19,937	31,256	856,871
2000/2003 PLAN					
Open Space	214,282	0	21,026	7,993	201,249
SEPP 5 PLAN					
Open Space	388,351	0	402,900	14,549	0
2004-2009 PLAN (not transferred to 2010 Plan)					
Local Parks & Sporting Facilities-LGA	841,913	0	65,318	30,850	807,446
Child Care Facilities	3,086,946	0	979	115,451	3,201,418
2010 PLAN (Including 2004-2009 & Town Centres Plans)					
Local Parks & Sporting Facilities-South	15,865,011	568,537	8,389,247	594,595	8,638,896
Local Parks & Sporting Facilities-North	51,375,195	2,159,274	3,886,546	1,892,880	51,540,802
Local Recreational, Cultural & Social Facilities	5,455,570	309,900	78,285	208,401	5,895,586
New Roads & Road Modifications	-4,042,972	349,270	4,900,722	0	-8,594,423
Townscape, Transport & Pedestrian Facilities	25,702,564	1,219,057	358,192	977,521	27,540,950
Section s7.12 PLAN					
s7.12 Contributions	16,272,548	3,734,185	5,241,521	580,494	15,345,705
SUB-TOTAL s7.11 and 7.12	116,022,879	8,340,224	23,364,673	4,454,659	105,453,088
OTHER RESERVES					
Infrastructure Levy	0	2,745,819	907,018	0	1,838,801
Environmental Levy	4,170,680	2,863,719	2,361,312	0	4,673,087
Unexpended Grants	12,162,609	0	9,907,640	0	2,254,969
Domestic Waste	9,372,212	19,762,616	20,048,535	0	9,086,293
External Loan	5,697,200	0	2,799,800	0	2,897,400
SUB-TOTAL OTHER EXTERNAL	31,402,701	25,372,154	36,024,305	0	20,750,550
TOTAL RESERVES	207,496,227	50,763,992	67,758,790	6,353,953	196,855,380
UNRESTRICTED CASH	5,156,394			1,427,544	6,583,939
TOTAL CASH (INVESTMENTS)	212,652,621	50,763,992	67,758,790	7,781,497	203,439,319

Attachment A2

Ku-ring-gai Council
Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments by Program
July - March 2025

Projects by Program \$000	March YTD Actual	March YTD Budget	March YTD Variance	Revised Budget Q2	Recommended Changes For Council Resolution	PROJECTED Year End Result 2024/25 Q3	Comments
Biodiversity	324	650	(326)	849	166	1,015	Increased by \$166k to reflect grant received
Bridges and Other Road Assets	179	1,242	(1,063)	1,655	1,596	3,251	T/f \$1.5m from Roads Renewal program. T/f \$96k from Footpath program.
Building Works & Maintenance	996	2,023	(1,026)	2,311	67	2,378	T/f \$67k from Parks Development
Capital Building Works	472	982	(510)	1,262	60	1,322	T/f \$60k from Parks Development
Car Parks	3		3				No adjustment to forecast
Catchment Analysis		28	(28)	38		38	No adjustment to forecast
Catchment Management & Analysis	142	369	(226)	487		487	No adjustment to forecast
Communication	3	45	(42)	60		60	No adjustment to forecast
Community Centres & Halls	111	292	(181)	388		388	No adjustment to forecast
Community Development	160	146	14	194	162	356	Increase to reflect grants received
Community Partnerships	786	1,951	(1,165)	1,334		1,334	No adjustment to forecast
Community Projects	246	643	(397)	841	15	856	Increase funded from increased tennis fee income
Contributions Program Administration	172	339	(168)	316		316	No adjustment to forecast

**ATTACHMENT NO: 2 - ATTACHMENT A2 - SUMMARY OF CAPITAL AND OPERATIONAL PROJECTS
BUDGET ADJUSTMENTS - MARCH 2025**

ITEM NO: GB.7

Projects by Program \$000	March YTD Actual	March YTD Budget	March YTD Variance	Revised Budget Q2	Recommended Changes For Council Resolution	PROJECTED Year End Result 2024/25 Q3	Comments
Drainage Structures	577	1,715	(1,138)	2,273	(111)	2,161	T/f \$111.3k to Other (Infrastructure) program
Environmental Levy Projects	261	1,162	(902)	1,475	(220)	1,255	T/f \$220k to Project Management program
Fencing & Parking Areas	221	520	(300)	612		612	No adjustment to forecast
Fire Management		12	(12)	15		15	No adjustment to forecast
Footpaths	1,068	1,512	(444)	1,990	(179)	1,811	T/f \$96k to Bridges and Other Road Assets. T/f \$16k to Roads New & Upgrade. T/f \$67k to Traffic Facilities
Gordon Golf Course		98	(98)	131		131	No adjustment to forecast
Heritage Planning	16	238	(222)	318		318	No adjustment to forecast
Human Resources	81	242	(161)	323	58	381	Increased by \$58k to reflect actual contribution received
Information Technology	903	1,278	(376)	1,703	214	1,917	Increased by \$214k budget brought forward from FY26
Land Sales	94	267	(174)	315		315	No adjustment to forecast
Library Resources	906	1,071	(165)	1,427	100	1,527	Increased by \$100k transferred from recurrent library grant funded materials and contracts
Open Space Acquisition	11,994	8,671	3,323	10,498	10,325	20,823	Brought forward \$7.11 funding from future years
Open Space/Recreational Assets	377	798	(421)	1,029		1,029	No adjustment to forecast
Operating Projects	14	62	(47)	72		72	No adjustment to forecast
Other	25	213	(188)	288	111	399	T/f \$111k from Drainage Structures
Other Operating Projects	673	1,513	(841)	2,214		2,214	No adjustment to forecast

**ATTACHMENT NO: 2 - ATTACHMENT A2 - SUMMARY OF CAPITAL AND OPERATIONAL PROJECTS
BUDGET ADJUSTMENTS - MARCH 2025**

ITEM NO: GB.7

Projects by Program \$000	March YTD Actual	March YTD Budget	March YTD Variance	Revised Budget Q2	Recommended Changes For Council Resolution	PROJECTED Year End Result 2024/25 Q3	Comments
Parks Development	994	2,795	(1,801)	2,590	(127)	2,463	T/f \$60k to Capital Building Works
Planning Projects	57	113	(55)	150		150	No adjustment to forecast
Plant & Vehicles	1,758	1,620	139	2,159		2,159	No adjustment to forecast
Playgrounds	124	1,377	(1,254)	1,675	85	1,760	Increased by \$85k to reflect grant received
Project Management	984	762	222	1,011	220	1,231	T/f \$220k from Environmental Levy Projects
Public Toilets	26	616	(590)	595		595	No adjustment to forecast
Recreation Facilities	3	42	(39)	45		45	No adjustment to forecast
Regulation & Enforcement	30	79	(49)	114		114	No adjustment to forecast
Roads New & Upgrade	5,253	2,405	2,848	2,977	2,508	5,485	Brought forward \$2.47m S7.11 reserve funding from future years, increased by \$20k by grant received and \$16k from Footpaths program
Roads Renewal Program	3,063	6,316	(3,253)	7,778	(1,500)	6,278	T/f \$1.5m to Bridges and Other Road Assets
Sports Courts	8,671	6,425	2,247	8,604		8,604	No adjustment to forecast
Sportsfields	1,143	2,093	(949)	3,437		3,437	No adjustment to forecast
Street Furniture	135	185	(50)	245		245	No adjustment to forecast
Sustainable Energy	315	583	(268)	667		667	No adjustment to forecast
Swimming Pool	1	545	(544)	844		844	No adjustment to forecast
Town Centre & Urban Design	796	502	294	670		670	No adjustment to forecast

