

### ORDINARY MEETING OF COUNCIL TO BE HELD ON TUESDAY, 17 JUNE 2025 AT 7:00 PM LEVEL 3, COUNCIL CHAMBER

# AGENDA

NOTE: For Full Details, See Council's Website – <a href="https://www.krg.nsw.gov.au">https://www.krg.nsw.gov.au</a> 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 confidential attachments to the following General Business reports:

#### **CONFIRMATION OF MINUTES**

#### **Minutes of Ordinary Meeting of Council**

10

File: EM00046/4

Meeting held 20 May 2025 Minutes numbered 64 to 80

#### MINUTES FROM THE MAYOR

Nil.

#### **PETITIONS**

# PT.1 Save the Synthetic Field at Norman Griffiths Oval - Deliver what was promised

28

File: EM00046/5

Petition to Ku-ring-gai Council Principal Petitioner: Michael Wootton

For years, we've waited patiently while Norman Griffiths Oval sat idle. It's time for Council to stop dragging its feet and deliver the synthetic surface our community was promised. Help us hold them to account, sign and share this petition today!

We, the undersigned members of the Ku-ring-gai community and wider sporting public, call on Ku-ring-gai Council to deliver the originally approved synthetic turf upgrade at Norman Griffiths Oval in West Pymble, as committed in previous planning and budget announcements.

We oppose any move to revert the project to a natural turf surface, particularly after extensive delays, disruptions, and the removal of the FIFA-approved contractor assigned to the iob.

Our community needs reliable, safe, all-weather facilities to support grassroots sport, including junior football, community sports, and local recreation. With countless games

and training sessions already lost due to field closures and weather impacts, the synthetic upgrade is not a luxury, it's a necessity.

The synthetic surface has been promised, approved, budgeted, and partially prepared. To backtrack now is a breach of trust and a waste of public money. Council must uphold its commitment and complete the synthetic upgrade as planned.

We respectfully urge the Council to:

- o Reaffirm its support for a synthetic surface at Norman Griffiths Oval
- o Engage qualified contractors to complete the project
- O Provide transparency about the project's delays and next steps

(103 signatures – as at 20 May 2025)

#### **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 Arts and Culture Committee Minutes - 5 May 2025

30

File: S04141

To provide Council with the minutes from the Arts and Culture Advisory Committee meeting held on 5 May 2025.

#### Recommendation:

That Council consider and endorse the minutes from the Arts and Culture Committee meeting held on 5 May 2025.

# GB.2 Ku-ring-gai Traffic Committee - Minutes of Meeting 28 May 2025

38

File: CY00022/17

To consider the Minutes from the Ku-ring-gai Traffic Committee (KTC) Meeting held on 28 May 2025.

#### Recommendation:

- A. That Council receive and note the Ku-ring-gai Traffic Committee Minutes from 28 May 2025.
- B. That Council approve the recommendations of the Ku-ring-gai Traffic Committee.

# GB.3 Status of Women's Advisory Committee Minutes - 6 May 2025

49

File: S13683

To provide Council with the minutes from the Status of Women's Advisory Committee meeting held on 6 May 2025.

#### **Recommendation:**

That Council endorse the minutes of the Status of Women's Advisory Committee meeting held on 6 May 2025.

# GB.4 Youth Advisory Committee Minutes - 7 May 2025

57

File: S04477

To provide Council with the minutes from the Youth Advisory Committee meeting held on 7 May 2025.

#### **Recommendation:**

That Council endorse the minutes of the Youth Advisory Committee meeting held on 7 May 2025.

# **OB.5** Draft Community Engagement Strategy incorporating Community Participation Plan

63

File: S14384

To present the draft combined Community Engagement Strategy (CES) and Community Participation Plan (CPP) to Council for consideration.

#### Recommendation:

That Council endorse the draft combined *Community Engagement Strategy (incorporating the Community Participation Plan)* and it be placed on public exhibition for 42 days. Should community feedback be received, a report come back to Council, and if no submissions are received, Council adopt the draft policy as attached to this report.

# GB.6 Post Exhibition - Draft Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan

137

File: S14767

To adopt the Community Strategic Plan 2035, Resourcing Strategy 2025-2035, Delivery Program 2025-2029 and Operational Plan 2025-2026, incorporating the Budget, Capital Works Program, Statement of Revenue Policy and Fees and Charges for 2025-2026.

#### **Recommendation:**

That Council approve the Community Strategic Plan, Delivery Program and Operational Plan and Resourcing Strategy with recommended amendments discussed in this report, and commence comprehensive community engagement on the rate rise options described in the Long Term Financial Plan.

### GB.7 Mayor and Councillor Fees - 2025/26 Local Government Remuneration Tribunal Determination

357

File: EM00046/5

To determine the mayoral and councillor fees for the 2025/26 financial year.

#### **Recommendation:**

That effective 1 July 2025:

A. The annual councillor fee be set at \$29,550; and

B. The annual mayoral fee be set at \$78,480, in addition to the councillor fee.

### **GB.8** Investment Report as at 31 May 2025

408

File: FY00623/7

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

#### Recommendation:

That the summary of investments performance for May 2025 be received and noted; and that the Certificate of the Responsible Accounting Officer be noted and the report adopted.

# GB.9 DCP housekeeping amendment Environmental Sensitivity and sustainability towards Net Zero

416

File: CY00441/13

To have Council consider an update on Environmental Controls for Council's Development Control Plan.

#### **Recommendation:**

That Council note the findings presented in this Report and endorse the continued investigation into Development Control Plan sustainability provisions to be included in the drafting of controls for TOD and LMR building typologies.

# GB.10 Submission on the Explanation of intended effect: Changes to deter illegal tree and vegetation clearing

430

File: S14545

To approve a submission to the NSW Department of Planning, Housing and Infrastructure (DPHI) in response to the *Explanation of Intended Effect: Protecting Our Trees – Changes to Deter Illegal Tree and Vegetation Clearing*.

#### Recommendation:

That Council approve the draft submission to DPHI on the *Explanation of Intended Effect:* Changes to Deter Illegal Tree and Vegetation Clearing, provided at Attachment A2.

# **Response to Notice of Motion - Doggy Daycare and 'Animal boarding or training establishments'**

480

File: S14398

For Council to consider the outcomes of investigation into the feasibility of allowing 'animal boarding or training establishments' within the E1 Local Centres and MU1 Mixed Use zones.

#### Recommendation:

It is recommended that Council does not amend the KLEP 2015 to permit 'animal boarding and training establishments' within the E1 Local Centre and MU1 Mixed Use zones.

### GB.12 Ku-ring-gai Draft Green Grid - Post Exhibition Report

488

File: S12691

To provide an overview of the finalised Ku-ring-gai Green Grid Strategy and seek Council's adoption of the strategy following public exhibition.

#### Recommendation:

That Council adopt the Ku-ring-gai Green Grid Strategy

# GB.13 Acquisiton of easement by Council at 43-47 Dumaresq Street Gordon

579

File: CY00470/12

To create an easement in favour of Council as part of a proposed development on freehold land at 43-47 Dumaresq Street Gordon comprising Lot 1 DP 1314831.

#### Recommendation:

That Council approves of the acquisition of an easement over Lot 1 DP 1314831 for drainage purposes on the terms set out in the report.

#### EXTRA REPORTS CIRCULATED TO MEETING

#### MOTIONS OF WHICH DUE NOTICE HAS BEEN GIVEN

# NM.1 Improve asset utilisation and support the arts in Ku-ring-gai

585

File: S02211

Notice of Motion from Councillors Balachandran and Wheatley dated 30 May 2025 The draft *Community Strategic Plan 2035 – Our Ku-ring-gai: Growing Together* identifies community infrastructure as a vital community asset and commits Council to providing, upgrading, and maintaining facilities that meet the needs of residents.

Council's community facility utilisation rate is currently less than 30%. Given financial limitations for capital expenditure and time taken to build new facilities, it is imperative that Council actively seek low-cost, high-return opportunities to improve utilisation of existing assets.

The Arts and Culture Committee have identified the need for venues as the major concern for Ku-ring-gai. Arts organisations such as Pymble Players have left the area and sought support in neighbouring councils. Some groups, such as Ku-ring-gai Philharmonic Orchestra, cannot find venues when they need them. Yet others, such as MSTYP, cannot afford rehearsal space and are at risk of shutting down.

The Inner West Council has addressed a similar issue with asset utilisation and a need in the creative sector. They have invested \$800,000 on upgrading seven town halls with sound systems, audio-visual equipment, performance and recording studios to be used across all the venues. These have been provided free of charge as spaces for live performance, rehearsal, and exhibition. "Rather than sitting empty for much of the time, our town halls will be filled with music, dance, theatre and film."

A targeted facilities review is required to identify low-cost, high-impact upgrades, such as lighting, AV, acoustic improvements, or other improvements to increase utilisation at selected venues. This review can identify potential "quick wins" to increase utilisation rates.

Alongside this - to leverage underutilised council assets and inject support for local arts and creative groups - Council can develop a pilot program offering free access to Council facilities to the arts and creative sectors. The program can be developed in collaboration with the Arts and Culture Advisory Committee including usage guidelines, eligibility criteria, levels of support, and the evaluation framework. The pilot can prioritise bookings that minimise impact on regular, paid bookings to maximise facility use without adversely impacting Council's revenue. An evaluation is required to assess its impact on facility use, creative output, and creative sector engagement, and opportunities to improve utilisation in the longer term.

This initiative provides a practical opportunity to trial increased access, address a critical need in the arts and creative sectors, and improve the use of existing community assets. Council can help cultivate a vibrant, inclusive, and creative Ku-ring-gai.

#### Recommendation:

That Council:

- A. Undertake a targeted review of selected community facilities to identify low-cost upgrades that support increased utilisation, with recommendations by November 2025 to inform the FY26/27 budget process.
- B. Develop and implement a 12-month pilot program to increase facility utilisation and support the arts and creative sectors in Ku-ring-gai.
- Designed in collaboration with the Arts and Culture Advisory Committee and presented to Council by September 2025.
- To implement the pilot program from January 2026.
- To evaluate the pilot after 12 months.
- C. Incorporate learnings into the Cultural Facilities Review

### NM.2 Sydney North Planning Panel

587

File: CY00844/2

#### Notice of Motion from Councillors Taylor and Devlin dated 30 May 2025

That Council review its nomination of membership of North Sydney Planning Panel.

#### 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

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### MINUTES OF ORDINARY MEETING OF COUNCIL HELD ON TUESDAY, 20 MAY 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 (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)

Director Strategy & Environment (Andrew Watson)

Corporate Lawyer (Jamie Taylor)

Manager Corporate Communications (Virginia Leafe)

Manager Governance and Corporate Strategy (Christopher M Jones)

Governance Support Officer (Eliza Gilbank-Heim)

The Meeting commenced at 7:00 PM

The Mayor offered the Acknowledgement of Country and Prayer

### **APOLOGIES**

File: S02194

Nil.

#### **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 Spencer declared a non-significant, non-pecuniary interest in C.1 Code of Conduct Investigation Report as it directly relates to him. Councillor Spencer will be leaving the room during debate on this item.

# 64 CONFIRMATION OF REPORTS AND ATTACHMENTS TO BE CONSIDERED IN CLOSED MEETING

File: S02499/9

#### Resolved:

(Moved: Councillors Taylor/Wheatley)

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 Code of Conduct Investigation Report

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(d)(i):

Attachment A1: 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 A1: MCAC 2025 nominations with attachments

Attachment A2: MCAC 2025 Certified Assessment Panel Report Final signed

#### **CARRIED UNANIMOUSLY**

#### **CONFIRMATION OF MINUTES**

### 65 Minutes of Ordinary Meeting of Council

File: EM00046/3

Meeting held 15 April 2025 Minutes numbered 49 to 57

#### Resolved:

(Moved: Councillors Devlin/Balachandran)

That Minutes numbered 47 to 63 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

### Development of a Lighting Policy for Ku-ring-gai

File: EM00046/4 *Vide: MM.1* 

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.

#### Resolved:

(Moved: The Mayor, Councillor Kay)

- 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 Councilowned assets.
- C. That a draft Policy be reported to Council at the November Ordinary Meeting of Council for consideration and public exhibition.

#### **CARRIED UNANIMOUSLY**

### <sup>67</sup> Night-Time Economy

File: EM00046/4 *Vide: MM.2* 

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 afterdark 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.

#### Resolved:

(Moved: The Mayor, Councillor Kay)

#### 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.

**CARRIED UNANIMOUSLY** 

#### **PETITIONS**

### Residents Feedback About Ku-ring-gai Council's 'Housing Scenarios Consultation'

File: EM00046/4 *Vide: PT.1* 

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)

#### Resolved:

(Moved: Councillors Taylor/Ngai)

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

**CARRIED UNANIMOUSLY** 

### 69 Concerns regarding Preferred Housing Scenario as an alternative to the original TOD SEPP

File: EM00046/4 *Vide: PT.2* 

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)

#### Resolved:

(Moved: Councillors Balachandran/Ward)

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

**CARRIED UNANIMOUSLY** 

#### INSPECTIONS- SETTING OF TIME, DATE AND RENDEZVOUS

Nil.

#### **GENERAL BUSINESS**

Minutes of Audit, Risk & Improvement Committee meeting held on 13 March 2025

File: CY00458/13 Vide: GB.1

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.

#### Resolved:

(Moved: Councillors Taylor/Wheatley)

It is recommended that

- 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.

#### **CARRIED UNANIMOUSLY**

### Heritage Reference Committee meeting minutes of 3 April 2025

File: CY00413/13 Vide: GB.2

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

#### Resolved:

(Moved: Councillors Taylor/Wheatley)

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

#### **CARRIED UNANIMOUSLY**

# Internal Audit FunctionShared Service Agreement

File: S11192-1 *Vide: GB.3* 

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

### Resolved:

(Moved: Councillors Taylor/Wheatley)

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.

#### **CARRIED UNANIMOUSLY**

# Ku-ring-gai Council Women's Leadership and Inspiration Award: Draft Nomination Guidelines and Selection Criteria

File: S13033 *Vide: GB.5* 

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.

#### Resolved:

(Moved: Councillors Taylor/Wheatley)

That Council endorse the draft Nomination Guidelines and Selection Criteria for the Ku-ring-gai Council Women's Leadership and Inspiration Award.

#### CARRIED UNANIMOUSLY

### <sup>74</sup> Investment Report as at 30 April 2025

File: FY00623/7 *Vide: GB.6* 

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

#### Resolved:

(Moved: Councillors Taylor/Wheatley)

### 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.

#### **CARRIED UNANIMOUSLY**

### <sup>75</sup> 2024 - 2025 Budget Review - 3rd Quarter ended March 2025

File: FY00701/1 *Vide: GB.7* 

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.

#### Resolved:

(Moved: Councillors Taylor/Wheatley)

That the March 2025 Quarterly Budget Review and the recommended changes be received and noted.

#### **CARRIED UNANIMOUSLY**

# Analysis of Land and Environment Court Costs - 3rd Quarter 2024 to 2025

File: FY00623/7 Vide: GB.8

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

#### Resolved:

(Moved: Councillors Taylor/Wheatley)

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

### **CARRIED UNANIMOUSLY**

### Letter of Offer to enter into a Planning Agreement - Rohini Village Turramurra

File: S06198 *Vide: GB.9*  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.

#### Resolved:

(Moved: Councillors Taylor/Wheatley)

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.

#### **CARRIED UNANIMOUSLY**

#### MOTIONS OF WHICH DUE NOTICE HAS BEEN GIVEN

### Rezoning of Public Land at the Royal North Shore Hospital in St Leonards

File: CY00125/17 Vide: NM.1

# 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

#### Resolved:

(Moved: Councillors Taylor/Ward)

That the above Notice of Motion as printed be adopted.

#### **CARRIED UNANIMOUSLY**

#### PROCEDURAL MOTION:

(Moved: Councillors Ward/Devlin)

That the order of business be altered to deal with item C.1 Code of Conduct Investigation Report and that item GB.4 be dealt with in confidential session.

For the Motion: The Mayor, Councillor Kay, Councillors

Balachandran, Devlin, Ngai, Smith, Spencer,

Taylor, Ward and Wheatley

Against the Motion: Councillor Pettett

**CARRIED** 

Council resolved itself into Closed Meeting with the Press and Public Excluded to deal with the following item after a Motion moved by Councillors Taylor and Wheatley was CARRIED UNANIMOUSLY.

After declaring an interest in item C.1, Councillor Spencer withdrew from the meeting prior to discussion and did not vote on the following matter.

### <sup>79</sup> Code of Conduct Investigation Report

File: S08331 *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)(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 dated 1 May 2025

#### **MOTION:**

(Moved: Councillors Ngai/Ward)

That Council formally censure Councillor Cedric Spencer pursuant to Section 440G of the Local Government Act 1993 on the following grounds:

- A. On or about 30 October 2024, he caused to be published on Facebook content which disclosed confidential information in relation to ongoing and commercially sensitive negotiations between Council and another party, the details of which had been made available to him for a meeting of the Council held on 30 October 2024 and which was closed to the public pursuant to section 10A of the Act. Such publication was a deliberate and intentional act of Cr Spencer which was undertaken contrary to the obligations of councillors as set out in clauses 8.9d), 8.10, 8.11b), c), d) and g) of Part 8 of Council's Code of Conduct without regard to the prejudicial effect that such publication may have on the commercially sensitive negotiations which were on foot between Council and another party.
- B. Cr Spencer acted without regard to the prejudicial effect which publication of the Facebook comment may cause to Council and indirectly to ratepayers within Council's local government area and that in so acting, the Respondent engaged in conduct which was contrary to Part 3 clause 3.1a), b) and c) and to Part 8 clauses 8.9d), 8.10, 8.11b), c), d) and g) of Council's Code of Conduct.

Councillor Wheatley left and returned to Chambers during debate on this item.

#### AMENDMENT:

(Moved: Councillors Smith/Taylor)

That Council formally censure Councillor Cedric Spencer pursuant to Section 440G of the *Local Government Act 1993* on the following grounds:

- A. On or about 30 October 2024, he caused to be published on Facebook, a social media platform the Post, the substance of which disclosed confidential information in relation to ongoing and commercially sensitive negotiations between Council and another party, the details of which had been made available to him in a meeting of the Council held on 30 October 2024 and which was closed to the public pursuant to section 10A of the Act. Such publication was prejudicial to the commercial and financial interests of Council and was a deliberate and intentional act of Cr Spencer which was undertaken contrary to the obligations of councillors as set out in clauses 8.9b) and d), 8.10, 8.11a), b), c), d) and g) of Part 8 of Council's Code of Conduct without regard to the prejudicial effect that such publication may have on the commercially sensitive negotiations which were on foot between Council and another party.
- B. Publication of the Post by Cr Spencer was prejudicial to the commercial and financial interests of Council and ratepayers and was a deliberate and

intentional act of Cr Spencer which was undertaken contrary to the obligations of the councillors as set out in clauses 8.9b) and d), 8.10, 8.11 a), b), c), d) and g) of Part 8 of Council's Code of Conduct without regard to the prejudicial effect that such publication may have on the commercially sensitive negotiations which were on foot.

C. Cr Spencer acted without regard to the prejudicial effect which publication of the post may cause to Council and indirectly to ratepayers within Council's local government area and that in so acting, the Respondent engaged in conduct which was contrary to Part 3 clause 3.1a), b) and c) and to Part 8 clauses 8.9b) and d), 8.10, 8.11a), b), c), d) and g) of Council's Code of Conduct.

The Amendment was put and declared CARRIED.

For the Amendment: The Mayor, Councillor Kay, Councillors

Balachandran, Devlin, Smith, Taylor,

Ward and Wheatley

Against the Amendment: Councillors Ngai and Pettett

**CARRIED** 

The Motion was put and declared CARRIED.

For the Motion: The Mayor, Councillor Kay, Councillors

Balachandran, Devlin, Smith, Taylor,

Ward and Wheatley

Against the Motion: Councillors Ngai and Pettett

**CARRIED** 

#### **RESOLVED:**

(Moved: Councillors Smith/Taylor)

That Council formally censure Councillor Cedric Spencer pursuant to Section 440G of the *Local Government Act 1993* on the following grounds:

A. On or about 30 October 2024, he caused to be published on Facebook, a social media platform the Post, the substance of which disclosed confidential information in relation to ongoing and commercially sensitive negotiations between Council and another party, the details of which had been made available to him in a meeting of the Council held on 30 October 2024 and which was closed to the public pursuant to section 10A of the Act. Such publication was prejudicial to the commercial and financial interests of Council and was a deliberate and intentional act of Cr Spencer which was undertaken contrary to the obligations of councillors as set out in clauses 8.9b) and d), 8.10, 8.11a), b), c), d) and g) of Part 8 of Council's Code of Conduct without regard to the prejudicial effect that such publication may have on the commercially sensitive negotiations which were on foot between Council and another party.