**ATTACHMENT NO: 2 - ATTACHMENT A2 - SUMMARY OF CAPITAL AND OPERATIONAL PROJECTS
BUDGET ADJUSTMENTS - MARCH 2025**

ITEM NO: GB.7

Projects by Program \$000	March YTD Actual	March YTD Budget	March YTD Variance	Revised Budget Q2	Recommended Changes For Council Resolution	PROJECTED Year End Result 2024/25 Q3	Comments
Town Centre Streetscape	248	2,701	(2,453)	2,076		2,076	No adjustment to forecast
Town Centres	615	1,861	(1,246)	2,094		2,094	No adjustment to forecast
Traffic Facilities	667	3,325	(2,658)	4,605	2,790	7,395	Increased by \$3.152k to reflect TfNSW grants received, partly offset by \$429k TfNSW grants withdrawn and t/f \$67k from Footpaths program
Transport	180	247	(67)	255		255	No adjustment to forecast
Tree Planting	21	169	(148)	226		226	No adjustment to forecast
Waste & Recycling	236	304	(69)	432		432	No adjustment to forecast
Water & Catchments	1	13	(13)	18		18	No adjustment to forecast
Water Sensitive Urban Design	5	237	(233)	281		281	No adjustment to forecast
Total Projects	46,128	63,396	(17,268)	77,963	16,339	94,302	

Ku-ring-gai Council
Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments
July - March 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q2	Revised Expenditure Budget Q3	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q3 Inc/(Dec)	Additional Revenue Budget Adj Q3 Inc/(Dec)	Additional Reserve Funding Budget Adj Q3 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q3	Comments
BIODIVER	115129	Ku-ring-gai Flying Fox Reserve Bank Stabilisation		\$166,000	\$166,000		\$166,000			Increased by \$166k to reflect grant received
BIODIVER Subtotal				\$166,000	\$166,000		\$166,000			
BRIDGES	113011	Retaining Wall Rehabilitation - Station St	\$267,100	\$1,767,100	\$1,500,000	\$1,500,000				T/f \$1.5m from PW115094 Roads Rehabilitation Program - Ku-ring-gai LGA FY25
BRIDGES	114042	LRCI- Phase 4- Bridge Replacement	\$693,400	\$789,400	\$96,000	\$96,000				T/f \$96k (I&F) from PW115108 Footpaths - New Footpath Program - FY25
BRIDGES	115095	Bridges - Renewal Program FY25	\$694,600	\$619,900	(\$74,700)	(\$74,700)				T/f \$74.7k (I&F) to PW115140 Bridges - Condition Assessment
BRIDGES	115140	Bridges - Condition Assessment		\$74,700	\$74,700	\$74,700				T/f \$74.7k (I&F) from PW115095 Bridges - Renewal Program FY25
BRIDGES Subtotal			\$1,655,100	\$3,251,100	\$1,596,000	\$1,596,000				
BUILD CAP	101220	Building Services Capital Program	\$250,900	\$310,900	\$60,000	\$60,000				T/f \$60k (I&F) from PW105154 Koola Park Upgrade Stage 4
BUILD CAP Subtotal			\$250,900	\$310,900	\$60,000	\$60,000				
BUILDING	114026	Pymble Town Hall Roof & Building Refurbishment	\$419,600	\$486,600	\$67,000	\$67,000				T/f \$67k (I&F) from PW105154 Koola Park Upgrade Stage 4

**ATTACHMENT NO: 2 - ATTACHMENT A2 - SUMMARY OF CAPITAL AND OPERATIONAL PROJECTS
BUDGET ADJUSTMENTS - MARCH 2025**

ITEM NO: GB.7

Program	Project Number	Project Description	Revised Expenditure Budget Q2	Revised Expenditure Budget Q3	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q3 Inc/(Dec)	Additional Revenue Budget Adj Q3 Inc/(Dec)	Additional Reserve Funding Budget Adj Q3 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q3	Comments
BUILDING Subtotal			\$419,600	\$486,600	\$67,000	\$67,000				
COMMDEV	100881	State Library Grant Technology - OPEX		\$11,500	\$11,500		\$11,500			Increased by \$11.5k to reflect grant received
COMMDEV	100882	State Library Grant Building - CAPEX	\$45,600	\$57,100	\$11,500		\$11,500			Increased by \$11.5k to reflect grant received
COMMDEV	110079	State Library Grant Technology - CAPEX		\$34,700	\$34,700		\$34,700			Increased by \$34.7k to reflect grant received
COMMDEV	114058	Ku-ring-gai Dementia Alliance Action Plan		\$36,200	\$36,200		\$36,200			Increased by \$36.2k to reflect grant received
COMMDEV	114066	Joint Sector Support & Development Projects NS	\$28,700	\$96,900	\$68,200		\$68,200			Increased by \$68.2k to reflect grant received.
COMMDEV Subtotal			\$74,300	\$236,400	\$162,100		\$162,100			
COMMPJTS	114076	Multicultural Festival And Multicultural Inclusion Plan	\$50,000	\$65,000	\$15,000				\$15,000	Increase by \$15k funded from increased tennis fees
COMMPJTS Subtotal			\$50,000	\$65,000	\$15,000				\$15,000	
DRAINAGE	113136	Drainage - Wellesley Road - Open Channel Restoration	\$6,900	\$306,900	\$300,000	\$300,000				T/f \$65k (I&F) from PW114048 Drainage System Culvert Construction -Vale Street. T/f \$235k (I&F) from PW115109 Stormwater Drainage - Renewal and Relining FY25

**ATTACHMENT NO: 2 - ATTACHMENT A2 - SUMMARY OF CAPITAL AND OPERATIONAL PROJECTS
BUDGET ADJUSTMENTS - MARCH 2025**

ITEM NO: GB.7

Program	Project Number	Project Description	Revised Expenditure Budget Q2	Revised Expenditure Budget Q3	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q3 Inc/(Dec)	Additional Revenue Budget Adj Q3 Inc/(Dec)	Additional Reserve Funding Budget Adj Q3 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q3	Comments
DRAINAGE	114048	Drainage System Culvert Construction - Vale Street	\$121,400	\$56,400	(\$65,000)	(\$65,000)				T/f \$65k (I&F) to PW113136 Drainage - Wellesley Road - Open Channel Restoration
DRAINAGE	115096	Stormwater Drainage - Minor Works FY25	\$114,200	\$164,200	\$50,000	\$50,000				T/f \$50k (I&F) from PW115109 Stormwater Drainage - Renewal and Relining FY25
DRAINAGE	115109	Stormwater Drainage - Renewal and Relining FY25	\$874,600	\$478,300	(\$396,300)	(\$396,300)				T/f \$235k (I&F) to PW113136 Drainage - Wellesley Road - Open Channel Restoration. T/f \$111.3k (I&F) to PW112154 Local Gov't Recovery Grant - February 22 Storms & Floods. T/f \$50,000 to PW115096 Stormwater Drainage - Minor Works FY25
DRAINAGE Subtotal			\$1,117,100	\$1,005,800	(\$111,300)	(\$111,300)				
ENVLEVY	112152	Environmental Levy Operational Projects	\$412,900	\$192,900	(\$220,000)	(\$220,000)				T/f \$220k to PW103212 Project Management
ENVLEVY Subtotal			\$412,900	\$192,900	(\$220,000)	(\$220,000)				
FTPATS	115108	Footpaths - New Footpath Program - FY25	\$1,397,400	\$1,218,400	(\$179,000)	(\$179,000)				T/f \$96k (I&F) to PW114042 LRCI- Phase 4- Bridge Replacement. T/f \$16k (I&F) to PW115116 The Comenarra Parkway - Non-skid surface. T/f \$67k (I&F) to PW115138 Pearson Avenue , Gordon CP14
FTPATS Subtotal			\$1,397,400	\$1,218,400	(\$179,000)	(\$179,000)				
HUMAN RE	105167	WHS Management Projects	\$323,000	\$380,600	\$57,600		\$57,600			Increased by \$57.6 (Contribs) to reflect actual contribution received.
HUMAN RE Subtotal			\$323,000	\$380,600	\$57,600		\$57,600			

**ATTACHMENT NO: 2 - ATTACHMENT A2 - SUMMARY OF CAPITAL AND OPERATIONAL PROJECTS
BUDGET ADJUSTMENTS - MARCH 2025**

ITEM NO: GB.7

Program	Project Number	Project Description	Revised Expenditure Budget Q2	Revised Expenditure Budget Q3	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q3 Inc/(Dec)	Additional Revenue Budget Adj Q3 Inc/(Dec)	Additional Reserve Funding Budget Adj Q3 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q3	Comments
INFOTECH	112023	IT Equipment Replacement FY25	\$456,400	\$794,400	\$338,000	\$124,000		\$214,000		Increased by \$214k (GF) brought forward from FY26. T/f \$124k (RevFnd CF) from PW112024 IT Systems projects
INFOTECH	112024	IT Systems Projects	\$319,400	\$195,400	(\$124,000)	(\$124,000)				T/f \$124k (RevFnd CF) to PW112023 IT Equipment Replacement FY25
INFOTECH Subtotal			\$775,800	\$989,800	\$214,000					
LIBRESOU	113155	Gordon Library Refurbishment (GLR)	\$315,900	\$415,900	\$100,000		\$100,000			Transferred \$100k from recurrent budget (library grant funded materials and contracts)
LIBRESOU	114029	Library Resources (FY24)	\$23,400		(\$23,400)	(\$23,400)				T/f \$23.4k (Rev Fnd CF) to PW115036 Library resources FY25
LIBRESOU	115036	Library Resources FY25	\$774,900	\$798,300	\$23,400	\$23,400				T/f \$23.4k (Rev Fnd CF) from PW114029 Library resources (FY24)
LIBRESOU Subtotal			\$1,114,200	\$1,214,200	\$100,000		\$100,000			
OPENSACQ		Land Acquisitions LGA North	\$6,003,400	\$6,458,300	\$454,900			\$454,900		Brought forward \$455k (S7.11) reserve funding from future years
OPENSACQ		Land Acquisitions LGA South	\$4,404,500	\$14,274,200	\$9,869,700			\$9,869,700		Brought forward \$9.9m (S7.11) reserve funding from future years
OPENSACQ Subtotal			\$10,407,900	\$20,732,500	\$10,324,600			\$10,324,600		
OTHER	112154	Local Gov't Recovery Grant - February 22 Storms & Floods	\$262,500	\$373,800	\$111,300	\$111,300				T/f \$111.3k (I&F) from PW115109 Stormwater Drainage - Renewal and Relining FY25

**ATTACHMENT NO: 2 - ATTACHMENT A2 - SUMMARY OF CAPITAL AND OPERATIONAL PROJECTS
BUDGET ADJUSTMENTS - MARCH 2025**

ITEM NO: GB.7

Program	Project Number	Project Description	Revised Expenditure Budget Q2	Revised Expenditure Budget Q3	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q3 Inc/(Dec)	Additional Revenue Budget Adj Q3 Inc/(Dec)	Additional Reserve Funding Budget Adj Q3 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q3	Comments
OTHER Subtotal			\$262,500	\$373,800	\$111,300	\$111,300				
PARKS	105154	Koola Park Upgrade Stage 4 - carparks and surrounds	\$172,300	\$45,300	(\$127,000)	(\$127,000)				T/f \$60K (I&F) to PW101220 Building Services Capital Program and \$67K (I&F) to PW114026 Pymble Town Hall Roof & Building Refurbishment
PARKS Subtotal			\$172,300	\$45,300	(\$127,000)	(\$127,000)				
PLAYGRND	115121	Blackburn Reserve Playground Upgrade		\$85,000	\$85,000		\$85,000			Increased by \$85k to reflect grant received
PLAYGRND Subtotal				\$85,000	\$85,000		\$85,000			
PROJECT	103212	Project management	\$977,500	\$1,197,500	\$220,000	\$220,000				T/f \$220k from PW112152 Environmental Levy Operational Projects
PROJECT Subtotal			\$977,500	\$1,197,500	\$220,000	\$220,000				
ROADS	114025	Roads Rehab Program - Ku-ring-gai LGA FY23/24		\$141,500	\$141,500	\$141,500				T/f \$141.5k (I&F) from PW115094 Roads Rehabilitation Program - Ku-ring-gai LGA FY25
ROADS	115094	Roads Rehabilitation Program - Ku-ring-gai LGA FY25	\$6,403,100	\$4,761,600	(\$1,641,500)	(\$1,641,500)				T/f \$1.5m (I&F) to PW113011 Retaining Wall Rehabilitation - Station St. T/f \$141.5k(I&F) to PW114025 Roads Rehab Program - Ku-ring-gai LGA FY23/24
ROADS Subtotal			\$6,403,100	\$4,903,100	(\$1,500,000)	(\$1,500,000)				
ROADSOTH	114040	Land Acquisition for future road - LGA South	\$2,347,100	\$4,818,800	\$2,471,700			\$2,471,700		Brought forward \$2,47m (\$7.11 4803) from Reserve

**ATTACHMENT NO: 2 - ATTACHMENT A2 - SUMMARY OF CAPITAL AND OPERATIONAL PROJECTS
BUDGET ADJUSTMENTS - MARCH 2025**

ITEM NO: GB.7

Program	Project Number	Project Description	Revised Expenditure Budget Q2	Revised Expenditure Budget Q3	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q3 Inc/(Dec)	Additional Revenue Budget Adj Q3 Inc/(Dec)	Additional Reserve Funding Budget Adj Q3 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q3	Comments
ROADSOTH	115116	The Comenarra Parkway - Non-skid surface	\$137,000	\$173,000	\$36,000	\$16,000	\$20,000			T/f \$16k (I&F) from PW115108 Footpaths-New Footpath Program - FY25. Increased by \$20k (Grnt)
ROADSOTH Subtotal			\$2,484,100	\$4,991,800	\$2,507,700	\$16,000	\$20,000	\$2,471,700		
TRAFFAC	113021	Wombat Crossing - Rosedale Road, Gordon	\$40,600	\$32,700	(\$7,900)		(\$7,900)			Decreased by \$7.9k to reflect actual grant received
TRAFFAC	113025	Wombat Crossing - Eastern Road & Tennyson	\$165,600		(\$165,600)		(\$165,600)			Project withdrawn. A similar project was funded by TfNSW on Eastern Road
TRAFFAC	114051	Turramurra Avenue – Pedestrian Crossing		\$225,200	\$225,200		\$225,200			Increased by \$225.2k to reflect TfNSW grant received
TRAFFAC	115115	HPAA - Eastern Road, Turramurra - Worcester Chilton	\$734,800	\$1,553,900	\$819,100		\$819,100			Increased by \$819.1k to reflect TfNSW grant received
TRAFFAC	115119	Killeaton Street & Memorial Avenue, St Ives	\$275,000	\$19,300	(\$255,700)		(\$255,700)			Project withdrawn. TfNSW has agreed to fund \$19.3k expenses incurred by Council
TRAFFAC	115130	Eastern Road, Turramurra - Wombat crossing		\$459,400	\$459,400		\$459,400			Increased by \$459.4k to reflect TfNSW grant received
TRAFFAC	115131	Nambucca Street, Turramurra - Pedestrian Refuge Island		\$255,000	\$255,000		\$255,000			Increased by \$255k to reflect TfNSW grant received
TRAFFAC	115132	Mudies Road, St Ives - Wombat crossing		\$226,900	\$226,900		\$226,900			Increased by \$226.9k to reflect TfNSW grant received

**ATTACHMENT NO: 2 - ATTACHMENT A2 - SUMMARY OF CAPITAL AND OPERATIONAL PROJECTS
BUDGET ADJUSTMENTS - MARCH 2025**

ITEM NO: GB.7

Program	Project Number	Project Description	Revised Expenditure Budget Q2	Revised Expenditure Budget Q3	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q3 Inc/(Dec)	Additional Revenue Budget Adj Q3 Inc/(Dec)	Additional Reserve Funding Budget Adj Q3 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q3	Comments
TRAFFAC	115133	Margaret Street, Roseville - Wombat crossing		\$436,400	\$436,400		\$436,400			Increased by \$436.4k to reflect TfNSW grant received
TRAFFAC	115134	Roberty Street, Gordon - Pedestrian crossing		\$274,400	\$274,400		\$274,400			Increased by \$274.4k to reflect TfNSW grant received
TRAFFAC	115135	Bobbin Head Road, North Turramurra - Wombat crossing		\$455,600	\$455,600		\$455,600			Increased by \$455.6k to reflect TfNSW grant received
TRAFFAC	115138	Pearson Avenue , Gordon CP14		\$67,000	\$67,000	\$67,000				T/f \$67k (I&F) from PW115108 Footpaths - New Footpath Program - FY25
TRAFFAC Subtotal			\$1,216,000	\$4,005,800	\$2,789,800		\$2,722,800			
					\$16,338,800		\$3,313,500	\$13,010,300	\$15,000	

ANALYSIS OF LAND AND ENVIRONMENT COURT COSTS - 3RD QUARTER 2024 TO 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To report legal costs in relation to development appeal matters in the Land and Environment Court for the quarter ended 31 March 2025.