- B. Publication of the Post by Cr Spencer was prejudicial to the commercial and financial interests of Council and ratepayers and was a deliberate and intentional act of Cr Spencer which was undertaken contrary to the obligations of the councillors as set out in clauses 8.9b) and d), 8.10, 8.11 a), b), c), d) and g) of Part 8 of Council's Code of Conduct without regard to the prejudicial effect that such publication may have on the commercially sensitive negotiations which were on foot.
- C. Cr Spencer acted without regard to the prejudicial effect which publication of the post may cause to Council and indirectly to ratepayers within Council's local government area and that in so acting, the Respondent engaged in conduct which was contrary to Part 3 clause 3.1a), b) and c) and to Part 8 clauses 8.9b) and d), 8.10, 8.11a), b), c), d) and g) of Council's Code of Conduct.

For the Resolution: The Mayor, Councillor Kay, Councillors

Balachandran, Devlin, Smith, Taylor,

Ward and Wheatley

Against the Resolution: Councillors Ngai and Pettett

**CARRIED** 

# Multicultural Advisory Committee - Appointment of Community Representatives for a new term

File: S04141 *Vide: GB.4* 

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

#### **MOTION:**

(Moved: Councillors Ward/Smith)

It is recommended that:

- A. Council consider and appoint 10 community applicants.
- B. That Council consider and appoint the first three and last six of the recommended applicants from the selection panel for the Multicultural Advisory Committee as noted on page 4 of the Assessment Panel's Report (Attachment 2).

- C. That the Council consider and appoint the first applicant on the reserve list of the selection panel.
- D. That Council appoints the five remaining recommended applicants as reserves for the Multicultural Advisory Committee.

#### AMENDMENT:

(Moved: Councillors Devlin/Taylor)

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

The Amendment was put and declared CARRIED.

For the Amendment: The Mayor, Councillor Kay, Councillors

Balachandran, Devlin, Pettett, Smith and

Taylor

Against the Amendment: Councillors Ngai, Ward and Wheatley

CARRIED

The Motion was put and declared CARRIED UNANIMOUSLY.

#### Resolved:

(Moved: Councillors Devlin/Taylor)

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

#### **CARRIED UNANIMOUSLY**

Council resolved to return to Open Council after a motion moved by Councillors Taylor and Smith was CARRIED UNANIMOUSLY.

<b>BUSINESS WITHOUT NOTICE</b>	- SUBJECT TO C	LAUSE 9.3 OF	CODE OF
MEETING PRACTICE			

Nil.

#### **QUESTIONS WITH NOTICE**

Nil.

The Meeting closed at 8:23pm.

The Minutes of the Ordinary Meeting of Council held on 20 May 2025 (Pages 1 - 27) were confirmed as a full and accurate record of proceedings on <Insert confirmation date ...>.

General Manager	Mayor / Chairperson

Item PT.1 EM00046/5

### **PETITION**

# SAVE THE SYNTHETIC FIELD AT NORMAN GRIFFITHS OVAL - DELIVER WHAT WAS PROMISED

Petition to Ku-ring-gai Council Principal Petitioner: Michael Wootton

For years, we've waited patiently while Norman Griffiths Oval sat idle. It's time for Council to stop dragging its feet and deliver the synthetic surface our community was promised. Help us hold them to account, sign and share this petition today!

We, the undersigned members of the Ku-ring-gai community and wider sporting public, call on Ku-ring-gai Council to deliver the originally approved synthetic turf upgrade at Norman Griffiths Oval in West Pymble, as committed in previous planning and budget announcements.

We oppose any move to revert the project to a natural turf surface, particularly after extensive delays, disruptions, and the removal of the FIFA-approved contractor assigned to the job.

Our community needs reliable, safe, all-weather facilities to support grassroots sport, including junior football, community sports, and local recreation. With countless games and training sessions already lost due to field closures and weather impacts, the synthetic upgrade is not a luxury, it's a necessity.

The synthetic surface has been promised, approved, budgeted, and partially prepared. To backtrack now is a breach of trust and a waste of public money. Council must uphold its commitment and complete the synthetic upgrade as planned.

We respectfully urge the Council to:

- o Reaffirm its support for a synthetic surface at Norman Griffiths Oval
- Engage qualified contractors to complete the project
- Provide transparency about the project's delays and next steps

(103 signatures – as at 20 May 2025)

#### RECOMMENDATION:

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

Item PT.1 EM00046/5

Item GB.1 S04141

# ARTS AND CULTURE COMMITTEE MINUTES - 5 MAY 2025

### **EXECUTIVE SUMMARY**

**PURPOSE OF REPORT:** To provide Council with the minutes from the Arts and

Culture Advisory Committee meeting held on 5 May

2025.

**BACKGROUND:** Council is required to consider and endorse minutes

from the Arts and Culture Advisory Committee, and to make them publicly available via Council's website.

**COMMENTS:** Committee members received updates on upcoming

programs and exhibitions at the Art Centre, along with an update on arts and cultural events across the region.

A proposal for an Arts and Cultural forum and membership levels were also considered.

**RECOMMENDATION:** That Council consider and endorse the minutes from the

[Refer to the full Recommendation at Arts and Culture Committee meeting held on 5 May

2025.

the end of this report)

Item GB.1 S04141

#### **PURPOSE OF REPORT**

To provide Council with the minutes from the Arts and Culture Advisory Committee meeting held on 5 May 2025.

#### **BACKGROUND**

Council is required to consider and endorse minutes from the Arts and Culture Committee, and to make them publicly available via Council's website.

#### COMMENTS

Committee members received updates on upcoming programs and exhibitions at the Kuring-gai Art Centre, along with recent and planned arts and cultural events across the region.

The proposal to hold an Arts and Cultural forum was also discussed and membership levels were considered, with discussions focused on strategies to support the ongoing effectiveness and engagement of the Arts and Culture Advisory Committee.

Current grants and funding opportunities were also presented for the Committee's information and consideration.

The minutes from this meeting are now provided to Council for adoption (Attachment A1).

#### INTEGRATED PLANNING AND REPORTING

Community, People and Culture

Community Strategic Plan	Delivery Program	Operational Plan
Long Term Objective	Term Achievement	Task
C4.1: Harmonious communities	, , ,	C4.1.2.1: Deliver cultural and
that understand, value and	and events support our	community programs and
accept each other, and	diversity.	events that celebrate our
embrace our evolving cultural		diversity.
identities.		

#### **GOVERNANCE MATTERS**

The Arts and Culture Committee operates within a framework prescribed by Terms of Reference consistent with Council's Code of Conduct, confidentiality and record management policies and procedures.

#### **RISK IMPLICATION STATEMENT**

There are no significant risks that arise from the recommendations contained in this report.

#### FINANCIAL CONSIDERATIONS

The Committee is an Advisory Committee and does not have the power to incur expenditure or to bind Council. There are no financial impacts associated with this report.

Item GB.1 S04141

#### SOCIAL CONSIDERATIONS

The Committee discussed the importance of inclusivity and diverse representation in upcoming arts and cultural initiatives, ensuring all community groups, including youth, are engaged. They also noted current grants and funding opportunities, to support local artists and promote broader cultural participation.

#### **ENVIRONMENTAL CONSIDERATIONS**

There are no environmental implications associated with this report.

#### **COMMUNITY CONSULTATION**

Community consultation is not required for this report.

#### INTERNAL CONSULTATION

Internal consultation is not required for this report.

#### **SUMMARY**

The Committee discussed upcoming arts programs, a proposed Arts and Cultural forum, current membership and engagement strategies, and noted available grants and funding opportunities.

#### RECOMMENDATION:

That Council consider and endorse the minutes from the Arts and Culture Committee meeting held on 5 May 2025.

Melanie Morson Janice Bevan

Manager Visitor Experience & Events Director Community

Attachments: A1. AACCC\_05.05.2025\_MIN 2025/171595

#### **ITEM NO: GB.1**

# MINUTES OF ARTS AND CULTURE ADVISORY COMMITTEE HELD ON MONDAY, 5 MAY 2025

Present: Councillor Indu Balachandran, (Chairperson)

Councillor Barbara Ward (Deputy Chairperson)

Mayor Councillor, Christine Kay

Councillor Matt Devlin

Tony Bates, Community Member Wendy Blaxland, Community Member Michelle Cahill, Community Member Andrea Doney, Community Member Mary Faith, Community Member Hong Huang, Community Member Shipra Shah, Community Member

Staff Present: Director Community, Janice Bevan

Manager Library Services, Michelle Swan-Beardmore Manager Visitor Experience and Events, Melanie Morson Project and Policy Officer, Community Development, Nick Goryl Marketing and Programs Lead, Library and Art Centre, Samantha

Groth

Others Present: Peter Whitehead, substituting for Dee Jackson

Giselle Beale, Marian Street Theatre for Young People

Apologies: James Austen, Community Member

Anne Cahill, Community Member Dee Jackson, Community Member Jonathan Karanikas, Community Member

The Meeting commenced at 5:30 PM

#### **DECLARATIONS OF INTEREST**

No interest was declared.

#### **MATTERS ARISING FROM PREVIOUS MEETING**

#### **NOTING OF MINUTES**

#### **Minutes of Arts and Culture Committee**

File: S14328

Meeting held 17 February 2025

Minutes numbered AACCC01 to AACCC06

#### **RECOMMENDATION:**

That Minutes numbered AACCC01 to AACCC06 circulated to Councillors were taken as read and confirmed as an accurate record of the proceedings of the Meeting.

#### ITEMS FOR DISCUSSION

#### Ku-ring-gai Art Centre

File: S14328 *Vide: GB.1* 

To provide members with an overview of upcoming programs and exhibitions at the Ku-ring-gai Art Centre

#### Sam Groth, Marketing and Programs Lead, Library and Art Centre, Ku-ringqai Council

- Sam provided updates on new courses including expanded offerings in pottery, drawing, printmaking, and Chinese calligraphy.
- The growing demand for evening and holiday programs was attracting broader community participation.
- The current exhibition 'Portraits of the Past' is presented in partnership with Ku-ring-gai Art Society, and is part of the 2025 Heritage Festival.
- Upcoming events include an open day showcasing tutor and student work and a family workshop during the Gai-Mariagal Festival.
- Enrolment for 2025 has exceeded 1,500 across various programs.

The Centre will continue community engagement efforts and promote upcoming term 3 programs.

#### **RECOMMENDATION:**

For members to receive and note the update of programs and exhibitions at the Ku-ring-gai Art Centre.

#### **Arts and Cultural Events Update**

File: S14328 *Vide: GB.2* 

To provide members with an update on Arts and Cultural events in Ku-ring-gai.

### Melanie Morson, Manager Visitor Experience and Events, Ku-ring-gai Council

Gai-Mariagal Festival - 26 May - 13 July 2025

- Melanie provided an update on the Gai-Mariagal Festival a major First Nations cultural event with regional recognition.
- The Festival spans Sorry Day, Reconciliation Week, and NAIDOC Week and programs include sand painting, bush food wellness workshops, and children's cultural activities.
- The individual Festival programs are very popular and they are often fully booked.

#### Arts and Cultural Festival - 18 June - 24 July, 2025

- The 2025 Arts and Cultural Festival is currently in the planning phase.
- The focus of the Festival will be to showcase local talent, expand partnerships, and develop cross-genre events.
- The committee members have been invited to participate through the distribution of promotional materials and raising awareness of the Festival.

<u>Action:</u> For staff to share festival links and promotional assets with the committee and to finalise the Expression of Interest (EOI) materials.

#### **RECOMMENDATION:**

That committee members receive and note the update on Arts and Culture events in Ku-ring-gai.

#### Arts and Cultural Forum 2025

File: S14328 *Vide: GB.3* 

For the committee to discuss the proposal to hold an Arts Cultural Forum in 2025.

### Melanie Morson, Manager Visitor Experience and Events, Ku-ring-gai Council

- Melanie proposed a concept for a new Creative Connect initiative to launch during the Arts and Cultural Festival 2025.
- The purpose of *Creative Connect* will be to foster collaboration between local creatives, cultural organisations, and arts/cultural educators.
- The aim is to include a broad range of art and cultural disciplines including visual arts, music, literature, digital media, performance, and heritage.
- It is proposed that the forum be held at the Gordon library on 25 July, with registrations open to anyone living or working in the arts within Ku-ring-gai.
- It was also suggested that the forum include stronger youth engagement, venue partnerships, historical integration, and audience voices.
- The committee members supported the concept of an arts cultural forum and endorsed the progression of its planning.

#### RECOMMENDATION:

- For committee members to receive and note the proposal for an Arts and Cultural forum
- For Council staff to further develop the *Creative Connect* concept and share plans with the Committee for feedback;
- For staff to explore ambassador roles for committee members at the forum.

#### **Committee Membership resignations**

File: S14328 *Vide: GB.4* 

For the committee to note the decline in membership numbers of the Arts and Culture Advisory Committee and consider options for meetings and membership.

- The Chair shared observations about attendance and engagement at recent meetings, with a quorum only narrowly achieved at the current meeting.
- There was discussion around attrition, replacement mechanisms, and ensuring active representation from key arts organisations.
- Committee members discussed the format of meetings and it was noted that agenda items are sought from committee members before the agenda is set for each meeting.

#### **RECOMMENDATION:**

- That the Chair and staff review the current membership and the attendance patterns of members over the past meetings.
- Staff will check Terms of Reference and validate current membership and initiate outreach to current members as needed.

#### **Grants and Funding opportunities**

File: S14328 *Vide: GB.5* 

To advise committee members of current grants and funding opportunities.

- Funding updates from Create NSW were circulated prior to the meeting.
- The update highlighted several timely opportunities for local artists and arts organisations.
- Council staff will continue to distribute grant notifications to Committee members and encourage application where applicable.

 The Grants Finder on Council's website can also be used: <a href="https://www.krq.nsw.gov.au/Council/Grants-and-sponsorship/Grants-locator-database">https://www.krq.nsw.gov.au/Council/Grants-and-sponsorship/Grants-locator-database</a>

#### **RECOMMENDATION:**

That the Arts and Culture Committee receive and note the grant and funding opportunities.

#### **GENERAL BUSINESS**

- Giselle Beale, representing the Marian Street Theatre for Young People (MSTYP) attended
  as a guest. Ms Beale advised that the MSTYP was facing financial difficulties that threaten
  its future, and that she has taken on the voluntary role General Manager for the next 6
  weeks. It was noted that Ku-ring-gai Council has provided MSTYP with ongoing financial
  support since the closure of the Marian Street Theatre.
- Committee members requested stronger committee engagement in setting agendas for future meetings and committee members were encouraged to take the opportunity to propose agenda items prior to each meeting.

The Meeting closed at 19:04

20250505-AACCC-Mins-2025/132546/5

# **KU-RING-GAI TRAFFIC COMMITTEE - MINUTES OF MEETING 28 MAY 2025**

# **EXECUTIVE SUMMARY**

**PURPOSE OF REPORT:** To consider the Minutes from the Ku-ring-gai Traffic

Committee (KTC) Meeting held on 28 May 2025.

**BACKGROUND:** Council is required to consider and receive the Minutes

of the Ku-ring-gai Traffic Committee and to make them

publicly available via Council's website.

**COMMENTS:** A number of agenda items were discussed at the Ku-

ring-gai Traffic Committee Meeting. The Minutes of the

meeting are attached.

**RECOMMENDATION:** 

A. That Council receive and note the Ku-ring-gai Traffic Committee Minutes from 28 May 2025.

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

B. That Council approve the recommendations of the

Ku-ring-gai Traffic Committee.

#### PURPOSE OF REPORT

To consider the Minutes from the Ku-ring-gai Traffic Committee (KTC) Meeting held on 28 May 2025.

#### **BACKGROUND**

Council is required to consider and receive the Minutes of the KTC and to make them publicly available via Council's website. The KTC Minutes are confirmed by the voting members of the KTC prior to being presented to Council at an Ordinary Meeting of Council (OMC).

#### **COMMENTS**

The KTC Minutes from its meeting on 28 May 2025 under consideration are in Attachment A1.

The following items were discussed at the KTC meeting:

- GB1 Nelson Road, Lindfield proposed Wombat Crossing
- GB2 Lady Game Drive, Killara provision of an informal right turn lane
- GB3 Cecil Street, Gordon proposed Wombat Crossing
- GB4 Robert Street, Gordon proposed Wombat Crossing
- GB5 Fox Valley Road, Wahroonga proposed Wombat Crossing
- GB6 Cowan & Memorial Avenue St Ives retain installed asphalt speed humps

Items GB1 was deferred. Items GB2-GB5 were carried unanimously. For Item GB6, three out of four voting members agreed to retain the asphalt speed humps and was carried.

# INTEGRATED PLANNING AND REPORTING

Local Road Network

Community Strategic Plan	Delivery Program	Operational Plan
Long Term Objective	Term Achievement	Task
T2.1 The local road network is	T2.1.1: Safety and efficiency of	T2.1.1.2: Continue to
managed to achieve a safe and	the local road and parking	implement the 10-year Traffic
effective local road network	network have improved and	and Transport Program.
	traffic congestion is reduced.	_

# **GOVERNANCE MATTERS**

The KTC is an advisory body only, with no decision-making powers. It is a technical review committee that advises the Council on matters related to regulation of traffic that are referred to it by Council.

#### **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

Item GB2 will be funded by Council under its maintenance budget. Item GB3 will be fully funded by Ravenswood School. Item GB4 will be fully funded by TfNSW under its Road Safety Program. TfNSW will contribute \$78,100 for item GB5 under its Get NSW Active Program, with the balance of costs in the order of approximately \$107,000 to be funded by Council via the budget review process. The works for item GB6 have already been completed.

#### SOCIAL CONSIDERATIONS

There are no social implications associated with this report.

# **ENVIRONMENTAL CONSIDERATIONS**

There are no environmental implications associated with this report.

# **COMMUNITY CONSULTATION**

Directly affected residents have been consulted for Items GB1, GB3, GB4 and GB5. No consultation was required for Item GB2 as the residents would not be directly impacted. The works recommended in Item GB6 was carried out as a maintenance with no consultation undertaken except with TfNSW and the bus company.

#### INTERNAL CONSULTATION

The KTC includes Councillors and is facilitated by Council staff and Councillors. Where relevant, consultation with other departments has occurred.

#### SUMMARY

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

#### RECOMMENDATION:

- A. That Council receive and note the Ku-ring-gai Traffic Committee Minutes from 28 May 2025.
- B. That Council approve the recommendations of the Ku-ring-gai Traffic Committee.

Deva Thevaraja

Manager Traffic and Transport

**Attachments:** A1 20250528 KTC Minutes 2025/168693

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Minute KU-RING-GAI COUNCIL

# MINUTES OF KU-RING-GAI TRAFFIC COMMITTEE HELD ON WEDNESDAY, 28 MAY 2025

Present: Ku-ring-gai Council (Councillor Matt Devlin, Chairperson) (Comenarra Ward)

Ku-ring-gai Council (Councillor Barbara Ward) (Gordon Ward) via Teams

Transport for NSW (Mr Joshua Mesiti)

Representing Police Local Area Command Ku-ring-gai (Snr Const Steven Henri) Representing Police Local Area Command North Shore (Sgt Anthony Leeson) Representing Police Local Area Command North Shore (Sgt Fraser Mackay)

Representing Member for Davidson (Mr Michael Lane)

Representing Member for Wahroonga (Mr Michael Lane) (for Item GB5 only)

Staff Present: Director Operations (Peter Lichaa)

Manager Traffic and Transport (Mr Deva Thevaraja)

Team Leader Traffic (Mr Michael Foskett)
Team Leader Regulation (Tony McCormack)

Strategic Transport Engineer (Mr Joseph Piccoli) via Teams Administration and Traffic Support Officer (Michelle Regan)

Others Present: N/A

Apologies: Ku-ring-gai Council (Councillor Christine Kay, Mayor) (St Ives Ward)

David Thompson, Bike North

The Meeting commenced at 9:03 AM The Chairperson welcomed those present

#### **DECLARATIONS OF INTEREST**

No interest was declared.

# **CONFIRMATION OF MINUTES**

# Minutes of Ku-ring-gai Traffic Committee

File: CY00022/17

Meeting held 26 February 2025 Minutes numbered KTC01 to KTC07

#### The Committee Recommends:

That Minutes numbered KTC01 to KTC07 were received and confirmed as an accurate record of the proceedings of the meeting. The Minutes were adopted by Council at the Ordinary Meeting (OMC) on 18 March 2025.

This is page 1 of the Minutes of Ku-ring-gai Traffic Committee held on 28 May 2025 and presented for confirmation on	
<type confirmation="" date="" here="">.</type>	
Chairperson	
20250528-KTC-Mins-2025/164161/1	

#### **KU-RING-GAI COUNCIL**

Page

#### **GENERAL BUSINESS**

# KTC08 Nelson Road, Lindfield

File: TM6/17 Vide: GB.1

To consider a proposal to construct a raised Wombat crossing on Nelson Road at Tryon Road, Lindfield.