BACKGROUND:

A person may commence proceedings in the Land and Environment Court in relation to a development application which has either been refused by Council or is deemed to have been refused. An appeal may also be commenced in relation to conditions of development consent and the issue of Building Information Certificates and orders.

COMMENTS:

For the nine months ended 31 March 2025, Council's legal and associated payments in relation to the Land and Environment Court were \$710,051. This compares with the annual budget of \$1,338,800.

RECOMMENDATION:

That the analysis of Land and Environment Court costs for the period ended 31 March 2025 be received and noted.

PURPOSE OF REPORT

To report legal costs in relation to development appeal matters in the Land and Environment Court for the quarter ended 31 March 2025.

BACKGROUND

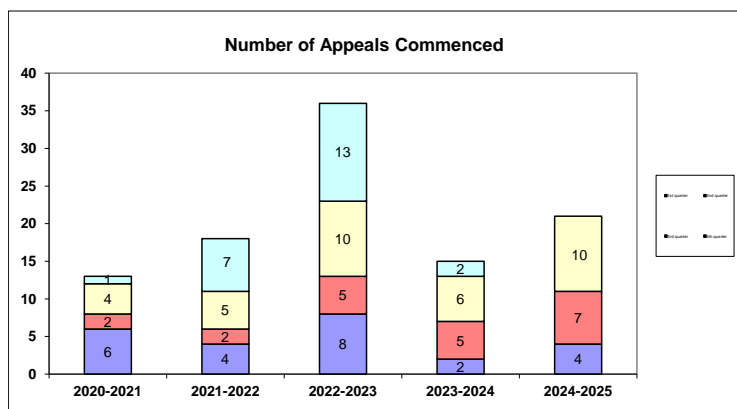
A person may commence proceedings in the Land and Environment Court in relation to a development application which has either been refused by Council or is deemed to have been refused (a development application is deemed to have been refused if it has not been determined within a period of 40 days or such longer period that may be calculated in accordance with the Act). An appeal may also be commenced in relation to conditions of development consent and the issue of building certificates and orders. Council is a respondent to such proceedings.

COMMENTS

APPEALS LODGED

In the quarter ended 31 March 2025 there were ten new appeals lodged with the Land and Environment Court. The number of appeals received in prior years is as follows:

Financial year	Number of appeals received (whole year)
2020/2021	13
2021/2022	18
2022/2023	36
2023/2024	15
2024/2025 (as at 31MAR 2025)	21



The appeals commenced during the quarter to 31 March 2025 concerned the following subject matters:

- Construction of multi-storey townhouses
- Construction of multi-unit residential flat buildings
- Single dwelling
- Multi dwelling

Council was also in receipt of four appeals against Development Control Orders, three appeals against refusal to issue Building Information Certificates and one appeal against the refusal to issue a Construction Certificate.

COSTS

For the nine months ended 31 March 2025, Council made payments totalling \$710,051 on appeals and associated expenses in relation to Land & Environment Court matters. This compares with the annual budget of \$1,338,800.

In addition to expenditure on appeals, a further amount of \$27,060 was spent in obtaining expert advice regarding development assessment matters.

Land & Environment Court Costs 2020/2021 - 2024/2025					
<i>Financial Year</i>	<i>Total Costs</i>	<i>1st quarter September</i>	<i>2nd quarter December</i>	<i>3rd quarter March</i>	<i>4th quarter June</i>
2020/2021* (13 appeals lodged)	\$1,512,459	\$356,735	\$501,925	\$278,510	\$375,289
2021/2022 * (18 appeals lodged)	\$1,114,447	\$402,328	\$258,053	\$226,500	\$227,566
2022/2023 (36 appeals lodged)	\$1,261,734	\$324,397	\$300,017	\$474,367	\$162,953
2023/2024 (15 appeals lodged)	\$1,183,240	\$381,788	\$366,869	\$204,835	\$229,748
2024/2025 (21 appeals lodged)	\$710,051	\$246,574	\$211,682	\$251,795	

* Costs reported to Council in previous reports

The costs incurred in the period to 31 March 2025 represent 53.04% of the annual budget of \$1,338,800.

The commencement of appeals does not lie within the control of Council, however there a number of factors that appear to influence the volume of appeals:

- Amendments to the *Environmental Planning and Assessment Act* made in 2013 and then reintroduced in 2022 reduced the timeframe for lodgement of an appeal from twelve months to six months. This had the effect of applicants for more substantial and complex development proposals lodging appeals for no other reason than as a mechanism to preserve early appeal rights.
- In addition, the prospect of changing economic market conditions in recent periods appears to have led to urgency on the part of developers, with a particularly high number and proportion of appeals commenced at an early stage on the basis of deemed refusal. As a result, Court listings are currently heavily booked and long delays for several months for the holding of both mediation conferences and hearings are occurring.
- Due to the abovementioned delays, the Court has increasingly required parties to participate in without-prejudice meetings in the meantime. These meetings have tended to result in additional iterations of amended plans being provided by applicants during the appeal process and therefore, additional costs.
- The additional pressure on development application processing times arising from the most recent Statement of Expectations issued to all NSW councils by the current Minister for Planning in July 2024.

Notwithstanding these factors, Council's overall success rate in appeals has been high.

In relation to costs recovered, the amount of \$90,286 had been recovered at 31 March 2025 compared to an annual budget for costs recovered of \$121,300.

OUTCOMES

At an early stage of each appeal, Council as respondent, is required to file with the Court a Statement of Facts and Contentions outlining the grounds which Council asserts as warranting refusal of a development, or alternatively, that may be addressed by way of conditions of consent.

In cases where issues raised by Council are capable of resolution by the provision by the applicant of additional information or amendment of the proposal, it is the Court's expectation that this should occur. The Court's current practice of listing appeals for a preliminary mediation conference before a Commissioner of the Court pursuant to section 34 of the *Land & Environment Court Act*, strongly encourages this.

In this context, any of three outcomes can be regarded as favourable, namely:

1. If the appeal is in relation to a deemed refusal of an application which, upon assessment, is appropriate for approval: that the development is determined by Council, allowing the appeal to be discontinued by the applicant and avoiding as much as is practicable the incurring of unnecessary legal costs;

2. If the issues raised by Council are capable of resolution by the applicant providing further information, or amending the proposal: that this occurs, so that development consent should be granted, either by Council or the Court;
3. If the issues raised by Council are either not capable of resolution or the applicant declines to take the steps that are necessary to resolve them: that the appeal is either discontinued by the applicant, or dismissed (refused) by the Court.

Four matters were concluded during the quarter. A favourable outcome was achieved in all matters:

- two appeals were discontinued and,
- two appeals were resolved by agreement in relation to an amended proposal.

As at 31 March 2025, there was a total of 20 matters before the Court.

INTEGRATED PLANNING AND REPORTING

Leadership & Governance

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L2.1 Council rigorously manages its financial resources and assets to maximise delivery of services.	Achieve financial sustainability targets identified in the Long Term Financial Plan.	Undertake quarterly reporting to Council on the financial performance of the organisation.

GOVERNANCE MATTERS

Under Section 428 of the Local Government Act 1993, Council is required to report legal costs, and the outcome of each case in its Annual Report.

RISK MANAGEMENT

Quarterly reporting of legal costs to Council together with information about the number, character and outcomes of proceedings enable ongoing oversight of this area of Council's activity.