#### The Committee's Comments:

The Manager Traffic and Transport provided a background on this item.

The Committee discussed the proposal, which is currently unfunded, and the option of converting the existing threshold located a few metres from the Tryon Road intersection, rather than constructing a new crossing.

The Committee agreed to defer this proposal for further consideration, focusing on the option of converting the existing nearby threshold in Nelson Road into a Wombat crossing.

#### The Committee Recommends:

A. That the proposal to construct a Wombat crossing, be deferred for further consideration with the option of converting the existing threshold in Nelson Road at Tryon Road.

# **CARRIED UNANIMOUSLY**

# KTC09 Lady Game Drive, Killara

File: TM5/17 Vide: GB.2

To consider a proposal to provide additional lane width for right turns from Lady Game Drive into De Burgh Road.

#### The Committee's Comments:

The Manager Traffic and Transport outlined the background of the proposal, which originated from a request by the Member for Davidson. He mentioned that Council staff and Councillors Devlin and Ward had previously inspected the site and agreed to implement a temporary adjustment by shifting the centre lines until further investigations into potential road widening to accommodate a dedicated right-turn

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lane at the intersection could be completed.

The Committee reviewed the proposal, noting that it involved only a marginal realignment of the centre line, and recommended that the proposal be approved.

#### The Committee Recommends:

- A. That the double centre lines on Lady Game Drive be moved, as shown on the Plan Lady Game/KTC/05/25.
- B. That further investigations, including preliminary designs as appropriate, be carried out into future road widening at the intersection of Lady Game Drive and De Burgh Road.

#### **CARRIED UNANIMOUSLY**

# KTC10 Cecil Street, Gordon

File: TM4/17 Vide: GB.3

To consider a proposal to construct a raised Wombat crossing on Cecil Street.

#### The Committee's Comments:

The Team Leader Traffic provided background information on this item, noting that Ravenswood School had requested the installation of a Wombat crossing and agreed to fund the project.

The Committee discussed the issue of vehicle queuing along Cecil Street and the challenges of enforcement, as signage alone has not effectively deterred parking in 'No Stopping' zones. Council's Team Leader Regulation advised that enforcing these restrictions is challenging, noting the heavy congestion typically lasts for about 15 minutes.

The Committee also discussed ways Ravenswood School could assist with traffic management in the vicinity during the drop off/pick up times. A possible solution would be for the school to implement traffic management measures during the morning and afternoon school peak periods for a duration of four weeks following the completion and opening of the Wombat crossing.

Also, Council would offer the services of Council's Road Safety Co-ordinator to assist the school in education and promotion of road safety.

#### The Committee Recommends:

A. That a Wombat crossing be constructed on Cecil Street, outside Ravenswood School for Girls on the basis of the below:

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#### **Minute**

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- All costs associated with the implementation of any approved Wombat crossing, public realm upgrades and traffic management shall be borne by Ravenswood School for Girls.
- II. That 'P10min 7am-8.30am, 2.30pm-4pm School Days' restrictions be introduced on Cecil Street.
- III. That 'No Stopping 2.30pm-3.00pm School Days' and 'No Parking at other times' restrictions replace the existing 'No Parking' restrictions on Henry Street.
- IV. That Ravenwood School for Girls provide Council with a Traffic Management Plan and a Traffic Control Plan for Cecil Street and Henry Street during construction period.
- V. That Ravenswood School for Girls provide Council with a Traffic Management Plan and a Traffic Control Plan for Cecil Street and Henry Street during the morning and afternoon school peak periods. That these plans include the provision of licenced traffic controllers to facilitate pedestrian and vehicle movements in accordance with new signage, to ensure school community adherence to new restrictions. Once approved by Council, these plans be implemented for a duration of four weeks (excluding school holidays) during gazetted school-zone hours following the construction of the approved Wombat crossing.
- VI. That Ravenswood School for Girls be requested to provide a copy of their "Drop Off / Pick Up" policy.
- VII. That Council provide Ravenswood School for Girls the assistance of its Road Safety Coordinator to work collaboratively on implementing measures, including educational materials, to address the issues associated with the "Drop Off / Pick Up".

### **CARRIED UNANIMOUSLY**

# KTC11 Robert Street, Gordon

File: TM4/17 Vide: GB.4

To consider a proposal to construct a raised Wombat crossing on Robert Street at Werona Avenue Gordon.

#### The Committee's Comments:

The Manager of Traffic and Transport provided background information on this item and informed the Committee that Council had received a petition regarding the proposed loss of parking on Robert Street as a result of the installation of a raised pedestrian crossing.

The Committee discussed the proposal, noting that the revised plan includes an

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additional parking space near the proposed Wombat crossing on Robert Street.

Clr Ward questioned the need for another raised pedestrian crossing on Robert Street when there is one on Werona Avenue. The Manager Traffic and Transport informed that the intersection is heavily used by both school children and commuters on both legs of the intersection, and a formal pedestrian crossing on Robert Street would improve safety for them when crossing the road.

The Chairperson informed the Committee that the main purpose for bringing this report back is to address the parking loss as a result of the installation of a Wombat crossing as well as the petition that was submitted at that time. This matter has now been addressed with the revised plan showing an extra on-street parking space in the vicinity.

The Committee recommended the proposal be approved.

#### The Committee Recommends:

A. That a raised Wombat crossing be constructed on Robert Street at Werona Avenue, Gordon, as shown on the Plan No. Robert St/KTC/02/25.

**CARRIED UNANIMOUSLY** 

# KTC12 Fox Valley Road, Wahroonga

File: TM11/17 Vide: GB.5

To consider a proposal to upgrade the existing at-grade pedestrian crossing on Fox Valley Road at Strone Avenue Wahroonga to a raised Wombat crossing.

#### The Committee's Comments:

The Manager Traffic and Transport provided background information on this item.

The Chairperson expressed concerns about the location of the speed hump on the route to SAN Hospital. The Team Leader Traffic advised that both SAN Hospital and NSW Ambulance were invited for comment regarding the proposed Wombat crossing, but no feedback was received from either party.

The Representing Member for Davison passed the Member for Wahroonga's support to this proposal.

The Committee recommended the proposal be approved.

#### The Committee Recommends:

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That the existing at-grade pedestrian crossing on Fox Valley Road near Strone Avenue, Wahroonga, be upgraded to a raised Wombat crossing with lighting upgrade.

#### **CARRIED UNANIMOUSLY**

## KTC13 Cowan Road & Memorial Avenue, St Ives

File: TM9/17 Vide: GB.6

To consider a proposal to retain the recently installed asphalt speed humps on Cowan Road and Memorial Avenue, St Ives.

#### The Committee's Comments:

The Manager Traffic and Transport provided background information on this item. In late 2020, rubber speed cushions were installed on both Cowan Road and Memorial Avenue as part of the approved 40 km/h HPAA areas. However, the rubber cushions deteriorated rapidly, necessitating their replacement for safety reasons. He noted that other metropolitan Councils have been replacing rubber cushions with either concrete or asphalt alternatives.

The Manager Traffic and Transport further informed the Committee that the existing damaged and unsafe rubber speed cushions were inadvertently replaced with speed humps of the same profile. The Representing Member for Davidson expressed some concerns about the profile of the speed humps. The Director Operations explained that the asphalt speed humps maintain the same profile (with respect to height) as the previous rubber cushions.

The Representing Member for TfNSW advised that he has no objections to the full-length asphalt speed humps that replaced the speed cushions and believes these devices are necessary on both streets to support the existing 40 km/h HPAA areas.

The Chairperson commented that removing or modifying the recently installed asphalt speed humps would not be cost-effective and called for a vote among Committee members. Three out of four voting members agreed to retain the newly constructed asphalt speed humps, and the installation of barriers to prevent people crossing at these points.

#### The Committee Recommends:

A. That recently installed full width asphalt speed cushions, which replaced the rubber speed cushions, on Cowan Road and Memorial Avenue be

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retained.

B. That pedestrian fencing be installed adjacent to all speed humps on Cowan Road and Memorial Avenue.

**CARRIED** 

#### **GENERAL DISCUSSION**

The Representing Member for Davidson made a suggestion that the previously finalised TDA reports, including comments from each member, be included in future Traffic Committee agendas so that the Committee could view comments that may have been made.

The Committee resolved to include a summary of the TDA outcomes and actions taken to address any comments in future Traffic Committee meeting agendas as an appendix. However, it was noted that these TDAs will have already been approved and implemented, and therefore will not be reopened for further discussion.

The Chairperson advised that the Traffic Committee Meeting is scheduled for 18 June 2025, however, this may be cancelled if there are insufficient items for discussion.

The Meeting closed at 10.06AM

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Chairperson

# STATUS OF WOMEN'S ADVISORY COMMITTEE MINUTES - 6 MAY 2025

# **EXECUTIVE SUMMARY**

**PURPOSE OF REPORT:** To provide Council with the minutes from the Status of

Women's Advisory Committee meeting held on 6 May

2025.

**BACKGROUND:** Council is required to consider and endorse minutes

from the Status of Women's Advisory Committee, and to make them publicly available via Council's website.

**COMMENTS:** Items discussed at the Status of Women's Advisory

Committee included a presentation from Dressed for Success, a review of the 2025 International Women's Day

celebration, and an update on the new Women's

Leadership and Inspiration Award.

**RECOMMENDATION:** 

(Refer to the full Recommendation at

the end of this report)

That Council endorse the minutes of the Status of Women's Advisory Committee meeting held on 6 May

2025.

#### PURPOSE OF REPORT

To provide Council with the minutes from the Status of Women's Advisory Committee meeting held on 6 May 2025.

#### **BACKGROUND**

Council is required to consider and endorse minutes from the Status of Women's Advisory Committee, and to make them publicly available via Council's website.

#### COMMENTS

The meeting of the Status of Women's Advisory Committee focused on key initiatives supporting women's empowerment and wellbeing in Ku-ring-gai. Highlights included a presentation from Dressed for Success on supporting women into employment, a review of the 2025 International Women's Day celebration with planning underway for 2026, and update on the new Women's Leadership and Inspiration Award.

The Committee also discussed actions to address domestic and family violence, homelessness among women, and future opportunities to strengthen community engagement and gender equality.

#### INTEGRATED PLANNING AND REPORTING

Diversity and inclusiveness

Community Strategic Plan	Delivery Program	Operational Plan
Long Term Objective	Term Achievement	Task
C4.1: Harmonious communities	C4.1.1: Barriers to social	C4.1.1.2: Implement programs
that understand, value and	inclusion and participation, and	in response to Development
accept each other, and	access to social services and	identified community needs
embrace our evolving cultural	community facilities are	that promote social inclusion.
identities.	reduced.	

#### **GOVERNANCE MATTERS**

The Status of Women's Advisory Committee operates within a framework prescribed by Terms of Reference consistent with Council's Code of Conduct, confidentiality and record management policies and procedures.

#### RISK IMPLICATION STATEMENT

There are no significant risks that arise from the recommendations contained in this report.

#### FINANCIAL CONSIDERATIONS

The Committee is an advisory committee and does not have the power to incur expenditure or to bind Council. There are no financial impacts associated with this report.

# **SOCIAL CONSIDERATIONS**

The matters discussed reflect Council's focus on promoting gender equity, social inclusion, and community wellbeing. Initiatives such as the Dressed for Success partnership and the International Women's Day celebration contribute to empowering women and fostering greater community connection and recognition.

#### **ENVIRONMENTAL CONSIDERATIONS**

There are no environmental implications associated with this report.

# **COMMUNITY CONSULTATION**

Community consultation is not required for this report.

#### INTERNAL CONSULTATION

Internal consultation is not required for this report.

#### **SUMMARY**

The meeting of the Status of Women's Advisory Committee focused on a range of initiatives to advance gender equity and support women's empowerment in the Ku-ring-gai community. Through guest presentations, discussion of key issues impacting local women, and program development informed by community feedback from the recent International Women's Day celebration, the Committee reaffirmed its commitment to social inclusion and community engagement.

#### RECOMMENDATION:

That Council endorse the minutes of the Status of Women's Advisory Committee meeting held on 6 May 2025.

Danny Houseas Janice Bevan

Manager Community Development Director Community

**Attachments:** A1 USWAC\_06052025\_MIN 2025/171284

# MINUTES OF STATUS OF WOMEN'S ADVISORY COMMITTEE HELD ON TUESDAY, 6 MAY 2025

Present: Mayor, Councillor Cr Christine Kay (Chairperson)

Councillor Kim Wheatley (Deputy Mayor) Roweena Allabush, Community Member Michele Bell, Community Member Adrienne Bennett, Community Member Leanne Fry, Community Member – online

Unis Goh, Community Member Arti Kumria, Community Member Peta-Jane Maynard, Community Member Madeleine Steel, Community Member

Karthika Sivarajan, Community Member - online

Staff Present: Director Community, Janice Bevan

Manager Community Development, Danny Houseas Community Development Officer, Kim Harris Community Development Officer, Nick Goryl

Administration Officer Community Development, Wendy Hou

Others Present: Guest Speaker, Sonia Casanova, Chief executive Officer, Dressed for

Success

Apologies: General Manager, David Marshall

Councillor Indu Balachandran (Deputy Chairperson)

Samantha Bing, Community Member Angela Budai, Community Member

Jessica Stone-Herbert, Community Member Jebby Phillips, Community Member

Jebby Phillips, Community Member Susan Parker, Community Member

The Meeting commenced at 1:10 PM

# **WELCOME BY CHAIRPERSON**

Mayor Christine Kay opened the meeting and welcomed new community member Leanne Fry.

#### **DECLARATIONS OF INTEREST**

There were no Declarations of Interest

#### **MATTERS ARISING FROM PREVIOUS MEETING**

No matters arising.

#### **NOTING OF MINUTES**

#### Minutes of Status of Women's Advisory Committee

File: S13683

Meeting held 11 February 2025

Minutes numbered SWAC02 To SWAC03

#### **RECOMMENDATION:**

That Minutes numbered SWAC02 To SWAC03 circulated to Councillors were taken as read and confirmed as an accurate record of the proceedings of the Meeting.

#### **GENERAL BUSINESS**

#### **Dressed For Success - Guest Speaker**

File: S13683 *Vide: GB.1* 

Guest Speaker - Sonia Casanova, Chief Executive Officer, Dressed for Success

Chief Executive Officer from Dressed for Success to address the Status of Women's Advisory Committee.

Sonia Casanova presented an overview of Dressed for Success, a global organisation established in New York and now operating in 143 countries, including NSW for the past 15 years. The charity focuses on empowering women towards financial independence by providing professional attire for job interviews and important life events. It also offers career support through services like resume building, LinkedIn profile creation, and interview coaching.

Dressed for Success operates four boutiques offering face-to-face consultations, with online services available for women in remote areas. Over 50% of the women seeking support are educated, with diverse backgrounds, including the unemployed, homeless, older women returning to work, and those advancing in their careers. While women can self-refer, most are referred by other services. The charity relies on 300 volunteers and additional fundraising and clothing donations to maintain its free services. Committee members have suggested the following ideas on how Dressed for Success could be supported:

- Connect with Council's Nett Zero Champions to organise clothing donations.
- Connect with local Rotary clubs
- Contact Kirribilli and Inner West markets to organise for unsold designer markets clothing be donated to Dressed for Success.

#### **RECOMMENDATION:**

For members to receive and note the address provided by Sonia Casanova, Chief Executive Officer of Dressed for Success.

#### International Women's Day (IWD)

File: S13683 *Vide: GB.2* 

To provide the Committee with a review of the 2025 International Women's Day 2025 celebration, and to commence planning for 2026 International Women's Day event.

#### Power Point presentation by Kim Harris

#### Summary of Guest Feedback from 33 Survey Responses

- Guests advised the keynote speech by Juanita Phillips, the roundtable discussions, and
  opportunities to connect with others in the community as the most valuable and inspiring
  aspects of the event.
- Suggestions for improvement included increasing male participation, enhancing accessibility for people with disabilities, and allowing more time for roundtable discussions.
- Recommended future topics and speakers included: representation from people with disabilities, culturally and linguistically diverse (CALD) women, greater focus on women's achievements and leadership, and the challenges of balancing multiple roles as a woman
- The event received an overall rating of 4.32 out of 5. All key elements—keynote speaker, roundtable discussions, overall content, venue, and food and drinks—were rated above 4.0.

#### Summary of feedback from the round table Discussions:

# Q1. What are the most pressing issues facing women in our community today, and how can they be best addressed?

Most common answers included: Connection/loneliness, cost of living, gender Violence, Disrespect, support for the elderly and work life balance.

#### Q2. How can we work together with men in fostering respectful relationships?

Calling out bad behaviour, role modelling, education and involve men in the conversation.

# Q3. How can Ku-ring-gai Council and the community best acknowledge Domestic Violence Remembrance Day on 7 May 2025?

Remembrance garden and memorial installations, public art tribute – i.e. shoes installation or a community led mural, candlelit vigil, community walk and awareness march, sports-based awareness campaign, fundraiser, public event with guest speakers.

# Planning for International Women's Day (IWD) 2026

Members were invited to nominate themselves if they were interested in joining a subcommittee to assist with the planning and delivery of the 2026 International Women's Day (IWD) celebration.

Ideas and suggestions from Committee members for IWD 2026:

- Feature multiple guest speakers or a panel format with short presentations followed by audience Q&A.
- · Consider morning tea instead of a lunchtime event.
- Increase participation by inviting more school students to attend.

- Highlight and give a voice to local heroes and inspiring women in various fields,
   Suggested speakers include:
  - Ming Long Business Leader
  - Emily Granger Cardiothoracic Surgeon
  - Sonia Casanova CEO, *Dress for Success*

#### **RECOMMENDATION:**

For members of the Status of Women's Advisory Committee to receive and note the survey results from the 2025 International Women's Day event, and to commence planning for the 2026 IWD celebration.

# Ku-ring-gai Council Women's Leadership and Inspiration Award 2025

File: S13683 *Vide: GB.3* 

To provide the Status of Women's Advisory Committee with an overview of the Ku-ring-gai Council Women's Leadership and Inspiration Award.

The Ku-ring-gai Women's Leadership and Inspiration Award has been developed to formally recognise outstanding contributions by women who demonstrate exceptional leadership and a commitment to advancing gender equality within the community. The award seeks to elevate the visibility of women's impact across diverse sectors and inspire broader social and structural change.

The award framework encompasses a broad and inclusive definition of leadership, ranging from grassroots advocacy to economic empowerment, and highlights the importance of lived experience in shaping community outcomes. A transparent assessment process has been established, guided by five core criteria: category alignment, depth of impact, innovation, sustainability, and personal values.

The selection panel will be chaired by the Status of Women's Advisory Committee Chair, with up to three Committee members and relevant staff participating in an advisory capacity. The process excludes self-nominations and current elected officials or Council staff. Subject to Council endorsement of the nomination guidelines and selection criteria at the Ordinary Meeting of Council on 20 May, the Award will be launched in 2025, with promotion through Council's communication channels to ensure broad community awareness and engagement.

#### **RECOMMENDATION:**

That members of the Status of Women's Advisory Committee receive and note the overview of the Ku-ring-gai Council Women's Leadership and Inspiration Award.

#### **OTHER BUSINESS**

### General Business and Committee Discussion

- National Domestic Violence Remembrance Day Commemoration 7 May 2025 Kim Harris
  - Committee members are invited to attend tomorrows commemoration to remember people who have lost their life due to Family and Domestic Violence. Commencing at 11am at St Ives Village Green, The Mayor will unveil the purple seat and planting of Tibouchina tree, followed by the Hummingsong Choir and morning tea.

- 2. DV Action Plan update Kim Harris
  - NAPCAN, the provider of Love Bites training, is partnering with Council to
    offer free training for up to 25 participants in their new Love Bites Senior
    Trauma Responsive program over two days in June.
  - Domestic and family violence education for the Mandarin and Korean community will be held in August and September 2025 in partnership with CASS.
  - Face to face Family and Domestic Violence Awareness training sessions for indoor and outdoor council staff Tuesday 6 and Wednesday 7 May 2025.
- 3. Homeless Persons Week Unis Goh
  For the August 2025 meeting, invite two quest speakers:
  - A representative from Mission Australia to discuss their new Health and Access Program (HEAP), which provides homelessness crisis and prevention services in Ku-ring-gai.
  - A speaker from Homes for Older Women (HOW), an organization helping women over 55 facing housing insecurity by connecting them with compassionate homeowners offering affordable rental accommodations.
  - Committee member shared that there has been a 31% increase in homeless women, the fastest growing cohort.
  - There has been a 20% rise in homeless working women.
- How can woman be supported in our community. Ways to create networks of support and trust across ages and cultures. Madeleine Steel – Deferred to next the meeting.
- 5. How to best engage our new Federal MP in issues affecting women and girls in Kuring-gai Arti Kumria **Deferred to next the meeting.**
- 6. How can the Committee help Council in making an impact to the wellbeing of the women in Ku-ring-gai Unis Goh **Deferred to next the meeting.**
- 7. Encouraging women in Ku-ring-gai to run for Council at the next elections. Councillor Indu Balachandran Deferred to the next meeting.
- 8. Future agenda item Menopause Forum– Mayor Christine Kay

# **FUTURE MEETING DATES:**

- Tuesday, 5 August 2025 at 10am
- Tuesday, 4 November 2025 at 6pm

The Meeting closed at 2.29pm

# YOUTH ADVISORY COMMITTEE MINUTES - 7 MAY 2025

# **EXECUTIVE SUMMARY**

**PURPOSE OF REPORT:** To provide Council with the minutes from the Youth

Advisory Committee meeting held on 7 May 2025.

**BACKGROUND:** Council is required to consider and endorse minutes from

the Youth Advisory Committee.

**COMMENTS:** Items discussed at the Youth Advisory Committee meeting

included a presentation on feedback from the Ku-ring-gai Council Youth Forum, mental health and wellbeing,

community connection and support, accessible transport and mobility, and the election of a new Chairperson.

**RECOMMENDATION:**That Council endorse the minutes of the Youth Advisory

Committee meeting held on 7 May 2025.

RECOMMENDATION.

(Refer to the full Recommendation at

the end of this report)

#### PURPOSE OF REPORT

To provide Council with the minutes from the Youth Advisory Committee meeting held on 7 May 2025.

#### **BACKGROUND**

Council is required to consider and endorse minutes from the Youth Advisory Committee, and to make them publicly available via Council's website.

#### COMMENTS

Items discussed at the Youth Advisory Committee meeting included a presentation on feedback from the Ku-ring-gai Council Youth Forum, mental health and wellbeing, community connection and support, accessible transport and mobility, and the election of a new Chairperson. The minutes from this meeting are now provided to Council for adoption [Attachment A1].

# INTEGRATED PLANNING AND REPORTING

Diversity and inclusiveness

y i rogiaiii	Operational Plan
chievement	Task
ents support our	C4.1.2.1: Deliver cultural and community programs and events that celebrate our diversity.
	y Program Achievement Expanded programs ents support our Ey.

# **GOVERNANCE MATTERS**

The Youth Advisory Committee operates within a framework prescribed by the Terms of Reference consistent with Council's Code of Conduct, confidentiality and record management policies and procedures.

#### **RISK IMPLICATION STATEMENT**

There are no significant risks that arise from the recommendations contained in this report.

#### FINANCIAL CONSIDERATIONS

The Committee is an Advisory Committee and does not have the power to incur expenditure or to bind Council. There are no financial impacts associated with this report.

#### **SOCIAL CONSIDERATIONS**

The Youth Advisory Committee discussed key social priorities including inclusive youth engagement, mental health awareness, stronger community connections, equitable access to transport, and youth leadership. Each area highlighted the need for representation, accessibility, and support systems that empower and connect young people across the community.

#### **ENVIRONMENTAL CONSIDERATIONS**

There are no environmental implications associated with this report.

#### **COMMUNITY CONSULTATION**

Community consultation is not required for this report.

# INTERNAL CONSULTATION

Internal consultation is not required for this report.

#### **SUMMARY**

The Youth Advisory Committee reviewed key outcomes from the 2025 Ku-ring-gai Youth Forum, identifying mental health, community connection, and accessible transport as top concerns. Members proposed initiatives including an active transport survey, sensory-friendly community spaces, and an intergenerational engagement program.

Highlights from Youth Week were shared, and the Committee held its first election of leadership, with a Chairperson and Deputy Chairperson formally elected.

# RECOMMENDATION:

That Council endorse the minutes of the Youth Advisory Committee meeting held on 7 May 2025.

Danny Houseas Janice Bevan

Manager Community Development Director Community

Attachments: A1 YAC-07.05.2025-MIN 2025/153656

# MINUTES OF YOUTH ADVISORY COMMITTEE HELD ON WEDNESDAY, 7 MAY 2025

Present: Nihal Bains

Angelina Barnsdall Sophie Cattle Josephine Crooker Jiayi Fang Kay Lynn Goh Amelia Hague Matthew Hayes Tyne Jones (Online)

Amelie Lim Jack Okill Mishaal Omair

Staff Present: General Manager, David Marshall

Director Community, Janice Bevan

Manager of Community Development, Danny Houseas

Youth Services Coordinator, Lily Giles Youth Development Officer, Jin Chang

Others Present: Mayor Cr Christine Kay

Councillor Matthew Devlin Councillor Sam Ngai

Councillor Alec Taylor (Online)

Apologies: Kevin Hao

Amelia Watson Dena Sedghinezhad

The Meeting commenced at 3:35 PM

### **WELCOMES AND INTRODUCTIONS**

- Lily Giles welcomed attendees and introduced the Councillors, the Mayor, and staff from Council.
- Committee members provided individual introductions.

#### ITEMS FOR DISCUSSION

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#### **Committee Members**

Youth Forum Feedback Presentation

Presented by: Amelia Hague, Jack Okill, Matthew Hayes, Angelina Barnsdall. Youth Forum 2025:

- A summary of the Ku-ring-gai Youth Forum, held on Wednesday 26 February at the St Ives Community Centre, was presented.
- A video capturing the perspectives from young participants was shown to provide insights into their experiences and enjoyment of the Forum.

The Committee identified three areas of concern, that were highlighted from the participants.

- 1. Mental Health and Wellbeing
- 2. Community Connection and Support
- 3. Accessible Transport and Mobility

#### **Active Transport:**

- The Committee discussed the importance of safe and accessible active transport infrastructure, particularly for young people and those living with disabilities.
- Concerns were raised regarding damaged footpaths and poorly maintained access points, which hinder mobility and access to essential services.
- A local survey was proposed to gather community feedback, identify priority areas for improvement, and inform Council of accessibility challenges through a datadriven approach.

#### Mental Health and Inclusive Spaces:

- The need for inclusive public environments to support neurodiverse young people was highlighted.
- A proposal was made to retrofit underutilised Council spaces—such as library meeting rooms and community centres—into quiet, low-sensory areas.
- These would feature calming elements and sensory supports to foster community inclusion and wellbeing.

#### **Connect Generations Initiative:**

- An intergenerational engagement program was proposed to strengthen connections between young people (ages 6–18) and seniors.
- Monthly events involving games, storytelling, crafts, music, and cooking would promote mutual learning and reduce social isolation.
- The program will be promoted through Council channels and community partners, with an initial pilot event to evaluate community interest and guide future implementation.

#### Youth Week Recap

Presented by: Lily Giles, Youth Services Coordinator, Ku-ring-gai Council.

 Youth Week events were reviewed, including pop-up Football NSW event, Council's volunteer expo with young barista volunteers, and a series of mural workshops.

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- Attending committee members shared positive feedback on the inclusive and creative atmosphere of these events.
- The St Ives Community Centre mural was titled "Dear Future, with love from Ku-ring-gai's Youth" following a group vote.

#### **Election of Chairperson**

Facilitated by Lily Giles, Youth Services Coordinator

- An informal election was held for deciding the Committee's Chairperson and Deputy Chairpersons.
- Members gave brief speeches outlining their qualifications and commitment to the role.
- Amelie Lim, Amelia Hague, Matthew Hayes and Angelina Barnsdall were the candidates.
- Following a secret ballot, Angelina Barnsdall was elected Chairperson, and Amelia Hague was elected Deputy Chairperson.

#### **GENERAL BUISNESS**

#### Youth Services Rebranding

- The Committee discussed contributing to the Youth Services rebranding initiative through social media content, particularly on Instagram.
- A meeting with Council's Communications Team will be scheduled, and a group chat has been established to coordinate social media posts.

#### **Farewell and Transition**

- Youth Services Coordinator Lily Giles announced her departure from Council.
- The Committee will move forward with the formation of working groups to lead specific projects.

The Meeting closed at 6:30PM

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# DRAFT COMMUNITY ENGAGEMENT STRATEGY INCORPORATING COMMUNITY PARTICIPATION PLAN

# **EXECUTIVE SUMMARY**

PURPOSE OF REPORT:

To present the draft combined Community Engagement

Strategy (CES) and Community Participation Plan (CPP)

to Council for consideration.

BACKGROUND: Section 402A of the Local Government Act 1993 and

Schedule 1 of the Environmental Planning and

Assessment Act 1979 (EP\&A Act), requires Councils to prepare a Community Engagement Strategy to support the development of their plans, policies, programs,

projects, and land use planning functions.

The EP&A Act also mandates the preparation of a Community Participation Plan (CPP), which sets out how and when Council will engage with the community in

relation to its planning functions.

COMMENTS: This draft Community Engagement Strategy combines

the Community Engagement Strategy and Community Participation Plan into one document, providing a clear and accessible resource that outlines Council's approach to both general engagement and statutory

planning consultations.

It also fulfils both legislative requirements and

incorporates updated practices and clear guidance for

staff.

**RECOMMENDATION:** That Council endorse the draft combined *Community* 

Engagement Strategy (incorporating the Community Participation Plan) and it be placed on public exhibition for 42 days. Should community feedback be received, a report come back to Council, and if no submissions are received, Council adopt the draft policy as attached to

this report.

#### PURPOSE OF REPORT

To present the draft combined Community Engagement Strategy (CES) and Community Participation Plan (CPP) to Council for consideration.

#### BACKGROUND

Section 402A of the Local Government Act 1993 and Schedule 1 of the Environmental Planning and Assessment Act 1979 (EP\&A Act), requires Councils to prepare a Community Engagement Strategy to support the development of their plans, policies, programs, projects, and land use planning functions—including development applications and strategic planning documents.

In addition, the EP&A Act mandates the preparation of a Community Participation Plan (CPP), which sets out how and when Council will engage with the community in relation to its planning functions. These functions include:

- Assessing and determining development applications (DAs)
- Preparing planning proposals and contributions plans
- · Developing strategic planning statements, and
- Entering into voluntary planning agreements (VPAs)

Council adopted its original CPP in 2021. A new Community Engagement Strategy has also been drafted and the two documents have been integrated to create a single, comprehensive document which now satisfies both legislative requirements.

#### COMMENTS

The draft Community Engagement Strategy (Attachment A1) combines the Community Engagement Strategy and Community Participation Plan into one document, providing a clear and accessible resource that outlines Council's approach to both general engagement and statutory planning consultations.

# Community Engagement Strategy (CES)

The Community Engagement Strategy (CES) has been developed to meet the requirements of Section 402 of the Local Government Act. Its format and content provide a high-level overview of Council's community engagement approach and addressing key requirements of Council's Community Engagement Policy.

#### Community Participation Plan (CPP) updates

Following a review several updates have been made to the CPP—primarily concerning notification practices for development applications. These changes include:

- 1. Removal of extended notification periods over the Christmas/New Year break, aligning with practices in other councils.
- 2. Clarified submission requirements, specifying that only submissions made within the notification period and through Council's online portal will be considered.
- 3. Introduction of a new notification category for 'other' and 'ancillary works', ensuring more proportionate consultation based on development scale.
- 4. Reclassification of notification categories for developments involving heritage items and Heritage Conservation Areas (HCAs) to better align with development scale and impact.
- 5. Removal of the requirement for physical notification signage (yellow sign) for dual occupancy developments, aligning with current practices for similar forms of development.

These updates aim to streamline Council's planning notification processes while ensuring transparency and community input.

# Community Engagement Matrix

In addition to the CES/CPP document, a Community Engagement Matrix has also been developed. This internal guide will support staff and Councillors in determining appropriate engagement methods for various types of Council projects. While not requiring formal endorsement, the Matrix will be made publicly available for transparency. The draft of the Matrix can be found in **Attachment A2.** Note that as an internal guide the Matrix may be changed to meet operational requirements.

#### INTEGRATED PLANNING AND REPORTING

Focus area C1: Engagement and connectedness

Delivery Program Term Achievement	Operational Plan Task
C1.1.1: Innovative and effective community engagement that increases opportunities for participation by all members of the community.	C1.1.1.1: Liaise with staff to ensure the Community Engagement Policy and Community Engagement Strategy is understood and provide support as needed.
	C1.1.1.2: Establish a new group of engagement champions and deliver community engagement training where appropriate. C1.1.1.3: Continue to enhance
	engagement with people with disabilities, culturally and linguistically diverse groups, LGBTQI+ and young people.  C1.1.1.4: Monitor and report on the outcomes of community engagement and consultation
	Term Achievement C1.1.1: Innovative and effective community engagement that increases opportunities for participation by all members of

# **GOVERNANCE MATTERS**

The CES/CPP aims to support delivery of Council's Community Engagement Policy (2021) which outlines Council's commitment to engaging with Ku-ring-gai's diverse community and to ensure that all sectors of the community are offered a range of equitable, accessible and appropriate opportunities to participate in Council engagement activities.

Under Section 402A of the Local Government Act 1993 and Schedule 1 of the Environmental Planning and Assessment Act 1979 (EP\&A Act), Councils are required to prepare a Community Engagement Strategy to support the development of their plans, policies, programs, projects, and land use planning functions—including development applications and strategic planning documents.

#### RISK IMPLICATION STATEMENT

Effective engagement with the community is a crucial activity for Councils. Poor delivery of community engagement poses risks to the success and viability of projects that are delivered by Council. Project delays (and associated costs) can also occur if engagement is not correctly managed and delivered to the expectation of the community. Poor engagement can also erode the reputation of Council with the community.

#### FINANCIAL CONSIDERATIONS

Changes to engagement practice may have minor implications on project costs. However, under the proposed new draft policy these costs should be negligible and can be managed within existing budgets.

#### **SOCIAL CONSIDERATIONS**

A well-considered, efficient and contemporary community engagement framework, that utilises trends in latest technology and consultation methods, will ensure robust engagement for the Kuring-gai community.

#### **ENVIRONMENTAL CONSIDERATIONS**

There are no significant environmental considerations associated with this report.

# **COMMUNITY CONSULTATION**

The draft CES has been developed through various engagement processes, including the Community Engagement Review project, community engagement outcomes related to the Community Strategy plan and associated documents, Community Satisfaction Research, and other engagement touchpoints.

If Council approves the document, it will be placed on public exhibition for 28 days to gather additional community input before final adoption.

#### INTERNAL CONSULTATION

Staff have played a significant role in informing the development of the Community Engagement Strategy and updated Community Participation Plan components. This has included the Community Engagement Champions group, Managers and Senior Management.

#### SUMMARY

Council is required to prepare and maintain both a Community Engagement Strategy (under the Local Government Act) and a Community Participation Plan (under the EP&A Act). The combined document presented with this report fulfils both legislative requirements and incorporates updated practices and clearer guidance.

The revised CPP includes changes that streamline the notification process for development applications, aligning with best practices while maintaining community engagement standards. The CES component remains consistent with Council's strategic engagement direction, with minor editorial updates for clarity.

#### **RECOMMENDATION:**

A. That Council endorse the draft combined *Community Engagement Strategy and Community Participation Plan* and it be placed on public exhibition for 42 days.

B. That, at the end of the public exhibition, a further report be submitted to Council summarising any community feedback and changes to the draft *Community Engagement Strategy and Community Participation Plan*. If no submissions are received, Council adopt the draft Plan as attached to this report.

William Adames Virginia Leafe

Community & Business Engagement Co- Manager Corporate Communications

ordinator

Shaun Garland Janice Bevan

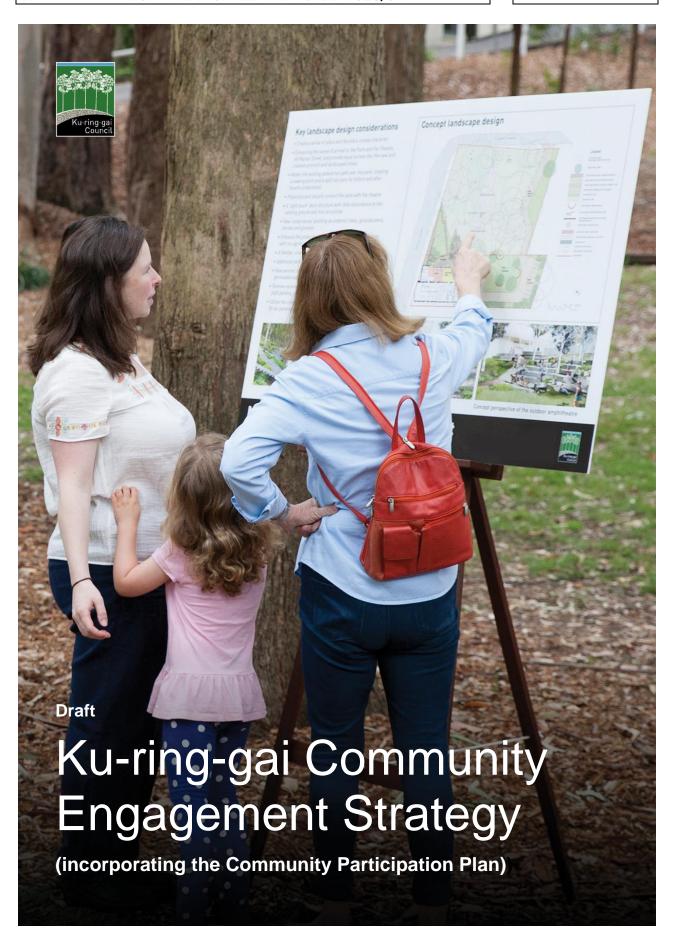
Manager Development Assessment Services Director Community

Michael Miocic

**Director Development & Regulation** 

Attachments: A1 Attachment A1 - Draft CES/CPP 2025/172862

A2 Attachment A2 - Draft Community Engagement Matrix 2025/171599





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Draft CES/CPP - May 2025



# **Mayoral Intro**

Community is at the heart of everything we do at Ku-ring-gai Council.

The success of Council's policies and projects relies on the active involvement of our community.

The local knowledge, experience and insights of our ratepayers, residents, local businesses, community groups and stakeholders continue to shape and inform the decisions Council makes and the projects and services we deliver.

I'm pleased to present Ku-ring-gai's new Community Engagement Strategy and updated Community Participation Plan, which will outline how we'll work together to shape the future of our community.

Effective engagement is vital to good governance. By listening to diverse voices and encouraging meaningful discussions, we can make better decisions that truly reflect the needs and aspirations of all our residents.

The strategy aims to enhance participation in local decision-making, ensuring everyone in the community has an opportunity to be heard. Through the strategy, Council will work to improve transparency in decision making processes and build a solid foundation of trust between the community and Council.

As we implement this strategy, you can expect to see new and greater opportunities to get involved, from town hall meetings and deliberative workshops, to online forums and surveys.

We're committed to providing more opportunities for you to have you say and making engagement easier and more accessible.

Council will continue to provide strong community leadership and advocate on behalf of our residents, so your input and opinion will remain invaluable.

Together, we can create a more inclusive and engaged community and make Ku-ring-gai a better place to live.

Mayor of Ku-ring-gai

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Draft CES/CPP - May 2025



**GM** intro

I'm excited to share our new Community Engagement Strategy and Community Participation Plan . It's not just a plan—it's our commitment to keeping your voices at the heart of our decision-making.

Every decision our elected Council makes, and every project Council staff deliver, are informed by the aspirations of our community. Whether it's upgrading local parks or launching new environmental initiatives, planning development or shaping our town centres, your input is crucial.

Our Strategy focuses on simplifying participation, to make it easier for everyone in our community to have their say and get involved. We want to ensure that all voices in our diverse community are heard and valued. Importantly, we'll show you how your feedback directly shapes our decisions, creating a transparent link between your input and the changes you see in the local area. We're introducing new ways to get involved, from digital platforms to reimagined in face-to-face consultation. Your participation, no matter how big or small, makes an invaluable impact.

Ready to help shape Ku-ring-gai? Let's get started.

David Marshall, General Manager



### About the strategy

This Community Engagement Strategy (CES) details Ku-ring-gai Council's approach to engaging with the local community on a range of Council projects, policies and long-term strategic planning matters. It establishes guiding principles and methodologies for fostering community involvement. and identifies the stakeholders with whom the Council will engage, the appropriate timing for such engagement, and the methods to be employed in facilitating community participation.

The strategy should be view in conjunction with Council's Community Participation Plan (CPP) (Part 2 of this document) which details how the community will participate in planning decisions in areas such as land-use policy making and development assessment.

Through community participation Council will seek constructive feedback on plans, policies, strategies, projects, and services using a range of communication and feedback channels. We also engage committees, community groups and other stakeholders to create beneficial connections to gain community insights and contributions to our projects.

Council is committed to engaging with our diverse community and do so by offering a range of opportunities to participate and be involved in decision-making processes.