FINANCIAL CONSIDERATIONS

Land & Environment Court legal costs form part of Council's recurrent operating budget.

SOCIAL CONSIDERATIONS

None undertaken or required.

ENVIRONMENTAL CONSIDERATIONS

None undertaken or required.

COMMUNITY CONSULTATION

None undertaken or required.

INTERNAL CONSULTATION

This report has been developed with input from Council's Corporate Lawyer, Director Corporate and Director Development & Regulation.

SUMMARY

For the period ended 31 March 2025, Council made payments totalling \$710,051 on Land & Environment Court appeals. This compares with the annual budget of \$1,338,800.

RECOMMENDATION:

That the analysis of Land and Environment Court costs for the period ended 31 March 2025 be received and noted.

Tony Ly
Financial Accounting Officer

Jamie Taylor
Corporate Lawyer

Michael Miocic
Director Development & Regulation

Attachments: A1 [🔗](#) Individual Case Summary March 2025 - Land and Environment Court Costs

2025/134665

ATTACHMENT NO: 1 - INDIVIDUAL CASE SUMMARY MARCH 2025 - LAND AND ENVIRONMENT COURT COSTS

ITEM NO: GB.8

Individual Case Summary March 2025 - Land and Environment Court Costs.XLSX

No	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods \$	Year To Date Costs as at 31 March 2025 \$
1	June 6, 2023	23/181035	Sumeet Rupani & Honey Rupani	113 Junction Road and 160 Eastern Road Wahroonga	DA0162/23	500782	Appeal against the deemed refusal seeking consent for the construction of a childcare centre with basement parking and associated works.	Sparke Helmore	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 17 September 2024	51,539	58,795
2	June 27, 2023	23/205549	Xuenan Wang	3 Graham Avenue Pymble	DA0114/23	500785	Appeal against the deemed refusal for the construction of a two storey home, pool and tennis court.	Maddocks	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 19 December 2023	28,158	7,388
3	July 21, 2023	23/232448	Stanford Jones Pty Ltd	20 Memorial Avenue St Ives	DA0185/23	500787	Appeal against the deemed refusal for the demolition of existing structures and the construction of five independent living units.	Hones Lawyers	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 14 August 2024	50,334	16,995
4	November 14, 2023	23/361097	D-Studio Architects Pty Ltd	2 Killara Avenue Killara	DA0377/23	500790	Appeal against deemed refusal for the demolition of existing structures and construction of a three storey multi-dwelling housing and associated works	Shaw Reynolds Lawyers	N/A	N/A	N/A	Discontinued on 1 October 2024	40,395	31,391
5	November 28, 2023	23/430325	Bellevue Projects Pty Ltd	35 Water Street Wahroonga	DA0236/23	500791	Appeal against deemed refusal for the Torrens title subdivision of the existing lot into three lots and construction of a new dwelling and pool and outbuilding and associated works	Sparke Helmore	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 11 September 2024	34,785	21,307

ATTACHMENT NO: 1 - INDIVIDUAL CASE SUMMARY MARCH 2025 - LAND AND ENVIRONMENT COURT COSTS

ITEM NO: GB.8

Individual Case Summary March 2025 - Land and Environment Court Costs.XLSX

No	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods \$	Year To Date Costs as at 31 March 2025 \$
6	December 7, 2023	23/443328	Stuart Gelder	33B and 35 Clissold Road Wahroonga	DA0370/23	500792	Appeal against deemed refusal for demolition of existing structures and construction of independent units, basement parking and associated works	Sparke Helmore	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 13 September 2024	18,710	22,749
7	December 8, 2023	23/445350	Turramurra Avenue Development Pty Ltd	16-21 Gilroy Road and 14-18 Turramurra Avenue Turramurra	MOD0060/23	500793	Appeal against deemed refusal which seeks consent to modify the consent granted in Turramurra Avenue Development Pty Ltd v Ku-ring-gai Council	Wilshire Webb Staunton Beattie	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 11 October 2024	1,674	5,077
8	February 23, 2024	24/70931	CPDM Pty Ltd	5-9 Nulla Nulla Street Turramurra	DA0248/23	500795	Appeal against deemed refusal which seeks consent for the demolition of existing dwellings and structures and construction of a 13 multi-storey townhouse	Shaw Reynolds Lawyers	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 7 August 2024	28,481	15,377
9	March 1, 2024	24/79949	Eternity Era Capital Pty Ltd	12 Burns Road Wahroonga	DA0383/23	500796	Appeal against deemed refusal which seeks consent for Torrens title subdivision, alternations to existing dwelling and construction of dual occupancy	Sparke Helmore	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 9 October 2024	9,800	49,990
10	March 6, 2024	24/86350	Carisakai Pty Ltd	18 Clermiston Avenue Killara	eDA0131/23	500797	Appeal against deemed refusal which seeks consent for alterations to a two storey addition to existing dwelling and ancillary works	Shaw Reynolds Lawyers	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 20 December 2024	11,262	39,643

ATTACHMENT NO: 1 - INDIVIDUAL CASE SUMMARY MARCH 2025 - LAND AND ENVIRONMENT COURT COSTS

ITEM NO: GB.8

Individual Case Summary March 2025 - Land and Environment Court Costs.XLSX

No	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods \$	Year To Date Costs as at 31 March 2025 \$
11	March 15, 2024	24/100039	Random Primer Pty Ltd	186 Pacific Highway Roseville	DA0466/22	500798	Appeal against refusal of consent which seeks demolition of existing structures and construction of multi-unit residential flat and associated works	HWL Ebsworth	N/A	N/A	N/A	Not concluded	19,587	82,902
12	March 18, 2024	24/102982	Haven Place Pty Ltd ATF Haven Place Unit Trust	6-8 Newhaven Place St Ives	eDA0195/23	500799	Appeal against deemed refusal which seeks consent for demolition of existing structures and construction of residential multi-unit flat building and basement carpark	Sparke Helmore	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 28 November 2024	10,095	26,351
13	June 24, 2024	24/232723	Random Primer Pty Ltd	26 Pacific Highway	DA0532/22	500800	Appeal against refusal which seeks consent for the demolition of existing structures and construction of multi-unit residential flat building and associated works	HWL Ebsworth	N/A	N/A	N/A	Not concluded	0	46,884
14	June 28, 2024	24/238749	Kate McCutcheon & Richard Horton	33 Marian Street Killara	DA0385/23	500801	Appeal against refusal which seeks consent for alterations and additions to dwelling including new swimming pool, outbuildingm gazebo, landscaping and associated works	Shaw Reynolds Lawyers	N/A	N/A	N/A	Not concluded	0	73,964
15	July 17, 2024	24/263222	Xuenan Wang	3 Graham Avenue Pymble	DA0114/23	500802	Appeal to modify consent granted by the Court	Maddocks	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 28 November 2024	0	12,773

ATTACHMENT NO: 1 - INDIVIDUAL CASE SUMMARY MARCH 2025 - LAND AND ENVIRONMENT COURT COSTS

ITEM NO: GB.8

Individual Case Summary March 2025 - Land and Environment Court Costs.XLSX

No	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods \$	Year To Date Costs as at 31 March 2025 \$
16	August 16, 2024	24/302328	Lauren Sukari	27 Kintore St Wahroonga	eDA0193/24	500803	Appeal against deemed refusal which seeks consent for the demolition of existing structures and construction of a two storey dwelling with basement car park, pool cabana and tennis court	Shaw Reynolds Lawyers	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 18 March 2025	0	50,400
17	September 6, 2024	24/330913	Natthawat Kityanyong	20 Coronga Crescent Killara	eDA0192/23	500804	Appeal against deemed refusal which seeks consent for the demolition of existing structures and construction of a new dwelling including pool and outbuilding	Sparke Helmore	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 15 January 2025	0	29,416
18	August 29, 2024	24/320410	Wen Jing Zhao & Mark Zhang	70 Warrangi Street Turramurra	eDA0114/24	500805	Appeal against refusal which seeks consent for the construction of a tennis court and associated fencing, stormwater and landscaping works	Shaw Reynolds Lawyers	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 2 April 2025	0	29,344
19	October 1, 2024	24/362709	Lorraine Fashion Pty Ltd	6 West Street Pymble	eDA0191/23	500,806	Appeal against refusal which seeks consent for the demolition of existing structures and construction of a new multi-storey indoor recreation facility with lower-level cafes and basement parking	Sparke Helmore	N/A	N/A	N/A	Not concluded	0	16,942