The CES should be read in conjunction with:

- Council's Community Engagement Policy that outlines Council's commitment to engaging with the community and
- Council's Community Engagement Matrix, which provides more details about specific communications and engagement approaches taken for project types regularly undertaken.



### What is community engagement?

Community engagement is defined as any process that involves the public in problem solving or decision making and uses public input to make better decisions.

It helps ensure that the community has an opportunity to be informed or have a say on the decisions that affect them. It is also an opportunity for Council to develop and enhance relationships with the people it serves.

Engagement is mutually beneficial for both the community and Council by:

- Enabling Council to better understand community needs and expectations.
- · Achieving more efficient and effective use of public funds by better focusing resources
- Accessing the rich and diverse knowledge and opinions of the Ku-ring-gai community to support decision making.
- · Building respect and trust between Council and the community
- · Identifying new and creative solutions to challenges faced
- Ensuring decisions are made based on evidence and represent views of the broader community.
- Ensuring decisions are communicated in an open and transparent way.

The extent of community involvement will depend on the impact of each project or initiative, recognising that effective engagement requires careful consideration of various factors. Council officers interact with the community daily, incorporating valuable local knowledge about the area, its people, organisations, and businesses into all aspects of Council's work.

This strategy, however, focuses specifically on higher-level projects—both statutory and non-statutory—guided by best practice principles.

## Community vision for Ku-ring-gai

Our vision is for a thriving and connected community where we balance growth and change with the protection of our natural environment and heritage and work together to ensure a vibrant and inclusive future.

### **Our outcomes:**



Our unique natural environment is protected and enhanced



Sustainable urban growth and change



Infrastructure and assets support community needs



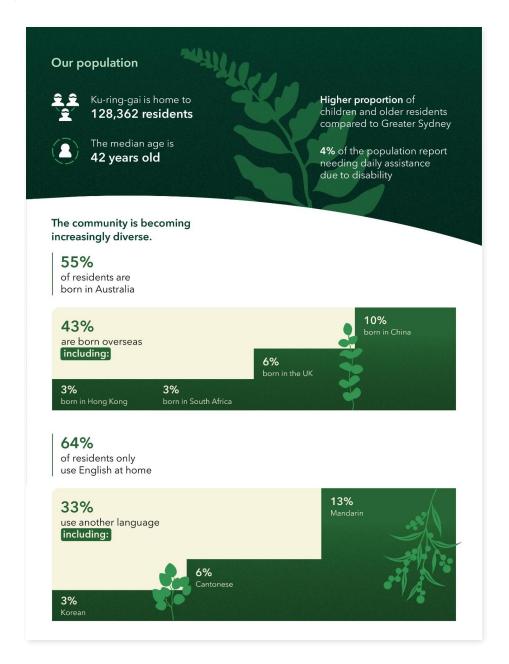
An inclusive, connected and safe community



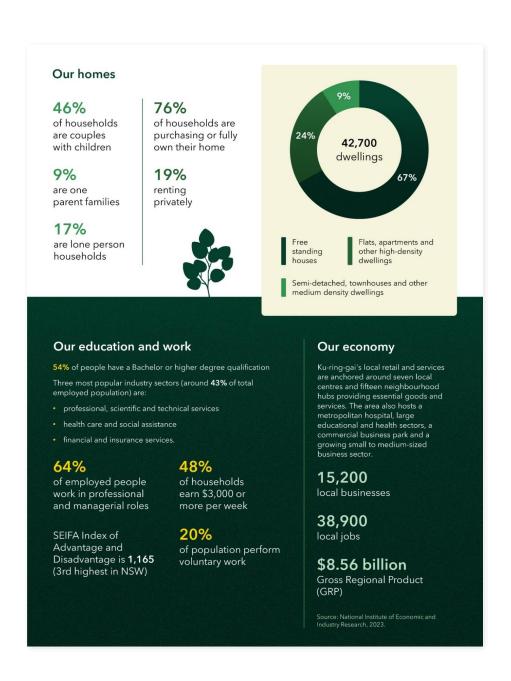
Leadership and service excellence

## Ku-ring-gai Community snapshot

Ku-ring-gai's growing diversity brings varied needs. By listening to our community, Council gains insight into how decisions impact people.



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# Why we have a Community Engagement Strategy

All councils must develop a Community Engagement Strategy (CES) every four years as required by the Local Government Act 1993 (Sections 8A and 402A). Our strategy follows Office of Local Government guidelines and standards.

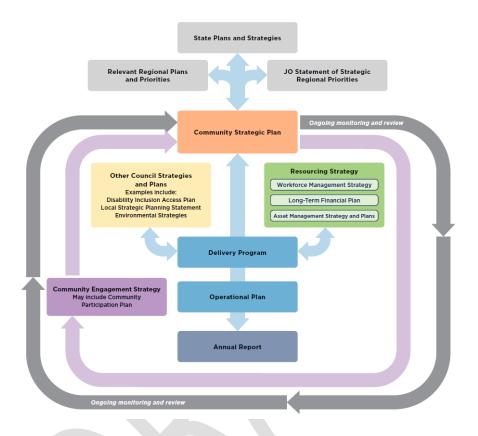
# Involving our community with our long-term planning

Meaningful community engagement is vital for effective local governance. It enables residents to help shape Ku-ring-gai's future while providing Council with essential direction.

This engagement process directly informs our key planning documents: the Community Strategic Plan, Delivery Program, and annual Operational Plan.

The diagram referenced shows how community engagement connects with Council's long-term planning within the Integrated Planning and Reporting framework.





**Delivery Program** – a four-year action plan that fulfills commitments made in the Community Strategic Plan. It outlines specific initiatives Council will implement during its term to achieve community goals. Progress is monitored through defined performance measures with annual reviews ensuring the program remains relevant and effective.

**Operational Plan** - the annual plan detailing specific activities, projects, and programs Council will undertake in the upcoming financial year to execute the Delivery Program. This transparent document clearly communicates Council's day-to-day operations and service delivery commitments to the community.

**Resourcing Strategy** – outlines how Council allocates its resources to accomplish objectives in both the Community Strategic Plan and Delivery Program. This comprehensive strategy encompasses three key components: the Long-Term Financial Plan, Workforce Management Strategy, and Asset Management Strategy.

Other relevant documents include Council's Community Engagement Policy 2021 – which states Council's overarching approach to engagement as well as key responsibilities, engagement principles and practices.

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## Community engagement structure

The Community Engagement Strategy provides a structure for council staff, elected representatives and any persons performing work on behalf of Ku-ring-gai Council.

Local Government Act 1993 (LG Act)	Community Strategic Plan  The Community Strategic Plan is the highest-level plan for the Ku-ring-gai local government area. It is a 10-year plan that includes the community's long-term vision and long term objectives for the area, representing the community and council's aspirations and main priorities for the area.
	Community Engagement Strategy  The Community Engagement Strategy details Council's overarching engagement principles and notifications for long term strategic planning, projects and service deliver functions of council.
Environmental Planning and Assessment Act 1979 (Schedule 1 Community Participation Requirements and Division 2.6 Community Participation).	Council's Community Participation  Details how the community will participate in planning decisions in areas such as land-use policy making and development assessment.

Under the Local Government Act 1993 (Section 8A and Section 402A) councils are required to prepare a Community Engagement Strategy (CES) every four years. The strategy must address the requirements of the Integrated Planning and Reporting Guidelines and standards.

### Applying best practice

Council prioritises maintaining best practice standards and being innovative and responsive in its engagement approach. This approach is guided by the following objectives that will be applied during the planning, implementation and evaluation process.

- · Deliver accessible, inclusive and transparent engagement
- Increase the community's awareness and their ability to participate
- Deliver effective communication
- · Proportionate to project scope
- Adequately resourced
- · Continually review and improve engagement processes and adapt to community needs, and
- Meet legislative requirements.



## **IAP2 Spectrum** of Public Participation



Increasing Level of Public Impac

Collaborate

#### **Public** participation goal

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives opportunities and/or solutions.

Inform

To obtain public feedback on analysis, alternatives and/or decisions

Consult

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Involve

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

To place final decision-making in the hands of the public.

**Empower** 

Our approach is underpinned by the International Association of Public Participation (IAP2) spectrum that is designed to assist with the selection of the level of participation that defines the public's role in any community engagement program.

- Inform We will keep you informed.
- Consult We will keep you informed, listen to, and acknowledge concerns, and provide feedback on how public input influenced the decision.
- Involve We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
- Collaborate We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

### What we will engage about

Council is committed to ensuring that the community is informed or can have a say on the decisions that affect them. Broadly we will involve the community in the following:

- Developing council plans and policies which impact the local government area
- Deciding on crucial operational, infrastructure or services, service standards or resource management issues
- Seeking understanding of the community's views and opinions on issues and decisions that could have a major impact on a local community or the LGA as a whole
- · Making decisions that would benefit from external expert advice
- Consulting on development applications and proposals; and consulting on contributions plans, land use strategies, local strategic planning statements, local environmental plans and development control plans

See more information see the Engagement Framework and the Community Participation Plan.

### The extent of engagement

The extent of engagement will be guided by:

- · The anticipated impact on the community, both positive and adverse
- Existing data on community views
- · The community's appetite for engagement

Council **will not** engage on minor operational matters, confidential information, or emergency/safety decisions.



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# Roles and responsibilities

Effective community engagement is a collaborative effort The success of Council's Community Engagement Strategy relies on the active participation and cooperation of three key groups: the Council, the community, and various stakeholders and partners.

### Community engagement is a shared responsibility

#### Council's role:

- · Facilitate the community engagement process
- Work closely with the community and elected representatives
- Manage resources
- Turn community ambitions into reality

#### Community's role:

- Provide input on Council projects, policy and initiatives
- · Provide ideas and local knowledge to support councils in decision-making
- Participate in developing strategies and solutions
- · Help prioritise activities

### Stakeholders and partners

- · Provide input to address specific stakeholder need
- Give expertise and guidance on particular matters
- Share insights and guide future decisions

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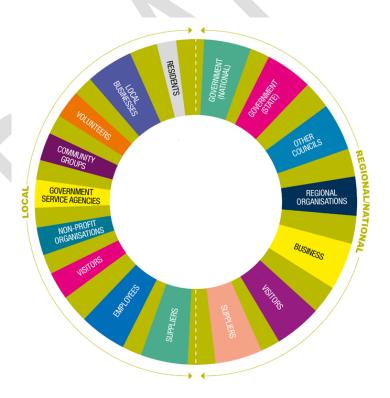
### Who we will engage with

For each engagement, Council will identify the communities or stakeholders who are likely to have an interest in or be impacted by the project. We will then seek to engage with them to ensure appropriate feedback is available to guide the project or decision-making process. This may include anyone who lives, works, plays, visits, studies, or has an interest in the Ku-ring-gai local government area.

Ku-ring-gai is a community rich in diversity with many overseas-born residents, young people, seniors, and carers, and as such we recognise the need for inclusive engagement. Barriers like language, cultural differences, time constraints, and accessibility can limit participation, leading to underrepresentation.

This strategy reaffirms the Council's commitment to overcoming these challenges. By adopting tailored approaches that reflect Ku-ring-gai's unique demographics, we aim to ensure all residents can actively contribute and are committed to inclusive practices that support access for all in our community, including CALD groups, people with disabilities, youth, seniors and carers.

The diagram shows the range of community and stakeholder groups Council engages with, from government to businesses and individuals.



When delivering engagement, Council will consider the following to ensure effectiveness:

Ensuring accessibility needs are met	Engagement methods, timing, and communication styles should align with the target audience's needs and abilities.
Making participation easy	<ul> <li>Information should be presented in accessible, understandable, and engaging ways to encourage involvement.</li> <li>The benefits of participation should be clear.</li> </ul>
Explaining what is expected	<ul> <li>Clearly communicate what the community is being asked to do and how their feedback will influence outcomes.</li> <li>Where community input has limited scope for impact, this should be made clear</li> </ul>
Explaining timeframes	Provide clear information on engagement and project timelines where possible.
Explaining engagement methods	Clearly instruct the community on how to get involved at each stage.

Council is dedicated to leveraging technology and innovative tools, such as accessible apps and digital platforms, to enhance participation and make engagement processes more inclusive for culturally and linguistically diverse (CALD) communities and people with disabilities. These methods aim to reduce barriers and provide easier, more equitable opportunities for all individuals to contribute meaningfully.

In planning and designing engagement processes, Council will actively consider the specific needs of these groups, incorporating user-friendly designs and accessibility features to ensure an inclusive and accessible framework.

### How we will communicate

Council will use various communication techniques to encourage participation in engagement projects. Mechanisms employed will be selected based on the target audience, anticipated community impact and interest, and value for money against the project's scope/scale and importance. We'll also consider equity and access, as well as the communications approaches.

#### **Communications methods**

Below is a list of methods commonly used by council. More details about how/when these are used are outlined in the Community Engagement Framework on pg x. Note that we may use additional approaches as needed. More details about communications on specific project types can also be found in the Community Engagement Matrix.

Communications methods			
Digital	Traditional		
Council's website - Council's main website - Yoursay section and other areas as needed	<b>Direct letter -</b> letter sent via mail to residents and ratepayers (residential and business). Additional information may be included.		
Council Engagement Portal – a website designed especially for community engagement contain tools and functions to facilitate engagement - fully translatable	Letterbox drop flyer or information sheet - placed in all mailboxes to specified area		
Enews – Electronic newsletter regularly sent to subscribers – includes Ku-ring-gai, Yoursay, Business, Sustainability, Library	Local print media advertising - Publications such as North Shore Times, The Post, Sydney Observer, Bush Telegraph		
Social Media - posts and targeted advertising - includes Facebook, Instagram, LinkedIn, NextDoor, Whatsapp	Notification to relevant Advisory Committees – as applicable to project		
Promotional videos – to be posted on Council website/engagement hub/social media and at other sites/events where appropriate	Posters, information boards and signage - on specific sites or in council buildings including Gordon Air Bridge, VMS.		
Direct email - containing project information, links etc - targeted at stakeholder/user groups and/or other relevant parties	Customer Service Centre/library materials - printed materials to read and/or take away		
Multilingual materials: Translated information (digital and traditional)			



## How we will engage

Council's approach to community engagement depends on the project. However, it must address a range of factors to ensure its success.

#### **Accessible and Inclusive Engagement**

Participants in the engagement process should be valued, respected, and welcome, regardless of their gender, age, ability, ethnicity, religion, sexual orientation, or other attributes.

Council will ensure our diverse communities can access, understand, and contribute to the process in an appropriate, productive, and respectful manner.

### **Engagement methods**

A range of engagement methods will be used depending on the impact and any specific requirements of the project. Below is a list of methods commonly used by council. More details about how/when these are used are outlined in the Community Engagement Framework om pg. Note that we may use additional approaches as needed. More details about communications on specific project types can be seen the Community Engagement Matrix

Engagement Methods	
Statistically representative research – Third-party market research to provide a statistically accurate picture of community sentiment.	Online (and paper) surveys- Quantitative and qualitative data collection on community opinions
Random selected focus groups/workshops - Randomly selected groups that demographically reflect the community - can include deliberative work.	Online discussion forum - Facilitated online discussions to gather community insights.
Opt in focus group/workshop - open to all relevant community members.	Invitation for written submission Opportunity for detailed community feedback.
Community briefing with Q&A (face to face and online – town hall style meeting to present information and answer questions	One on one interviews/meetings - Customised discussions to understand individual perspectives.
Targeted workshops – tailored for harder-to-reach groups (e.g., youth, CALD communities, carers) and stakeholder groups (e.g. sporting teams, environmental groups)	Community event /drop-in sessions – Information session/ interactive activities and drop-in sessions (on site or at existing community events or as standalone)
Online interactive plans and maps – allows for location specific feedback	Community poll – online poll for quick and easy responses

# When we engage – timing

It is important that community engagement is scheduled to meet project needs while allowing the community sufficient time to participate.

Where possible, Council aims to run engagements for a minimum of 28 days (4 weeks) unless operational requirements dictate shorter timeframes. If school holidays occur during this period, extensions will be considered.

Council will involve the community at appropriate points in the project cycle, based on the objectives and potential impacts.

Engagement will generally be avoided during the summer holidays, concluding before the December Council meeting, or starting after the third week of January, unless exceptional circumstances require it.

The timeframes above do not apply to matters associated with the Ku-ring-gai Traffic Committee, which operates on different cycles to address safety-critical issues.





## Community engagement framework

The table below provides an overview of how we will engage on a range of work most commonly undertaken by Council.

Note that with non-statutory functions, the framework provides an overview of how engagement can be conducted but, as each project is unique, it is only a guide.

The framework is divided into three parts and aligns with Council's Community Engagement Matrix which provides more specific details. For urban planning related matters see the Community Participation Plan in Part 2

- 1. Strategic Corporate Planning and policies
- 2. Site/Location Specific Projects
- 3. Asset Maintenance and Renewal

Part 1 – Strategies and Policies

Strategic Corporate Planning and policies (engagement period minimum 28 days)	Promoting or notifying	Engagement techniques
Community Strategic Plan and supporting documents (e.g. Resourcing Strategy, Delivery Program and Operational Plan)	Digital: Council Website/engagement hub, social media, e-newsletters  Print: Local media ads, posters, handouts, documents at council/libraries  Direct: Emails or printed information? to stakeholders  Multilingual: Translated materials (printed and digital)	<ul> <li>Website &amp; online engagement hub</li> <li>Focus groups/workshops</li> <li>Community briefings/Q&amp;A</li> <li>Surveys (online/paper)</li> <li>Online forums</li> <li>Written submissions</li> <li>Targeted workshops</li> </ul>
Policies (external)- (as per part 4 of LG Act)	Digital: Council Website, e- newsletters     Print – documents at council/libraries	Written submission
Leases/Licences	Digital: Council Website, enewsletters  Print – documents at council/libraries, on site signage  Direct - Letter to adjoining properties and others directly affected	Written submission
Generic Recreational Facilities Plans and Plans of management	Digital: Council     Website/engagement hub, e- newsletters     Print: documents at council/libraries     Direct: Emails to stakeholders	<ul> <li>Engagement Hub</li> <li>Online (and/or paper) survey</li> <li>Written submission</li> <li>Stakeholder workshops (e.g. Community/sporting groups)</li> </ul>
Other Council matters that do not fall under above (excluding site or service specific works)	Digital: Council     Website/engagement hub, e- newsletters      Print: documents at council/libraries	Written submissions

Part 2 - Site/Location Specific Projects

Site/Location Specific Projects	Minimum notification period	How we will notify (methods dependant on scope/scale of project)	Engagement examples
Upgrades/improvement projects including:  • Local/neighbourhood Centre Streetscape Upgrades  • Play Space and Park Upgrades	28 days 500 metres radius	Digital: Council Website/engagement hub, social media, e- newsletters  Print: Local media ads, on site posters, handouts, documents at council/libraries  Direct: Letters with information sheet residents/businesses,  email (stakeholder /user groups and/or other involved parties)	Website & online engagement hub     Surveys (online/paper)     Written submissions     On site community event information sessions     Interactive mapping/concept
Site specific strategic and use plans including  Public Domain Plans  Site Specific Plans of Management  Recreation Facility Plans	28 days Minimum 250m, usually 500 metres radius	Digital: Council     Website/engagement     hub, social media, e-     newsletters     Print - Posters and/or     signage - on specific sites     or in council buildings     Direct - letter (with     information sheet), email     (stakeholder/ user groups     and/or other involved     parties)	Website & online engagement hub     Surveys (online/paper)     Written submissions     On site community event information sessions     1-1 interviews/meetings     Interactive mapping/concept
Flood Studies	28 days Affected properties	Digital: Council     Website/engagement     hub, social media, e-     newsletters     Direct: letter with     information sheet/plan	<ul> <li>Website &amp; online engagement hub</li> <li>Surveys (online/paper)</li> <li>Written submissions</li> <li>Drop-in sessions (at council or project sites)</li> <li>1-1 interviews/meetings</li> </ul>

Part 3 - Asset Maintenance and Renewal

Asset Maintenance and Renewal	Minimum notification period and mailout radius	How we will notify (methods dependant on scope/scale of project)	Engagement examples
Traffic management changes including:  Traffic calming devices Roundabouts Pedestrian crossings Traffic signals Parking changes Note – traffic projects categorised as minor/major for engagement purposes	14 days 50 metre radius (higher for more significant projects)	Digital: Council     Website/engagement     hub, e-newsletters     Direct: Letters with plan     to residents/ businesses     (minimum 50m radius     minimum)  More significant/higher impact projects may require wider or more targeted communications/engagement     assessed by project.	<ul> <li>Website &amp; online engagement hub</li> <li>Surveys (online/paper)</li> <li>Written submissions</li> <li>On site meeting</li> </ul>
Infrastructure/capital works including:  Minor road renewal  New curb and gutter  Minor drainage  New footpath installation/renewal  Bridge replacement	14 days  Minimum 50 metres (higher for more significant projects)	Direct: Letters with plan to affected residents/ businesses     On site signage	Written submissions     On site meetings
Maintenance  Tree works - removal/	10 days	Direct - letter to affected residents  - Direct letter (including	Written submission     Written submission
significant pruning - as per tree notification policy	TO days	Direct letter (including site plan if multiple trees impacted)	vvritten submission

### Reporting and evaluation

Council will aim to inform the community on how their feedback influenced decisions or projects. This may include providing summaries of the engagement process, key issues, and how they were addressed. Refer to the community Engagement Matrix for more information about approaches adopted in common projects.

### Reporting

Our primary methods of reporting will include the following:

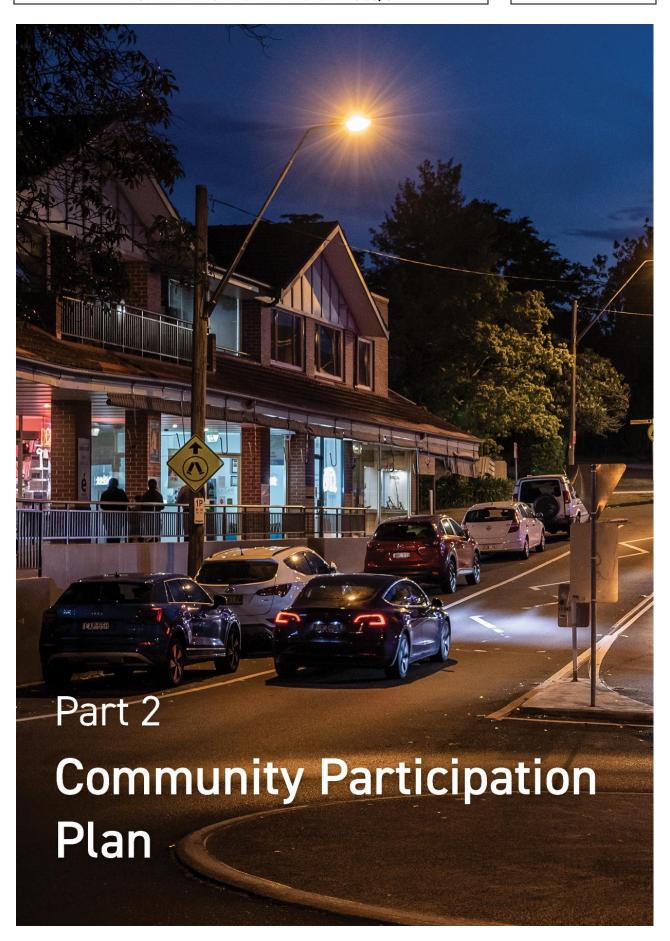
- Engagement outcomes summary a short overview of the engagement process, key
  outcomes and details of how the community shaped the project. These are usually used for
  smaller scale projects e.g. small park or other small asset improvements
- Engagement outcomes report a more detailed report, detailing the engagement process, how the community shaped the projects, detailed survey and other results and verbatim community comments received. This approach will be used on large more complex projects as per the community engagement matrix.
- Engagement participants invited to attend relevant Public Forum to address the council and hear deliberations about the project at the subsequent meeting
- Post Council meeting decision once a final decision on a project is made by Council the relevant minutes will be shared with engagement participants

### Reviewing the engagement projects

Council will also evaluate the effectiveness of its engagement processes to support continuous improvement. This evaluation assesses whether the engagement met objectives and aligned with the principles of the Community Engagement Strategy and will help inform future engagement and aid continuing improvement.

# Reviewing the Community Engagement Strategy

This Community Engagement Strategy shall undergo consistent monitoring and review to ensure it meets any legislative changes, organisational needs, and alignment with community standards. At the minimum, a comprehensive evaluation of the Strategy will be conducted once every four years.



# Section 1 About the Community Participation Plan

The Ku-ring-gai Community Participation Plan (CPP) explains how and when Council will involve the community in planning decisions. It provides specific requirements beyond those in the Community Engagement Strategy to ensure Council meets its legal responsibilities under Schedule 1 of the Environmental Planning and Assessment Act. It applies to all land within Ku-ring-gai.

#### What is the Community Participation Plan?

The CPP is a guide for how the community can take part in planning decisions for Ku-ring-gai. It outlines when and how people can provide input on different types of planning proposals. It also sets clear goals to ensure that Council's community engagement aligns with best practices.

By involving the community, the CPP helps build trust in the planning process. It ensures residents can contribute their local knowledge and insights, helping Council make informed decisions that reflect Ku-ring-gai's unique character.

#### Why Community Participation Matters in Planning

Planning decisions shape neighbourhoods, public spaces, and quality of life. It's important that the community has the chance to:

- 1. Influence planning decisions so they reflect local values and needs.
- 2. Guide growth while preserving the natural environment and local character.

A transparent and inclusive process allows residents to understand how planning works and actively engage in shaping their community. It also helps Council connect with local businesses, community groups, and individuals, encouraging shared responsibility for Ku-ring-gai's future.

#### **Objectives of the Community Participation Plan**

The CPP aligns with Ku-ring-gai Council's Community Strategic Plan and the Community Engagement Strategy, with the following objectives:

- Ensure planning projects are transparent and accountable, with appropriate consultation.
- Deliver long-term planning outcomes that meet the needs of Ku-ring-gai's evolving community.
- Encourage meaningful public participation that suits different types of development.
- Maintain a fair, clear, and efficient development assessment process.
- Comply with legal requirements for public notifications, exhibitions, and Council decisions.
- Provide residents with opportunities to help shape Ku-ring-gai's future.

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#### What the Community Participation Plan covers

The CPP guides how Council engages the community in planning decisions to ensure they suit Ku-ring-gai's needs.

#### 1 Strategic Planning

Council creates and updates plans that balance environmental, social, and economic factors with Ku-ring-gai's unique features. These include:

- Local Strategic Planning Statement A 20-year plan for managing change while preserving Kuring-gai's character.
- Local Environmental Plans (LEPs) Legal rules for land use, outlined in written regulations and maps.
- Development Control Plans (DCPs) Guidelines that help assess development applications.
- Development Contributions Plan A system for collecting developer contributions to fund essential infrastructure.

To support these plans, Council conducts studies and strategies on:

- Housing
- · Urban design and master planning
- Open space acquisition
- · Retail and business centres
- · Employment opportunities
- Cultural needs
- Traffic and transport

#### **2 Development Consent Functions**

Council also assesses development applications, which require formal approval under Part 4 of the Environmental Planning and Assessment Act 1979. These applications include standard forms, technical reports, and detailed plans.

### Section 2

### How the community can participate

Council uses various engagement tools in planning, with public exhibition and notification being the main way to gather feedback. This process informs residents about proposals and invites them to provide written submissions.

This method has proven effective in collecting community perspectives. While Council may use additional approaches, public exhibition and notification will remain the primary way residents can contribute to planning decisions.

Details on how and when public exhibitions take place, along with notification processes, are outlined in the following tables.

### 1. Strategic Planning and Contribution Plan Development

Strategic planning and contribution plan development	Minimum exhibition (and re-exhibition period) period	How we will notify	Collecting feedback
Draft community participation plans (CPP)	28 days	Council's website	Written submission
Draft local strategic planning statements (LSPS)	28 days	Council's website  Additional consultation deemed appropriate.	Written submission
Planning proposals for local environmental plans subject to a gateway determination	28 days or: (a) a different period is specified in gateway determination or (b) if the gateway determination specifies that no public exhibition required.	Council's website  Notification in writing to affected and adjoining landowners, unless the council is of the opinion that the number of landowners makes it impractical to notify them.  The written notice will:     give brief description of the objectives or intended outcomes of the planning proposal, indicate the land affected by planning proposal state where and when the planning proposal can be inspected     give the name and address of the PPA for the receipt of submissions     indicate the last date for submissions	Written submission

		<ul> <li>confirm whether delegation for making the LEP has been issued to Council.</li> <li>During exhibition period, the following material will be made available for inspection:</li> <li>the planning proposal in the form approved for community consultation by the Gateway determination</li> <li>the Gateway determination</li> <li>any information or technical information relied upon by the planning proposal (e.g. reports and studies).</li> <li>Council will undertake additional consultation if this is deemed appropriate or necessary for a particular planning proposal.</li> </ul>	
Public hearings for planning proposals to reclassify community land	21 days	When Council is required to conduct a public hearing in the case of LEPs that propose to reclassify public land from 'community' to 'operational' under the Local Government Act 1993, notification will be undertaken in the following manner:  • notification on the Council's website  Notice of the public hearing will not be given before the conclusion of the public exhibition of the planning proposal to ensure each person making a submission is given the requisite 21 day's notice.	<ul> <li>Written submission</li> <li>Attendance at Public hearing</li> </ul>
Draft development control plans	28 days	Council's website  During exhibition period, the following material will be made available for inspection:     the draft plan     any relevant local environmental plan     any relevant planning proposal, any information or technical information relied upon by the draft development control plan (e.g. reports and studies).	Written submission
Draft development contribution plans	28 days	Council's website  During exhibition period, the following material will be made available for inspection:     the draft plan     any supporting documents.	Written submission
Planning Agreements	28 days	As per Council's Planning Agreement Policy	Written submission

Plans of Management for community under the Local Government Act 1993

28 days with submissions made for at least 42 days following exhibition commencement. Council's website

During exhibition period, the following material will be made available for inspection:

- the draft plan,
- any other matter which it considers appropriate or necessary to better enable the draft plan and its implications to be understood.

Written submission



### 2. Community participation in development consent functions

The following table outlines council's notifications commitments. Timeframes below are a statutory minimum and may be extended if required.

Development consent functions (Extracted from Council's CPP)	Minimum exhibition period	How we will notify	Collecting feedback
Application for development consent (other than for complying development certificate, for designated development or for State significant development)	14 days or: (a) if different period is specified for application in the relevant CPP, or (b) if relevant CPP specifies no public exhibition is required.	As outlined in section 3	Written submission
Application for development consent for designated development	28 days		
Application for modification of development consent that is required to be publicly exhibited by the regulations	28 days		
Environmental impact statement obtained under Division 5.1 of the EP&A Act	28 days		

# Section 3

# Notification requirements for development and related applications

This section outlines the controls for advertising and notifying the public and other affected parties about a proposed development. It outlines a range of notification methods and describes which methods, or combination of methods are to be applied to different development types or categories. It also outlines the length of time for the exhibition of development proposals.

It also outlines requirements in relation to submissions on development proposals.

Notification requirements are outlined in the following five parts:

- Part 1. Notification and Advertising Requirements
- Part 2. Notification Requirement by Notification Type
- Part 3. Criteria to be Considered in Determining Detrimental Effects
- Part 4. Procedures for Notification by Council
- Part 5. Written Submissions to Council



#### Part 1 - NOTIFICATION AND ADVERTISING REQUIREMENTS

#### **Controls**

- Notification is required for the following:
  - i. Development Applications
  - ii. s4.55 and s4.56 (EP&A Act) Modification of consent generally
  - iii. s 8.2 (EP&A Act) Review of Determination
- 2. A development is considered to require the notification type specified in Table 1-1 if it meets one or more of the circumstances specified in the relevant line of the centre column of the table.
- 3. For the purposes of this Part, 'advertise' means 'provide written notice of a proposed development, including a notice on Council's website'.
- 4. Where a development may be considered to fall into two or more Notification Types, notification is to be undertaken in accordance with the higher notification requirement.

#### **Examples:**

- 1.From Table 1-1, proposed alterations and additions to a commercial building would be notified as Type D. A change of use to bulky good premises would be Type F notification. A development application for alterations and additions to an existing building and change of use to a bulky goods premises would therefore be the higher requirement, namely Type F.
- 2.From Table 1-1, a new residential flat building is Type F. An amendment to an undetermined DA for a residential flat building, where the environmental impact will be greater than the original proposal is considered a different proposal type, namely Type B.
- 5. Once the development category is determined, notification must be undertaken in accordance with the Notification Type (A F) listed for that development category in Table 1-1.
- If the development for which consent is applied for does not appear in the table below, the
  notification and advertising requirements for the development or related application will be
  determined by Council's Development Assessment Team Leader in accordance with other
  requirements of this Part.

Note: Clause 5.10(8) of the KLEP 2015 sets out requirements for the notification of local Aboriginal communities regarding applications which relate to Aboriginal places of heritage significance.

Development Category	Circumstances	Notification Type
AMENDMENTS, MODIFICATIONS A	ND REVIEWS	
Amendments to undetermined DAs for all development types	Where the environmental impact will be the same or less than the original proposal	A
	Where the environmental impact will be greater than the original proposal	В
Modifications to Development	s4.55(1) and s4.55(1A) – EP&A Act	A
Consent for all development types	s4.55(2) and s4.56 that is designated development, State significant or any other advertised development where Council is not the consent authority – see s106 of the EP&A Regulation	s106 EP&A Regulation
	s4.56 that is not designated development	s107 of the EP&A Regulation
	All other s4.55 (2) and s4.56 (EP&A Act) modifications	В
Review of Determinations (s8.2 EP&A Act) (s4.57, s8.23 EP&A Act)	Are to be notified as per the notification requirements for the type of development proposed in the original DA or modification.	As per original DA or modification of consent application.
LOW DENSITY RESIDENTIAL DEVI	ELOPMENT	
Alterations and Additions to Dwelling Houses	All	С
Dual Occupancy	New	D
	Alterations and additions	С
New Dwelling Houses	All	D
Secondary Dwellings	New	D
	Alterations and additions.	С

Home business	New	D
Other	All (see also residential ancillary)	С
RESIDENTIAL ANCILLARY		
Carports / Garages	All	С
Fencing	All	Α
Landscape Works	All	Α
Outbuildings	All	С
Swimming Pools	All	С
Tennis Courts	All	С
Other	All	С
MEDIUM AND HIGH DENSITY RES	DENTIAL DEVELOPMENT	
Boarding Houses	New building / use; additional habitable rooms; increased height; outdoor recreation facilities	Е
	Other works	С
Group homes, Hostels	Internal works that do not change number of bedrooms or dwellings	А
	On residentially zoned land (except internal works as above)	F
	On non residentially zoned land (except internal works as above)	D
Multi-dwelling Housing, multi- dwelling housing (Terraces) and Manor Houses	Internal works that do not change number of bedrooms or dwellings	А
Marior Flouses	Alterations and additions or other ancillary works to an existing multi-dwelling house or multi-dwelling house (Terrace) or manor house.	D
	New multi-dwelling housing, new multi-dwelling housing (Terraces) and new manor houses.	F

Residential Flat Buildings	Internal works that do not change number of bedrooms or dwellings	А
	Alterations and additions or other ancillary works to an existing residential flat building.	D
	A new residential flat building.	F
Shop Top Housing	Internal works that do not change number of bedrooms or dwellings	А
	Alterations and additions or other ancillary works to an existing shop top housing development.	D
	New shop top housing	F
Seniors Housing	Internal works that do not change number of bedrooms or dwellings	А
	Alterations and additions or other ancillary works to an existing Seniors Housing development.	D
	New Seniors Housing development proposed on residentially zoned land	F
	New Seniors Housing development proposed on non-residentially zoned land	E
SUBDIVISION		
Community, Company and Strata Title	All	А
Torrens Title	All	D
Subdivision proposal lodged in conjunction with a proposal for a building	All	As for the building
HERITAGE		
Heritage Item	Demolition: complete demolition of the main/ primary building.	D

	Part demolition of the main/ primary building or demolition/ part demolition of an ancillary structure(s) to the main/ primary building.	С
	Alterations and additions or other ancillary works	С
Heritage Conservation Areas	Demolition: complete demolition of the main/ primary building.	D
	Part demolition of the main/ primary building or ancillary structure(s) to the main/ primary building.	С
	Alterations and additions or other ancillary works	С
COMMERCIAL DEVELOPMENT		
Bulky goods premises (retail premises)	New building/use	F
	Alterations and additions or other ancillary works	D
Business premises (not listed elsewhere in this table)	New building	F
	Additions and alterations or other ancillary works	D
Caravan Parks	All	D
Change of Use (not listed elsewhere in this table)	On land zoned Local Centre, productivity support or mixed uses	A
	In any other zone	D
Commercial premises in residential flat buildings permitted under Schedule 1 of the LEP	New building	F
	Alterations and additions or other ancillary works.	D
Extension of Trading Hours	Use located on residentially zoned land.	D
	Use located on non-residentially zoned land.	А
	Extension of trading hours between 10pm and 7am.	Е

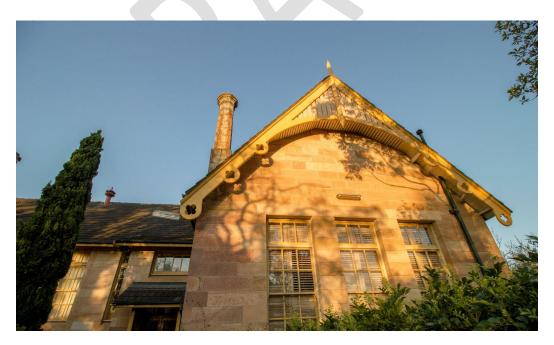
Firearms outlets	All	F
Hotel or motel accommodation	New buildings; additional habitable rooms; outdoor recreation facilities	F
	Other/ ancillary works	D
Internal works (all commercial development types)	All	А
Markets	All	A
Pubs	New building/ use; additional habitable rooms; outdoor recreation facilities	F
	Other	D
Office premises	New building	F
	Other	D
Restaurants	New building; Alterations and additions	D
	Change of use located on non-residentially zoned land	А
	Change of use located on residentially zoned land.	Е
Registered Clubs	New building	F
	Internal or minor external changes	A
	Other/ ancillary works	D
Retail premises (not listed elsewhere in this section)	New building	F
Service Stations	Minor external and internal works where no change to storage, pumping, bunding, drainage and the like of liquids or dangerous materials is required	A
	All other works	D

Sex Services Premises	New business; external alterations / additions; increase in room and / or employee numbers by more than two	D
	Other	A
Other – Alterations and Additions	All	D
COMMUNITY FACILITIES		
Amusement Centres	New building/use	Е
	External alterations and additions	D
Child Care Centres	New building	F
	Alterations and additions or other ancillary works	D
Educational Establishments	On residentially zoned land.	F
	On non-residentially zoned land.	D
Entertainment Facilities	New building/use; Outdoor recreation facilities	F
	External alterations and additions	D
Function Centre	New building/use	F
	External alterations and additions	D
Hospitals	On residentially zoned.	F
	On non-residentially zoned land.	Е
Information and Education Facilities	New building/use	E
Facilities	External alterations and additions or other ancillary works.	D
Internal works for all community development types (including those otherwise listed in this table)		A
Medical Centre	New building/use	Е

	External alterations and additions or other ancillary works.	D
Places of Public Worship	New building/use	F
	External alterations and additions or other ancillary works.	D
Public Administration Building	New building/use	F
	External alterations and additions or other ancillary works.	D
Recreation Facility - (Indoor) and Recreation Facility (Outdoor)	New building/use	F
Necreation Facility (Outdoor)	External alterations and additions or other ancillary works.	D
Respite Day Care Centres	Located on residentially zoned land.	D
	Located on non-residentially zoned land.	D
Special Events	All	A
Temporary structures	All	A
Other	All	D
MIXED USE		
Building comprising 2 or more different land uses	New mixed-use building	F
Note: Where proposed works only affect one use, the table relevant to that use applies.	Alterations and additions or other ancillary works.	D
	Internal works	А
MISCELLANEOUS		
Agriculture	All	А
Demolition	All	D
Drainage	All	A

Formal Biodiversity Offsets (other than Bio-banking under Part 7 of the NSW Threatened Species Conservation Act 1995)	All	F
Heritage Items or Aboriginal Places of Heritage Significance	Any application relying on KLEP 2015 Clause 5.10(8) or (10)	F
Signage	Commercial	А
	Residential	С
	Other	A
Tree works/ removal/ pruning	In Heritage Conservation Areas and/ or on land which contains a Heritage Item	С
Telecommunications Facilities	All	D
Utility Installations	All	А
Other	All	D

Table 1-1 Notification by Development Type



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#### Part 2 - NOTIFICATION REQUIREMENT BY NOTIFICATION TYPE

#### **Controls**

## **Notification Type A requirements**

- No notification is necessary except where, in the opinion of Council's Development
   Assessment Team Leader, the owners and occupiers of adjoining and neighbouring land
   would be detrimentally affected in any manner described in Part 3 Criteria to be Considered in
   Determining Detrimental Effects if the development proposal was carried out.
- If Council's Development Assessment Team Leader determines that owners and occupiers of adjoining and/or neighbouring land would be detrimentally affected by the proposed development, notification letters are to be sent in accordance with Part 4 Procedures for Notification by Council to all such persons.