ATTACHMENT NO: 1 - INDIVIDUAL CASE SUMMARY MARCH 2025 - LAND AND ENVIRONMENT COURT COSTS

ITEM NO: GB.8

Individual Case Summary March 2025 - Land and Environment Court Costs.XLSX

No	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods \$	Year To Date Costs as at 31 March 2025 \$
20	October 3, 2024	24/366056	Mengmeng Chen	5 Norfolk Street Killara	eDA0096/24	500807	Appeal against refusal which seeks consent for the construction of a two storey single house, pool and associated landscaping works	Sparke Helmore	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 15 April 2025	0	9,265
21	October 10, 2024	24/375019	McIntyre Development Ptd Ltd	26-30 McIntyre Street Gordon	eMOD0078/24	500808	Appeal to modify consent granted by the Court	Wilshire Webb Staunton Beattie	N/A	N/A	N/A	Not concluded	0	3,797
22	October 23, 2024	24/393199	Saemin Kim & Soon Young Kim	122 Fiddens Wharf Road Killara	eDA0209/24	500809	Appeal against refusal which seeks consent for alterations and additions to an existing dwelling, construction of a pool and associated works	Sparke Helmore	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 8 April 2025	0	19,347
23	October 29, 2024	24/400982	Beaconsfield Pde Pty Ltd	4-4A Beaconsfield Parade Lindfield	eDA0376/24	500810	Appeal against deemed refusal for the demolition of existing structures, tree removal, construction of apartments, basement carpark and associated works	Sparke Helmore	N/A	N/A	N/A	Not concluded	0	10,289
24	December 11, 2024	24/460776	Azhar Shabbir	195-197 The Comenarra Parkway Wahroonga	eDA0166/23	500811	Appeal against refusal for the construction of a dwelling house, basement carpark, pool, tennis court and associated landscape works	Shaw Reynolds Lawyers	N/A	N/A	N/A	Not concluded	0	11,479

ATTACHMENT NO: 1 - INDIVIDUAL CASE SUMMARY MARCH 2025 - LAND AND ENVIRONMENT COURT COSTS

ITEM NO: GB.8

Individual Case Summary March 2025 - Land and Environment Court Costs.XLSX

No	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods \$	Year To Date Costs as at 31 March 2025 \$
25	December 18, 2024	24/470680	Adrian Moschella	11 Glen Road Roseville	eDA0265/24	500812	Appeal against refusal for the construction of a new dwelling, pool, garage, integrated landscaping and associated works	Shaw Reynolds Lawyers	N/A	N/A	N/A	Not concluded	0	15,254
26	February 14, 2025	25/57775	Qing Yang Li & Ors	397 Bobbin Head Road North Turramurra	eDA0484/24	500814	Appeal against deemed refusal for demolition of pool and rear room, alterations and additions to existing dwelling, construction of a new pool and basketball court and driveway	Wilshire Webb Staunton Beattie	N/A	N/A	N/A	Not concluded	0	1,512
27	February 13, 2025	25/57724	Lei Gao & Hao Ning	12 Ku-ring-gai Ave Turramurra	eDA0328/23	500815	Application to modify consent concerning alterations to existing dwelling including garage, demolition of pool and construction of new pool and cabana	Shaw Reynolds Lawyers	N/A	N/A	N/A	Discontinued on 12 March 2025	0	394
28	February 28, 2025	25/80395	MSV Ultima Pty Ltd	93-95 Carrington Road Wahroonga	eDA0586/24	500816	Appeal against deemed refusal for demolition of 2 dwellings and other structures and the construction of 10 villas and associated driveways, parking and works	Wilshire Webb Staunton Beattie	N/A	N/A	N/A	Not concluded	0	1,026
Total Legal Costs														710,051

LETTER OF OFFER TO ENTER INTO A PLANNING AGREEMENT - ROHINI VILLAGE TURRAMURRA

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To advise of the receipt of a letter of offer to enter into a Planning Agreement associated with a Planning Proposal to alter the planning controls for Rohini Village, owned by Anglicare at 51-53 Rohini Street, Turramurra.

BACKGROUND:

The report discusses the offer made by the proponent and recommends that the matter proceed to formal negotiation subject to some additional specifications.

COMMENTS:

A letter of offer has been received from the consultants acting for the proponents.

RECOMMENDATION:

(Refer to the full Recommendation at the end of this report)

That the letter of offer be noted, that authority be delegated to the General Manager and his staff to liaise with the proponents and their solicitors to progress the matter before reporting back to Council.

PURPOSE OF REPORT

To advise of the receipt of a letter of offer to enter into a Planning Agreement associated with a Planning Proposal to alter the planning controls for Rohini Village, owned by Anglicare at 51-53 Rohini Street, Turrumurra.

BACKGROUND

A letter of offer (**Attachment A1**) has been received from the proponents for the Planning Proposal for the site at 51-53 Rohini Street Turrumurra known as Rohini Village.

COMMENTS

A Planning Proposal has been submitted for the property at 51-53 Rohini Street Turrumurra (Rohini Village). The site is currently occupied by a retirement village and is owned by Anglicare. The Planning Proposal seeks to increase the maximum height permissible on the site to 17.5 metres and the floor space ratio to 1.5:1. The planning proposal also seeks to include local provisions to permit a café (commercially operated) and a “wellness centre” with indoor recreation facilities. These facilities are not items to be delivered as part of a Planning Agreement and would be the subject of assessment under a future development application. Councillors should be aware that a Planning Proposal cannot be linked to a particular future development application and, as such, the proposed development may change when it comes to the Development Application stage.

The Planning Proposal was considered by the Ku-ring-gai Local Planning Panel (KLPP) on 22 July 2024 (Item GB2). The KLPP recommended that the Planning Proposal proceed to Gateway Determination inclusive of suggested amendments. Council considered the matter at its meeting of 13 August 2024 (GB15) and also suggested amendments. Following the requested refinements, the matter was submitted to the NSW Department of Planning, Housing & Infrastructure for Gateway in early January 2025. The Gateway Determination was received by letter dated 18 March 2025 with the recommendation that the matter proceed to public exhibition, subject to some further minor amendments. This report relates only to the proposed Planning Agreement.

Letter of Offer to enter into a Planning Agreement

The proponents have submitted a Letter of Offer to enter into a Planning Agreement associated with the Planning Proposal. This Letter of Offer will be exhibited with the draft Planning Proposal. The draft Letter of Offer provides for the delivery of local infrastructure on and adjoining the site as follows:

Works

The following works are offered to Council:

1. Creation of Rohini Walk site-through link, being a 88m long connection between Rohini Street and the northern part of the Site.
2. Upgrade northern end of Rohini Street adjacent to the Site with new turning head.
3. Upgrade of Rohini Street footpath from the Site frontage at 51-53 Rohini Street (Lot 26 DP 585038) Turrumurra to the Rohini Street frontage of No 2 Eastern Road (Lot 1 DP 12905), Turrumurra.
4. Upgrade the King Street to Cherry Street Council footpath including the “shared driveway” area fronting King Street cul-de-sac.

Proposed public benefits are shown in the diagram below and discussed under the item number provided in the Letter of Offer.



Planning Agreement Considerations (Applicant Urban Design Report, PLUS Architecture 19/12/24)

Item One: Creation of Rohini Walk

This through-site-link passes through the heart of the current and future residential complex between Rohini Street and the pathway area to the north that links to King Street.

Item Two: Upgrade the northern end of Rohini Street with a turning head

This provision may be of considerable benefit to the subject site itself, noting that there is already a widened road area that facilitates turning vehicles. Arising from the construction activity at this site at the end of Rohini Street, the full kerb restoration of the site frontage is highly likely to be required as part of the standard requirements of a development approval.