#### **Notification Type B requirements**

- Notification letters must be sent in accordance with Part 4 Procedures for Notification by Council to:
  - a. all persons who were notified about the original application or
  - b. any subsequent applications for amendment or modification; and
  - c. all persons who made submissions with respect to the original application and any subsequent applications for amendment or modification.
- 4. Where, in accordance with the above controls, Council's Development Assessment Team Leader determines that re-notification and/ or re-advertising is not to occur, the assessment report for the application is to include a statement giving the reasons why re-notification and/ or re-advertising was not considered necessary.
- 5. The development or related type of application is to be notified for a period of fourteen (14) calendar days from the date of the notification letter.
- 6. The development or related type of application is to be listed on Council's website.

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#### **Notification Type C requirements**



Figure 2-1: Example: Notification Type C minimum notification requirements for works at front



Figure 2-2: Example: Notification Type C minimum notification requirements for works at

- 7. Notification letters must be sent in accordance with Part 4 Procedures for Notification by Council to:
  - all owners and occupiers of the adjoining land on either side of the subject property;
     and
  - ii) all owners and occupiers of the land adjoining the rear or front of the property, whichever side the works are proposed to be undertaken.

Note: Exceptions to Type C requirements may apply where, in the opinion of Council's Development Assessment Team Leader, the owners and occupiers (where known) of land other than that specified above would be detrimentally affected in any manner described in Part 3 Criteria to be Considered in Determining Detrimental Effects, if the proposal was carried out, in which case additional persons are to be notified as specified by Council's Development Assessment Team Leader.

- 8. If land to which notification letters are to be sent is occupied by a strata title building or a community title land the notification letters sent in accordance with Part 4 Procedures for Notification by Council will be sent to the proprietors of the strata or community plan and occupiers and owners of the building(s).
- 9. Details regarding the owners and occupiers of adjoining and neighbouring land will be taken from Council's records at the time the notification letters are being prepared. Where Council's records show that land to which notification letters are to be sent is jointly owned, the notification letter will only be sent to one of the joint owners.
- The development application is to be made available to view for a period of fourteen (14) calendar days from the date of the notification letter.
- 11. The development application is to be listed on Council's website.
- Notification letters must indicate if the development application applies to a Heritage Item, a draft Heritage Item or is in a Heritage Conservation Area or a draft Heritage Conservation Area as applicable

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#### **Notification Type D requirements**



Figure 2-3: Example: Notification Type D minimum notification requirements for all works

- 13. Notification letters must be sent in accordance with Part 4 Procedures for Notification by Council to the owners and occupiers of all adjoining land except where, in the opinion of Council's Development Assessment Team Leader, the owners and occupiers of land (other than those specified) would be detrimentally affected. In such a case, additional persons are to be notified, as specified by Council's Development Assessment Team Leader.
- 14. If land to which notification letters are to be sent is occupied by a strata title building or a community title land the notification letters sent in accordance with Part 4 Procedures for Notification by Council will be sent to the proprietors of the strata or community plan and occupiers and owners of the building(s).
- 15. Details regarding the owners and occupiers of adjoining and neighbouring land will be taken from Council's records at the time the notification letters are being prepared, or from other sources as may be made available to Council prior to the notification letters being prepared.
- 16. Where Council's records show that land to which notification letters are to be sent is jointly owned, the notification letter need only be sent to one of the joint owners.
- 17. The development application is to be made available to view for a period of fourteen (14) calendar days from the date of the notification letter.
- 18. The development application is to be listed on Council's website.
- 19. Notification letters must indicate if the development application applies to a Heritage Item, a draft Heritage Item or is in a Heritage Conservation Area or a draft Heritage Conservation Area as applicable

#### **Notification Type E requirements**



Figure 2-4: Example: Notification Type Eminimum notification requirements for all works

- 20. Notification letters must be sent in accordance with Part 4 Procedures for Notification by Council to the owners and occupiers of:
- i. three (3) adjoining and neighbouring properties to each side of the subject property; and
- ii. seven (7) adjoining and neighbouring properties to the front and rear of the subject property.

Note: Exceptions will apply where, in the opinion of Council's Development Assessment Team Leader, the owners and occupiers of land (other than that specified below) would be detrimentally affected in any manner described in Part 3 Criteria to be Considered in Determining Detrimental Effects. In such a case additional persons are to be notified as specified by Council's Development Assessment Team Leader.

- 21. A notification sign is to be placed at the street frontage to the property in accordance with Part 4 Procedures for Notification by Council.
- 22. If land to which notification letters are to be sent is occupied by a strata title building or a community title land the notification letters sent in accordance with Part 4 Procedures for Notification by Council will be sent to the proprietors of the strata or community plan and occupiers and owners of the building(s).
- 23. Details regarding the owners and occupiers of adjoining and neighbouring land will be taken from Council's records at the time the notification letters are being prepared, or from other sources as may be made available to Council prior to the notification letters being prepared.
- 24. Where Council's records show that land to which notification letters are to be sent is jointly owned, the notification letter will only be sent to one of the joint owners.
- 25. The development application is to be made available for a period of fourteen (14) calendar days from the date of the notification letter.
- 26. The development application is to be listed on Council's website.
- 27. Notification letters must indicate if the development application applies to a Heritage Item, a draft Heritage Item or is in a Heritage Conservation Area or a draft Heritage Conservation Area as applicable.

#### **Notification Type F requirements**



Figure 2-5: Example: Notification Type Fminimum notification requirements for all works

- 28. As soon as practicable after the development application has been submitted, Council must place the application, and any accompanying information, on public exhibition for a period of not less than 28 days commencing the day after which notice of the application is first published.
- 29. Council must also give written notice of the application in accordance with the following:
- i. to such persons as appear, based on Council records, to own or occupy the property;
- ii. the three (3) adjoining and neighbouring properties to each side of the subject property;
- iii. the seven (7) adjoining and neighbouring properties to the front and rear of the subject property;
- iv. if practicable, to such other persons as determined by Council's Development Assessment Team Leader to own or occupy land the use or enjoyment of which, in its opinion, could be detrimentally affected in any manner described in Part 3 Criteria to be Considered in Determining Detrimental Effects if the proposal was carried out; and
- v. to such other persons as are required to be notified by the regulations.
- 30. Notice of the application is to be exhibited in accordance with the regulations on the land to which the application relates.
- Notice of the application is to be published in accordance with the regulations on Council's website.
- 32. If land to which notification letters are to be sent is occupied by a strata title building or a community title land the notification letters sent in accordance with Part 4 Procedures for Notification by Council will be sent to the proprietors of the strata or community plan and occupiers and owners of the building(s).
- 33. If land is owned or occupied by more than one person, a written notice to one owner or one occupier is taken to satisfy the notification requirements of this CCP.
- 34. A notification sign is to be placed at the street frontage to the property in accordance with *Part 4 Procedures for Notification by Council*.
- 35. During the submission period, any person may make written submissions to the consent authority with respect to the development application within the notification period, which must be made via Council's Submissions Portal on its website. Submissions received outside of the notification period will NOT be considered. A submission by way of objection must set out the grounds of the objection.

# Part 3 - CRITERIA TO BE CONSIDERED IN DETERMINING DETRIMENTAL EFFECTS

#### **Controls**

- In forming an opinion as to whether notification requirements should be increased or decreased from those specified in this CPP, Council's Development Assessment Team Leader is to consider whether the enjoyment of adjoining or neighbouring land could be likely to be detrimentally affected by the proposed development.
- In considering whether enjoyment of adjoining or neighbouring land could be likely to be detrimentally affected by the proposed development, the Development Assessment Team Leader is to consider the following matters:
  - i. views from surrounding properties;
  - ii. overshadowing;
  - iii. loss of privacy;
  - iv. noise impact;
  - v. the design and appearance of the proposal in relation to the streetscape;
  - vi. the use of the development;
  - vii. the height, external appearance and bulk of the proposed building;
  - viii. the siting of any proposed building in relation to the site boundaries;
  - ix. hours of use;
  - x. light spillage or reflection;
  - xi. the structural integrity of common or party walls where demolition of walls, floors and ceilings is proposed;
  - xii. traffic and parking generation;
  - xiii. adverse impacts of stormwater drainage;
  - xiv. tree removal impacts; and
  - xv. excavation requirements.
- The opinion formed by Council's Development Assessment Team Leader regarding the likely detrimental impact upon the enjoyment of adjoining and neighbouring land is not an assessment of the merits of the development application.

#### Part 4 - PROCEDURES FOR NOTIFICATION BY COUNCIL

#### **Controls**

#### Website information

- Where the development application is to be publicly exhibited on Council's website, the following information must be included:
  - i. the development application number;
  - ii. the address of the proposed development (including lot, deposited plan and street numbers);
  - iii. a brief description of the proposed development;
  - iv. identification of any Heritage Item or draft Heritage Item on the land; and
  - v. whether the land is in a Heritage Conservation Area or a draft Heritage Conservation

#### **Content of notification letters**

- 2. Where notification letters are to be sent, the letters are to contain the following information:
  - i. the development application number
  - ii. the address of the proposed development
  - iii. the name of the applicant
  - iv. the name of the Council officer responsible for assessing the development application
  - v. a brief description of the proposed development
  - vi. an invitation to view the development proposal
  - vii. when and where the development application may be viewed
  - viii. that persons to whom the letter is addressed have the right to make a written submission regarding the development proposal and that written submissions must be made within the notification period. Submissions made outside of the notification period or not via the Submissions Portal on Council's website will NOT be considered by Council in its assessment of the application
  - ix. the date by which submissions must be provided to Council; and
  - x. advice that submissions made to Council may not be kept confidential as they, or their contents, may be included in reports to Council and may be available for the applicant to consider in accordance with the Government Information (Public Access) Act 2009

#### **Public exhibition period**

- Submissions must be received by Council by the end of the public exhibition period and via the Submissions Portal on Council's website.
- 4. For the purposes of this Part, the public exhibition period is the time during which the development application is advertised and/ or notified.
- 5. The days during the public exhibition period that fall on or between the 20 December to 10 January are not to be included in the number of days forming part of the public exhibition period.

#### Notification signs at the property

- 6. Where, in accordance with this CPP, a notification sign is required, it must be headed "Development Proposal" and must contain the following details:
  - i. the development application number
  - ii. the address of the proposed development
  - iii. a brief description of the proposed development; and
  - iv. the date by which written submissions must be provided to Council.

#### **Notification to Councillors**

- Councillors will receive a weekly list of all new development applications within their ward area. The list will include:
  - i. the development application number
  - ii. the address of the proposed development (lot, deposited plan and street numbers)
  - iii. the date on which the development application was accepted by Council
  - iv. the name of Council's development assessment team leader responsible for assessing the development application
  - v. a brief description of the proposed development; and
  - vi. plans of the proposal.

#### Part 5 - WRITTEN SUBMISSIONS TO COUNCIL

#### **Controls**

#### Form of written submissions

- A person may make one or more written submissions regarding any development proposal, to which this CPP applies, within the public exhibition period and via Council's Submissions Portal on its website.
- 2. A written submission may take the form of a letter, report, petition, e-mail or other like form to be submitted via Council's Submissions Portal on its website, as require in Control 17 below.
- 3. A written submission must state the reasons for objection to, or support for the application.
- 4. The name and address of the person making the written submission must be clearly marked on the submission.
- 5. If the written submission is a petition, the petition must clearly state the name of the head petitioner and their contact details.
- 6. The application number is to be clearly marked on the submission.
- 7. The written submission must be clear and legible.

Note: A daytime telephone contact number is required should Council need to clarify issues with the person making the submission.

Note: Section 10.4 of the Environmental Planning and Assessment Act 1979 requires the disclosure of any political donations or gifts in relation to public submissions. A form is available at www.kmc.nsw.gov.au for attachment to a submission where relevant.

#### **Anonymous submissions**

8. Council will not consider any anonymous submissions in the assessment of development or related applications.

#### Disclosure of submissions

- 9. The applicant for the development and members of the public may access submissions upon request to Council in accordance with the Government Information (Public Access) Act 2009.
- 10. If the development or a related application is reported to a public meeting, the submission may be reproduced and/or summarised in the assessment report.

#### Acceptance and consideration of submissions

- All written submissions submitted within the exhibition period are to be considered by Council's Assessment Officer in the assessment of the development proposal.
- 12. If a person or group of persons requests an extension of time for the submission of written comments, the period allowed for submissions may be extended only if, in the opinion of Council's Development Assessment Team Leader, a longer period is warranted in the circumstances.

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Draft CES/CPP - May 2025

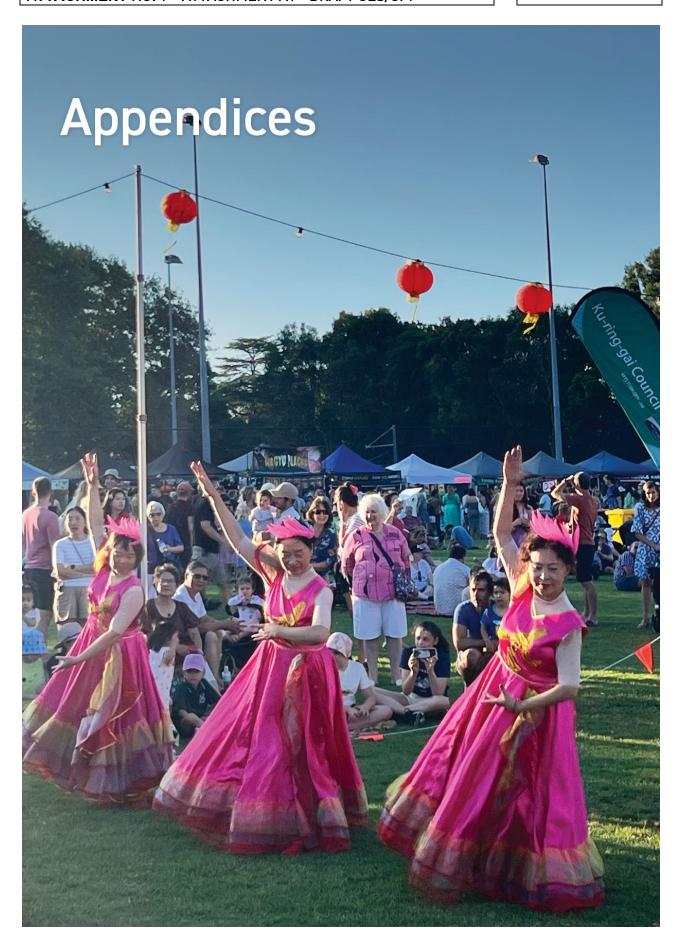
- 13. In the assessment of a development proposal, Council will not consider written submissions made after the public exhibition period or not submitted via the Submissions Portal on Council's website.
- 14. The reasons for support of, or objection to, the development application specified in the written submission are to be summarised in Council's assessment report.
- 15. The names and addresses of the persons who made written submissions with respect to the development application are to be indicated in Council's assessment report in accordance with the Privacy and Personal Information Protection Act 1998.
- 16. Submissions must be made within the notification period via Council's Submission Portal on its website. Submissions not made using the Submissions Portal or within the notification period will not be considered in the assessment of the associated application.

#### Acknowledgement of submissions

- 17. Receipt of written submissions received by Council will be acknowledged in writing.
- 18. If the development application is to be determined at a public meeting, Council will contact the person who made the submission by telephone or e-mail, provided such contact details have been given to the Council, to advise the person of the public meeting date.

## Advice to applicant of written submissions

- 19. The applicant of a development or related application to which this CPP applies will, upon written request to Council, be advised of the terms of any written submission and from where it has emanated.
- 20. The applicant is to be entitled to read and, at the applicant's expense, copy any written submissions received, in accordance with the provisions of the Privacy and Personal Information Protection Act 1998.



# Appendix 1 – Glossary and definitions

CALD - Culturally and Linguistically Diverse

CSP - Community Strategic Plan

**CPP** - Community Participation Plan

**CP** – Development Contributions Plan

DCP - Development Control Plan

EIS - Environmental Impact Statement

**EP&A - Act** – Environmental Planning and Assessment Act (1979)

IAP2 - International Association of Public Participation LEP - Local Environmental Plan

LGA - Local Government Area

LSPS - Local Strategic Planning Statement SEPP - State Environmental Planning Policy.

**Community Engagement Matrix** – provides a detailed outline of how council will communicate and engage projects regularly undertaken by Council.

**Culturally and Linguistically Diverse** – people who differ according to religion, race, language, and ethnicity, excluding people whose ancestry is Anglo-Saxon, Anglo Celtic, Aboriginal or Torres Strait Islander.

Community consultation and community engagement - it is important to understand the difference between community consultation and community engagement. This is best illustrated by the International Association for Public Participation. Spectrum (IAP2) which is designed to assist with determining the level and type of engagement.

Council's approach to engagement also seeks to meet the industry standard for community engagement.

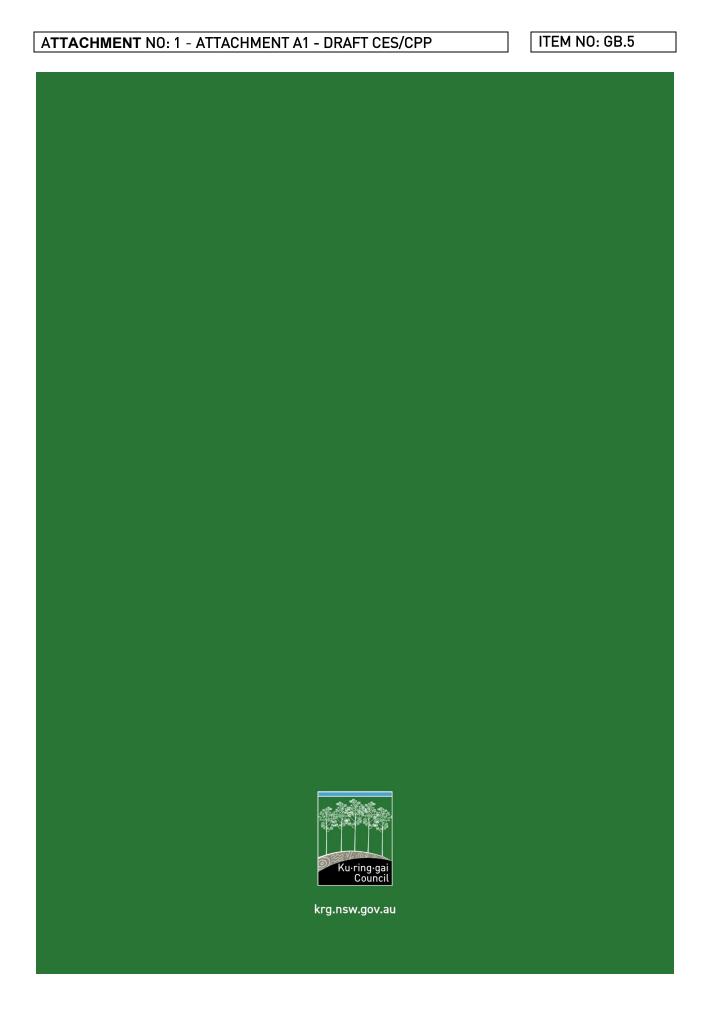
Community – Refers to the people who have a stake and interest in the Ku-ring-gai Local Government Area (LGA) and includes people who: live, work, study, conduct business, visit, use or enjoy the services, facilities and public places located within the LGA. Community Engagement The involvement of the community in the decision-making process of Council, where the community is encouraged to provide feedback on a range of issues that affect them. Stakeholders are individuals or groups who have an interest or are impacted by the decisions of Council, these may include business representatives, professional associations, local community groups, or other levels of Government and Government agencies.

# Appendix 2 – Other legislation

Other legislation that requires Council to undertake community engagement includes:

- Crown Lands Management Act 2016
- Roads Act 1993
- Multicultural NSW Act 2000
- Disability Inclusion Act 2014
- Children's Guardian Act 2019





# **Draft Community Engagement Matrix**

The following community engagement matrix outlines the minimum communications, engagement and supporting planning and reporting on common Council projects which actively seek community feedback/input. Note that as projects vary based on budgets, site restraints and timeframes, additional engagement and communication approaches may be considered. The matrix provides more detail on the Community Engagement Framework outlined in Council's Community Engagement Strategy (incorporating the Community Participation Plan) and Section 2, Part 2 (Community Participation Plan) – how the community can participate.

Parts 1 – 3 should be read in conjunction with Part 1 of Council's Community Engagement Strategy (CES).

Parts 4 and 5 should read in conjunction with Part 2 of the CES (Community Participation Plan).

Note that some of the projects in Parts 1 – 3 implement a two-phase community engagement approach and where they do the type of communication and engagement techniques applied per phase are indicated (1) – will do in phase 1 and (2) will do in phase 2.