Item Three: Upgrade of the Rohini Street footpath from the subject site at 51-53 Rohini Street to the Rohini Street frontage of 2 Eastern Road (which is the corner property).

The extent of the works in the public way will be a matter for negotiation.

Item Four: Upgrade of the footpath from Cherry Street to King Street

This “dog-leg” public accessway adjoins the subject site and is intended as a pedestrian access for local access between King Street and Cherry Street, which a corner of the subject site abuts. An offer to upgrade this accessway has been included in the Letter of Offer and would be undertaken on council land.

Public Domain Upgrades

The Letter of Offer proposes to deliver public domain works in the public way in Rohini Street both immediately adjacent to the subject site and further along Rohini Street to the corner of Eastern Road being the frontage of 2 Eastern Road to Rohini Street only. These works are identified in the Public Domain Plan and the s7.11 contributions plan.

The carrying out of works to the public domain immediately adjoining a development site are common types of works-in-kind and can result in a better outcome for both the developer and the community (through Council) when the delivery is linked to the adjoining development. As such, they are frequently elements in a Planning Agreement or Works-in-Kind agreement for delivery. The Planning Agreement can provide for the detailed design, include an agreement in principle that the works can be offset and a mechanism for managing any changes to design or alterations to the agreed cost.

Works beyond the scope of the controlled construction site are more problematic, because they can involve a private contractor who is not answerable directly to Council, being effectively responsible for maintaining safe and effective pedestrian and vehicular access to other private properties during the course of construction. In general, this approach is not recommended.

Affordable Housing

The proposal will facilitate a redevelopment of the present retirement village into a modern upgraded retirement village. The Planning Proposal predates the exhibition and adoption of the Affordable Housing Policy which primarily focuses on multi-unit redevelopment as distinct from seniors living. As such, the provision of specific affordable Independent Living Units was not pursued at the Planning Proposal stage.

It should be noted that Anglicare asserts that it is a social housing provider, though it is not clear that any of the Independent Living Units within the redevelopment will be delivered as affordable housing.

Other matters – Costs

Council’s Planning Agreement Policy states that Council’s costs relating to the establishment of a Planning Agreement must be borne by the applicant.

Local Infrastructure Contributions

The Letter of Offer states that the future draft Planning Agreement will not exclude the application of s7.11 or s7.12 and the Housing and Productivity Contributions to the subject development site in the future.

Item GB.9

S06198

However, the letter also states that Anglicare intends to seek an exemption from liability for local infrastructure contributions as a registered community housing provider. This is a matter that will be clarified before the determination of the Development Application. For the purposes of the Planning Agreement, it is sufficient to note that provision be made within this agreement for the undertaking of the works offered and agreed to.

Summary

It is possible that several of the works proposed as part of this Planning Agreement would be better suited for negotiation at the Development Application stage rather than the Planning Proposal stage. However, the opportunity for the community to secure the proposed upgrade to the accessway between Cherry Street and King Street through a Planning Agreement at this stage appropriate.

It is recommended that a draft Planning Agreement be negotiated taking into consideration:-

- the public benefit of the upgrade of the public accessway from Cherry Street to King Street in Item 4;
- the opportunity to secure future and on-going public access to the on-site walkway in Item 1 (Rohini Walk); and
- iterate the future processes for detailed design (at Development Application stage) and construction of the public domain works in the Rohini Street as listed in Items 2 and 3 along the frontage to the site.

Proposed delivery of public domain works in Rohini Street, Turramurra may need to be limited to the controlled frontage of the subject site at this stage.

INTEGRATED PLANNING AND REPORTING

Theme Six: Leadership

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L4.1 The organisation provides ethical and transparent decision making, efficient management and quality customer service.	L4.1.2 Council's Governance framework is developed to ensure probity and transparency.	L4.1.2.4 Review policies to support good decision making and compliance with hanging legislation and guidelines.

Theme Three: Places, Spaces and Infrastructure

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
P8.1 An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community's assets.	P8.1.1 Our public infrastructure and assets are planned, managed and funded to meet community expectations, defined levels of service and address inter-generational equity	C6.1.2.1.2; C4.1.2.1.3 New public infrastructure is planned to support new development and ensure that everyone who lives and works in Ku-ring-gai continues to enjoy access to public facilities.

GOVERNANCE MATTERS

Council will retain the services of an external legal adviser to protect the interests of council and the community.

RISK MANAGEMENT

The draft Planning Agreement has the potential to bind a future developer of the site into delivering works-in-kind where Council will have no part in the selection of the contractor who will be delivering works in the public way. As such, it is considered that the area of Rohini Street that is outside of the developer's own controlled construction site should not be included as works-in-kind under this planning agreement. A separate works-in-kind agreement can be negotiated if warranted at the time of construction concurrent with any Development Application lodged for the site.

FINANCIAL CONSIDERATIONS

There are no direct financial impacts from the decision to proceed to negotiate a planning agreement however, the lack of clarity over the quantum of contributions that could arise from development of the site prevents detailed analysis at this time.

SOCIAL CONSIDERATIONS

A foreshadowed claim for an entitlement to exemption from local infrastructure contributions on the basis of being a designated social housing provider will be the subject of investigation and will be the subject of detailed reporting in a subsequent report to Council.

ENVIRONMENTAL CONSIDERATIONS

There are no direct environmental considerations arising from the decision to move forwards towards negotiating a prospective planning agreement. Environmental factors will be considered as part of any future application for redevelopment.

COMMUNITY CONSULTATION

If Council does proceed to negotiate a planning agreement, the next formal step would be the reporting of a draft version to Council with the intention of proceeding to public exhibition. At that point, the community would be invited to have their say as part of a standard 28 day exhibition on Council's website.

INTERNAL CONSULTATION

Where relevant consultation with other Departments of Council has taken place for the preparation of this report.

SUMMARY

It is recommended that the Letter of Offer be received and noted and delegation be granted to the General Manager to progress the matter. A further report will be brought back to Council before any draft Planning Agreement is progressed to public exhibition.

RECOMMENDATION:

- A. That the letter of offer be noted and that authority be delegated to the General Manager to liaise with the proponents and their solicitors to progress the matter before reporting back to Council.

Kate Paterson
Infrastructure Coordinator

Craig Wyse
Team Leader Urban Planning

Antony Fabbro
Manager Urban & Heritage Planning

Jacob Sife
Acting Director Strategy & Environment

Attachments: A1 [↓](#) Letter of Offer to enter into a Planning Agreement - Anglicare 2025/004817

Appendix J

Anglicare Letter of Offer

APPENDIX J

Reference
11 December 2024

Mr David Marshall
General Manager
Ku-ring-gai Council
818 Pacific Highway
GORDON NSW 2072

Dear Mr Marshall,

Letter of Offer to enter into a Voluntary Planning Agreement
Development Site: Lot 21 DP 533032, Lot 26 DP 585038 and Lot 2 DP 302942, known as 51-53 Rohini Street Turramurra NSW 2074

The developer, Anglicare Community Services ABN 69 198 255 076 (**Developer**), intends to submit a Planning Proposal to Ku-ring-gai Council (**Council**) to amend the *Ku-ring-gai Local Environment Plan 2015 (KLEP)*.

The Planning Proposal is submitted to facilitate the Developer making a development application for the purpose of delivering independent living units with car parking spaces, café and wellness centre with an indoor pool (**Development**).

The Planning Proposal is made by the Developer under division 3.4 of the *Environmental Planning and Assessment Act 1979 (EPA Act)* to amend the KLEP to increase the maximum building height for the Development Site to 17.5 m and to increase the maximum floorspace ratio for the Development Site to 1.5:1. The Planning Proposal will also seek to include certain Local Provisions that allow the inclusion of a café (Commercial use) and a wellness centre with an indoor pool (Recreational Facility (Indoor) use) as described in detail below.

As part of this Planning Proposal, the Developer offers to enter into a Voluntary Planning Agreement (**VPA**) for the provision of public amenities and infrastructure relating to the Development in accordance with the terms of this Letter.

The proposed amendments to the KLEP are detailed below:

Existing KLEP 2015 Planning Controls Map	Proposed Map Amendments	State Environmental Planning Policy (Housing) 2021 Clause 87 – Additional Floor Space Ratios for Seniors Housing
Max. Floor Space Ratio (FSR) Map - 0.85:1	1.5:1	Independent Living Units 15% bonus FSR provision Total FSR permitted - 1.725:1
Max. Height Map – 11.5 metres	17.5 metres	3.8m height – additional 3.8 m above the maximum building height. Total height permitted - 21.3m

The Planning Proposal will also seek an amendment to Schedule 1 of the KLEP as follows:

KLEP 2015 Schedule 1 Additional permitted uses

Use of certain land at 51-53 Rohini Street, Turramurra

This clause applies to land at 51-53 Rohini Street, Turramurra, being Lot 21 DP533032, Lot 2 DP 302942 and Lot 26 DP585038.

Development for the following purposes is permitted with development consent.

- recreation facility (indoor)

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- commercial premises

Development consent must not be granted under this clause to development that results in the gross floor area of the combined recreation facility (indoor) and commercial premises exceeding 700m².

The Planning Proposal will also seek to amend Schedule 5 of KLEP and the Heritage Map within the KLEP 2015 to reflect the current location of the Rohini House Gates:

Schedule 5 Environmental Heritage – Part 1 Heritage Items:

Item	Property Description	Item No
Rohini House sandstone pillars and gate	Part Lot 21 DP 533032 and Part Cherry St – King St public pathway	I161
Rohini House sandstone pillars and gate	Part Lot 21 DP 533032 and Part Lot 100 DP 1169206 (Railway Land)	To be confirmed by Council
Rohini House sandstone pillars	Road reserve Rohini Street, Turramurra adjacent to Lot 21 DP533032	To be confirmed by Council

Works

The following works are offered to Council:

1. Creation of Rohini Walk site-through link, being a 88m long connection between Rohini Street and the northern part of the Site.
2. Upgrade northern end of Rohini Street adjacent to the Site with new turning head.
3. Upgrade of Rohini Street footpath from the Site frontage at 51-53 Rohini Street (Lot 26 DP 585038) Turramurra to the Rohini Street frontage of No 2 Eastern Road (Lot 1 DP 12905), Turramurra.
4. Upgrade the King Street to Cherry Street Council footpath including the “shared driveway” area fronting King Street cul-de-sac.

Other components

Security: If the Developer fails to comply with a requirement under the VPA, has been notified of the requirement and has not remedied that breach within 40 days of receiving notice, Council will have the right to seek to enforce the VPA in any Court of competent jurisdiction. Security for obligations under the VPA can also be provided through conditions of consent that restrict the issue of occupation certificates for any development application pending completion of those obligations, or by way of a bank guarantee.

No fetter: For the avoidance of doubt, nothing in this Letter of Offer is to be construed as requiring the Council to do anything that would cause it to be in breach of any of its obligations at Law, and without limitation:

- a) nothing in this letter of offer is to be construed as limiting or fettering in any way the exercise of any statutory discretion or duty; and
- b) nothing in this letter of offer imposes any obligation on Council to:
 - i. grant any Development Consent; or
 - ii. exercise any function or power under the EPA Act in relation to a change, or a proposed change, in an environmental planning instrument.

ME_227073241_4

Registration on Title: Pursuant to section 7.6 of the EPA Act, Developer agrees that the Planning Agreement must be registered on the title to the Development Site as soon as practicable after its execution.

The Developer will, at its own expense, do all things necessary to procure the registration of the Planning Agreement. Sufficient provisions will be included in the VPA to facilitate removal of the VPA when the obligations under the VPA have been performed by the developer or if the Developer surrenders the Development Consent.

Exclusion of s 7.11, 7.12 and 7.24 to the development: The agreement will not exclude the application of section 7.11, section 7.12 or section 7.24 of the EPA Act.

However, the Developer notes that they are a 'social housing provider' as defined in the *State Environmental Planning Policy (Housing) 2021*, by virtue of their status as a "*registered community housing provider*". The Developer therefore relies on the Ministerial Direction dated 14 September 2007 made under the former s94E (now s7.17) of the EPA Act, which exempts social housing providers from paying development contributions for seniors housing under s94 (now s7.11) of the EPA Act and the Ministerial policy underlying that Direction that registered community housing providers should not be subject to taxation or monetary exactions by local councils which have the effect of reducing the capacity of community housing providers to provide such housing for the benefit of the community.

Dispute resolution: A dispute resolution mechanism will comprise referral to expert determination where agreement cannot be reached. Parties are to meet within 10 days of notice of a dispute. Disputes are to be resolved through mediation first before either party has a right to commence proceedings.

Commencement: The VPA commences when it has been executed by all the Parties. The Developer's obligation to complete the Works is to occur by the dates in column four above. The Parties acknowledge that the VPA otherwise has no binding obligations on the Developer with respect to the Works.

Yours sincerely,

[INSERT NAME]
[INSERT TITLE]
Anglicare Community Services

NOTICE OF MOTION

REZONING OF PUBLIC LAND AT THE ROYAL NORTH SHORE HOSPITAL IN ST LEONARDS

Notice of Motion from Councillors Ward, Taylor and Balachandran dated 2 May 2025

Rezoning of Public Land

The rezoning and sale of public land in St Leonards, Sydney, has ignited strong opposition from local residents, healthcare workers, and councils. The New South Wales government's decision to allow a 62-storey residential tower on a 3300-square-metre site has raised concerns about the impact on public infrastructure, healthcare services, and long-term urban planning.

Community Concerns

For years, residents and medical professionals have resisted high-density developments in the area, fearing that such projects will erode public land and put excessive strain on local amenities. Opponents argue that residential towers must account for increased demand on roads, transport, and essential services. Lane Cove, Willoughby, and North Sydney councils have formally called for further government assessment of the project's impact on healthcare demand.

Impact on Healthcare Facilities

A major concern is how the development will affect the Royal North Shore Hospital, one of Sydney's key medical facilities. Healthcare workers worry that the high-rise building will block natural light and create congestion, which could hinder hospital operations. Additionally, increased population density may place further pressure on hospital services, exacerbating existing capacity constraints.

Urban Planning Considerations

Rezoning decisions should prioritize long-term community welfare rather than short-term commercial interests. Transparency, consultation with stakeholders, and a commitment to preserving public assets are crucial in shaping urban growth responsibly. While housing expansion is a pressing need, balancing development with the retention of critical public spaces remains a challenge.

Public Land and the Hospital Precinct

Ku-ring-gai Council shares the concerns of other Northern Sydney councils over the sale of Lot 4B Herbert Street St Leonards, adjacent to Royal North Shore Hospital. The community has long advocated for using this land to expand hospital facilities and improve accessibility, given the hospital's growing patient demands.

The Northern Sydney Local Health District board has stated that the residential development does not align with the hospital's master plan for future expansion. Royal North Shore Hospital is a vital teaching institution that serves an expanding population, requiring adequate space to meet future healthcare needs.

Although housing shortages are a valid issue, selling public land may compromise strategic health planning across the region.

With the NSW Government targeting [\[1\]](#) 44,000 new homes by 2029 within nine local government areas, councils and residents continue to push for public land retention to safeguard essential community infrastructure.

We, therefore, move that Council:

- A. Write to the NSW Minister for Health, the NSW Minister for Planning and Public Spaces, and the Premier of NSW requesting that Lot 4B Herbert Street St Leonards be retained in public ownership for the future expansion of Royal North Shore Hospital.
- B. Join with other Northern Sydney Councils and the Northern Sydney Regional Organisation of Councils (NSROC) in lobbying the State Government to retain public ownership of the Royal North Shore Hospital precinct land.
- C. Support Willoughby Council's request to see the government's modelling of future demand for health services and the hospital's role in addressing this demand.

[1] www.planning.nsw.gov.au/policy-and-legislation/housing/housing-targets

RECOMMENDATION:

That the above Notice of Motion as printed be adopted.

Councillor Barbara Ward
Councillor for Gordon Ward

Councillor Alec Taylor
Councillor for Roseville Ward

Councillor Indu Balachandran
Councillor for Gordon Ward