#### Phase 1 aims to:

- Collect local knowledge about the site, including specific conditions and factors that could impact the project.
- Understand community preferences and concerns regarding the site.
- Identify project opportunities from the community's perspective.

Phase 2 requests community input on the plans, concepts, or strategies developed based on Stage 1 feedback.

# Part 1 - Council Strategies and Policies

These are projects that affect how Council operates.

The follow matrix outlines the minimum communications and engagement that will occur.

Council Strategies and Policies	Minimum exhibition period and notification area (where appropriate)	Communications - How we will communicate (minimum)	Engagement - How we will hear from the community (minimum)	Planning and reporting
Community Strategic Plan 2 phase engagement	28 days	<ul> <li>Council Website - (1)(2)</li> <li>Council Engagement Hub - (1)(2)</li> <li>KRG Enewsletter - (1)(2)</li> <li>Yoursay Enewsletter - (1)(2)</li> <li>Local print media advertising - (1)(2)</li> <li>Posters and/or signage - on specific sites or in council buildings - (1)</li> <li>Social media posts and/or paid advertising - (1)(2)</li> <li>Printed materials available at Customer Service Centre/library - (1)(2)</li> <li>Direct email (stakeholder/user groups and/or other involved parties) - (1)(2)</li> <li>Translated information sheets and web pages - (1)(2)</li> </ul>	<ul> <li>Council Engagement Hub - (1)(2)</li> <li>Opt in focus group/workshop (in person and/or online) - (1)</li> <li>Opt in webinar/online briefing – (2)</li> <li>Recruited focus group/workshop (in person and/or online) (1)</li> <li>Community briefing (Online/in person)/Q&amp;A (2)</li> <li>On site community event information sessions</li> <li>Drop-in sessions (at council or project sites)</li> <li>Online (and paper) survey - (1)</li> <li>Online discussion forum - (1)</li> <li>Written submission - (1)(2)</li> <li>Demographically targeted or special needs workshops (e.g., youth, culturally linguistically diverse groups, disability groups) - (1)</li> </ul>	<ul> <li>Project-specific community engagement plan</li> <li>Engagement outcomes summary</li> <li>Engagement outcomes full report</li> <li>Participants informed of final decision and how community feedback has shaped outcome</li> <li>Participants invited to address Council meeting (if item on meeting agenda)</li> </ul>

Resourcing Strategy including Long Term Financial Plan, Asset Management Strategy, Asset Management Plans and Workforce Management Strategy	28 days	<ul> <li>Council Website</li> <li>Council Engagement Hub</li> <li>KRG Enewsletter</li> <li>Yoursay Enewsletter</li> <li>Local print media advertising</li> <li>Printed materials available at Customer Service Centre/library</li> </ul>	<ul><li>Council Engagement Hub</li><li>Written submission</li></ul>	Engagement outcomes summary     Participants invited to address Council meeting (if item on meeting agenda)
Delivery Program and Operational Plan including annual budget and fees and charges.	28 days	<ul> <li>Council Website</li> <li>Council Engagement Hub</li> <li>KRG Enewsletter</li> <li>Yoursay Enewsletter</li> <li>Local print media advertising</li> <li>Social media posts and/or paid advertising</li> <li>Printed materials available at Customer Service Centre/library</li> <li>Direct email (stakeholder/user groups and/or other involved parties)</li> </ul>	<ul> <li>Council Engagement Hub</li> <li>Written submission</li> </ul>	Engagement outcomes summary     Participants invited to address Council meeting (if item on meeting agenda)
Policies - (as per part 4 of LG Act) - applies to policies publicly available	28 days	<ul> <li>Council Website</li> <li>KRG Enewsletter</li> <li>Yoursay Enewsletter</li> <li>Printed materials available at Customer Service Centre/library</li> </ul>	Written submission	Participants invited to address Council meeting (if item on meeting agenda)
Leases/Licences – including expression of interest	28 days	Council Website KRG Enewsletter Yoursay Enewsletter Printed materials available at Customer Service Centre/library Onsite signage Letter to adjoining proposers and other deemed impacted by lease	■ Written submission	Participants informed of final outcome
Generic Recreational Facilities Plans 2 phase engagement	28 days	<ul> <li>Council Website - (1) (2)</li> <li>Council Engagement Hub - (1) (2)</li> <li>KRG Enewsletter - (1) (2)</li> <li>Yoursay Enewsletter - (1) (2)</li> <li>Printed materials available at Customer Service Centre/library (2)</li> <li>Direct email (stakeholder/user groups and/or other involved parties) (1) (2)</li> </ul>	<ul> <li>Council Engagement Hub – (1) (2)</li> <li>Online (and/or paper) survey - (2)</li> <li>Written submission - (1) (2)</li> <li>Stakeholder workshops (e.g. Community/sporting groups) (1) (2)</li> </ul>	<ul> <li>Project-specific community engagement plan</li> <li>Engagement outcomes summary</li> <li>Participants informed of final decision and how community feedback has shaped outcome</li> <li>Participants invited to address Council meeting (if item on meeting agenda)</li> </ul>

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Generic Plans of management 2 phase engagement	28 days - Submissions may be made to the council for at least 42 days after the date on which the draft plan is placed on public exhibition	<ul> <li>Council Website - (1) (2)</li> <li>Council Engagement Hub - (1) (2)</li> <li>KRG Enewsletter - (1) (2)</li> <li>Yoursay Enewsletter - (1) (2</li> <li>Printed materials available at Customer Service Centre/library (2)</li> <li>Direct email (stakeholder/user groups and/or other involved parties) (1) (2)</li> </ul>	<ul> <li>Council Engagement Hub – (1) (2)</li> <li>Online (and/or paper) survey - (2)</li> <li>Written submission - (1) (2)</li> <li>Stakeholder workshops (e.g. Community/sporting groups) (1) (2)</li> </ul>	<ul> <li>Project-specific community engagement plan</li> <li>Engagement outcomes summary</li> <li>Participants informed of final decision and how community feedback has shaped outcome</li> <li>Participants invited to address Council meeting (if item on meeting agenda)</li> </ul>
Other Council matters that do not fall under above (excluding site or service specific works)	28 days	<ul> <li>Council Website</li> <li>Council Engagement Hub</li> <li>KRG Enewsletter</li> <li>Yoursay Enewsletter</li> <li>Social media posts and/or paid advertising</li> </ul>	Written submission	<ul> <li>Engagement outcomes summary</li> <li>Engagement outcomes full report</li> <li>Participants informed of final decision and how community feedback has shaped outcome</li> <li>Participants invited to address Council meeting (if item on meeting agenda)</li> </ul>

# Part 2 – Projects (Site/location Specific)

These projects are Site/location specific and will likely impact and interest local residents, businesses and other groups. The follow matrix outlines the minimum communications and engagement that will occur.

Projects (site and or service specific)	Minimum exhibition period and notification area (where appropriate)	Communications - How we will communicate (minimum)	Engagement - How we will hear from the community (minimum)	Planning and reporting
Landscape masterplans 2 phase engagement	28 days 500 metres radius	<ul> <li>Direct letter - (1) (2)</li> <li>Information sheet (with letter) - (2)</li> <li>Council Website - (1) (2)</li> <li>Council Engagement Hub - (1) (2)</li> <li>KRG Enewsletter - (1) (2)</li> <li>Yoursay Enewsletter - (1) (2)</li> <li>Posters and/or signage - on specific sites or in council buildings (2)</li> <li>Printed materials available at Customer Service Centre/library - (2)</li> <li>Direct email (stakeholder/user groups and/or other involved parties) - (1) (2)</li> </ul>	<ul> <li>Council Engagement Hub - (1) (2)</li> <li>On site community event information sessions – (2)</li> <li>Online (and/or paper) survey - (1) (2)</li> <li>Written submission – (2)</li> <li>Interactive mapping/concept - (2)</li> </ul>	<ul> <li>Project-specific community engagement plan</li> <li>Engagement outcomes summary</li> <li>Participants informed of final decision and how community feedback shaped outcome</li> <li>Participants invited to address Council meeting (if item on meeting agenda)</li> </ul>
Streetscape Upgrades 2 phase engagement	28 days 500 metres radius	<ul> <li>Direct letter - (1) (2)</li> <li>Information sheet (with letter) - (2)</li> <li>Council Website</li> <li>Council Engagement Hub - (1) (2)</li> <li>KRG Enewsletter - (1) (2)</li> <li>Yoursay Enewsletter - (1) (2)</li> <li>Posters and/or signage - on specific sites or in council buildings - (2)</li> <li>Social media posts and/or paid advertising (2)</li> <li>Direct email (stakeholder/user groups and/or other involved parties) - (2)</li> </ul>	<ul> <li>Council Engagement Hub - (1) (2)</li> <li>On site community event information sessions - (2)</li> <li>Online (and paper) survey - (1) (2)</li> <li>Written submission - (1) (2)</li> <li>One on one interviews/meetings (2)</li> <li>Stakeholder workshops (local businesses and/or business chamber) (1) (2)</li> <li>Interactive mapping/concept - (2)</li> </ul>	<ul> <li>Project-specific community engagement plan</li> <li>Engagement outcomes summary</li> <li>Engagement outcomes full report</li> <li>Participants informed of final decision and how community feedback has shaped outcome</li> <li>Participants invited to address Council meeting (if item on meeting agenda)</li> </ul>
Neighbourhood centre upgrades 2 phase engagement	28 days 500 metres radius	<ul> <li>Direct letter - (1) (2)</li> <li>Information sheet (with letter) - (2)</li> <li>Council Website</li> <li>Council Engagement Hub - (1) (2)</li> <li>KRG Enewsletter - (1) (2)</li> <li>Yoursay Enewsletter - (1) (2)</li> <li>Posters and/or signage - on specific sites or in council buildings - (2)</li> <li>Social media posts and/or paid advertising (2)</li> <li>Direct email (stakeholder/user groups and/or other involved parties) - (2)</li> </ul>	<ul> <li>Council Engagement Hub - (1) (2)</li> <li>On site community event information sessions - (2)</li> <li>Online (and paper) survey - (1) (2)</li> <li>Written submission - (1) (2)</li> <li>One on one interviews/meetings (2)</li> <li>Stakeholder workshops (local businesses and/or business chamber) (1) (2) Council Engagement Hub</li> <li>Interactive mapping/concept (2)</li> </ul>	<ul> <li>Project-specific community engagement plan</li> <li>Engagement outcomes summary</li> <li>Engagement outcomes full report</li> <li>Participants informed of final decision and how community feedback has shaped outcome</li> <li>Participants invited to address Council meeting (if item on meeting agenda)</li> </ul>
Play Space and Park Upgrades 2 phase engagement	28 days 250 metres radius	<ul> <li>Direct letter - (1) (2)</li> <li>Information sheet (with letter) - (2)</li> </ul>	<ul><li>Council Engagement Hub - (1) (2)</li><li>Online (and paper) survey- (1) (2)</li></ul>	<ul> <li>Project-specific community engagement plan</li> <li>Engagement outcomes summary</li> </ul>

Projects (site and or service specific)	Minimum exhibition period and notification area (where appropriate)	Communications - How we will communicate (minimum)	Engagement - How we will hear from the community (minimum)	Planning and reporting
		<ul> <li>Council Website - (1) (2)</li> <li>Council Engagement Hub - (1) (2)</li> <li>KRG Enewsletter - (1) (2)</li> <li>Yoursay Enewsletter - (1) (2)</li> <li>Posters and/or signage - on specific sites or in council buildings – (2)</li> <li>Social media posts and/or paid advertising - (1) (2)</li> <li>Direct email (stakeholder/user groups and/or other involved parties) – (2)</li> </ul>	<ul> <li>Written submission- (1) (2)</li> <li>Interactive mapping/concept (2)</li> </ul>	Participants informed of final decision and how community feedback has shaped outcome     Participants invited to address Council meeting (if item on meeting agenda)
Public Domain Plans 2 phase engagement	28 days 500 metre radius	<ul> <li>Direct letter - (1) (2)</li> <li>Information sheet (with letter) - (2)</li> <li>Council Website - (1) (2)</li> <li>Council Engagement Hub</li> <li>KRG Enewsletter - (1) (2)</li> <li>Yoursay Enewsletter - (1) (2)</li> <li>Posters and/or signage - on specific sites or in council buildings - (2)</li> <li>Social media posts and/or paid advertising -(1) (2)</li> <li>Printed materials available at Customer Service Centre/library - (2)</li> <li>Direct email (stakeholder/user groups and/or other involved parties) - (1) (2)</li> </ul>	<ul> <li>Council Engagement Hub - (1) (2)</li> <li>Community Briefing/Q&amp;A - online/in person (2)</li> <li>Drop-in sessions (at council or project sites) (2)</li> <li>One on one interviews/meetings (1) (2)</li> <li>Online (and paper) survey - (1) (2)</li> <li>Written submission - (1) (2)</li> <li>Stakeholder workshops (community groups/businesses, Chamber of Commerce) (2)</li> <li>Interactive mapping/concept (2)</li> </ul>	Project-specific community engagement plan     Engagement outcomes summary     Engagement outcomes full report     Participants informed of final decision and how community feedback has shaped outcome     Participants invited to address Council meeting (if item on meeting agenda)
Site Specific Plans of Management 2 phase engagement	28 days Submissions may be made to the council for at least 42 days after the date on which the draft plan is placed on public exhibition  250 metre radius	<ul> <li>Direct letter - (1) (2)</li> <li>Council Website - (1) (2)</li> <li>Council Engagement Hub- (1) (2)</li> <li>KRG Enewsletter (1) (2)</li> <li>Yoursay Enewsletter - (1) (2)</li> <li>Direct email (stakeholder/user groups and/or other involved parties) - (1) (2)</li> </ul>	<ul> <li>Council Engagement Hub- (1) (2)</li> <li>Online (and/or paper) survey - (1) (2)</li> <li>Stakeholder workshops (eg Community/sporting groups) - (2)</li> <li>Written submission - (1) (2)</li> <li>Drop-in sessions (at council or project sites - (1) (2)</li> </ul>	<ul> <li>Project-specific community engagement plan</li> <li>Engagement outcomes summary</li> <li>Participants informed of final decision and how community feedback has shaped outcome</li> <li>Participants invited to address Council meeting (if item on meeting agenda)</li> </ul>
Recreation Facility Plans 2 phase engagement	28 days 250 metre radius	<ul> <li>Direct letter – (1) (2)</li> <li>Information sheet (with letter) - (2)</li> <li>Council Website - (1) (2)</li> <li>Council Engagement Hub - (1) (2)</li> <li>KRG Enewsletter - (1) (2)</li> <li>Yoursay Enewsletter - (1) (2)</li> <li>Posters and/or signage - on specific sites or in council buildings – (2)</li> <li>Social media posts and/or paid advertising – (1) (2)</li> <li>Printed materials available at Customer Service Centre/library (2)</li> </ul>	<ul> <li>Council Engagement Hub - (1) (2)</li> <li>On site community event information sessions – (2)</li> <li>Online (and paper) survey - (1) (2)</li> <li>Written submission - (1) (2)</li> <li>One on one interviews/meetings (1)</li> <li>Stakeholder workshops (eg Community/sporting groups) (2)</li> <li>Interactive mapping/concept (2)</li> </ul>	<ul> <li>Project-specific community engagement plan</li> <li>Engagement outcomes summary</li> <li>Participants informed of final decision and how community feedback has shaped outcome</li> <li>Participants invited to address Council meeting (if item on meeting agenda)</li> </ul>

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Projects (site and or service specific)	Minimum exhibition period and notification area (where appropriate)	Communications - How we will communicate (minimum)	Engagement - How we will hear from the community (minimum)	Planning and reporting
		Direct email (stakeholder/user groups and/or other involved parties) - (1) (2)		
Flood Study 2 phase engagement	28 days Affected properties	<ul> <li>Direct letter - (1) (2)</li> <li>Information sheet (with letter) - (2)</li> <li>Council Website (1)(2)</li> <li>Council Engagement Hub - (1) (2)</li> <li>KRG Enewsletter - (1) (2)</li> <li>Yoursay Enewsletter - (1) (2)</li> <li>Posters and/or signage - on specific sites or in council buildings - (2)</li> <li>Social media posts and/or paid advertising (2)</li> </ul>	<ul> <li>Council Engagement Hub</li> <li>Drop-in sessions (at council or project sites)</li> <li>Online (and paper) survey</li> <li>Written submission</li> <li>One on one interviews/meetings</li> </ul>	<ul> <li>Project-specific community engagement plan</li> <li>Engagement outcomes summary</li> <li>Participants informed of final decision and how community feedback has shaped outcome</li> <li>Participants invited to address Council meeting (if item on meeting agenda)</li> </ul>
Other site specific projects not included above (where community is impacted by project either through change of use, temporary works, new facilities etc – e.g. Tiny Forest, Woody Meadows	28 days 250 metre radius	<ul> <li>Direct letter</li> <li>Posters and/or signage - on specific sites or in council buildings</li> <li>Direct email (stakeholder/user groups and/or other involved parties)</li> </ul>	Written submission	To be determined by project

# Part 3 - Asset maintenance and renewal

Projects undertaken to maintain and renew core Council assets.

Asset maintenance and renewal	Minimum exhibition period and notification area (where appropriate)	Communications - How we will communicate (minimum)	Engagement - How we will hear from the community (minimum)	Planning and reporting
Traffic - Minor	21 Days. Properties approx. 50m radius from site	<ul><li>Letterbox Drop (letter and plan)</li><li>KRG website (minor traffic proposals page)</li></ul>	<ul> <li>Survey – written and online (link via QR on letters)</li> <li>Written submissions</li> </ul>	Report to traffic committee if proposal to proceed
Traffic – Major	28 days Directly affected properties 50m radius and other properties as identified by Traffic Management Team	<ul> <li>Letterbox drop (letter and plan)</li> <li>E-newsletters (Ku-ring-gai and Yoursay)</li> <li>Council website (yoursay section)</li> <li>Engagement Hub</li> <li>Larger or higher impact projects may require woder or more targeted communications/engagement – assessed by project - eg signage/VMS</li> </ul>	<ul> <li>Survey – written and online (link via QR on letters)</li> <li>Community Engagement Hub</li> <li>Written submissions</li> </ul>	Email of outcome to those who provided details.     Report to traffic committee
Infrastructure/capital works including:  Minor road renewal  New curb and gutter  Minor drainage  New footpath installation/renewal  Bridge replacement  Other engineering assets	14 days Directly affected properties.	Direct letter	Written submissions	Letters informing dates/times and scope of physical works.
Tree maintenance and removal (as per tree notification policy, specifically Category A - Notification for Comment/Submission)	Notification to owners and occupiers of nominated site, those directly adjoining and where required other neighbouring land as determined by the Assessing Officer.	Direct letter (including site plan if multiple trees impacted)	Written submission	Council will provide a response to respondents of the final determination in relation to the application/request.
Other asset maintenance and renewal maintenance projects not included above	14 business days	Direct letter	Written submissions	Letters informing dates/times and scope of physical works.

# Part 4 - Strategic planning and contribution plan development

Note this is an extract from and should be read in conjunction Part 2 of Council's Community Engagement Strategy (Community Participation Plan).

Strategic planning and contribution plan development (Extracted from Council's CPP)	Minimum exhibition (and re-exhibition period) period	How we will notify (Communications)	Collecting feedback (Engagement)
Draft local strategic planning statements (LSPS)	Direct letter 28 days	Notification on Council's website Council may undertake additional consultation during the exhibition period as deemed appropriate.	Written submission
Planning proposals for local environmental plans subject to a gateway determination	Direct letter  28 days or: (a) if a different period of public exhibition is specified in the gateway determination for the proposal—the period so specified, or (b) if the gateway determination specifies that no public exhibition is required because of the minor nature of the proposal—no public exhibition.	<ul> <li>Notification on Council's website</li> <li>Notification in writing to affected and adjoining landowners, unless the council is of the opinion that the number of landowners makes it impractical to notify them.</li> <li>Council may undertake additional consultation if this is deemed appropriate or necessary for a particular planning proposal.</li> </ul>	Written submission
Public hearings for planning proposals to reclassify community land	Direct letter 21 days	Notification on Council's website  Notice of the public hearing will not be given before the conclusion of the public exhibition of the planning proposal to ensure each person making a submission is given the requisite 21 day's notice.	Written submission     Attendance at Public hearing
Draft development control plans	Direct letter 28 days	<ul> <li>Notification on Council's website</li> <li>During the exhibition period, the following material will be made available for inspection:         <ul> <li>a copy of the draft plan, and a copy of any relevant local environmental plan, and any relevant planning proposal, and</li> <li>any information or technical information relied upon by the draft development control plan (e.g. reports and studies).</li> </ul> </li> </ul>	Written submission
Draft development contribution plans	Direct letter 28 days	<ul> <li>Notification on Council's website</li> <li>During the exhibition period, the following material will be made available for inspection:</li> <li>a copy of the draft plan, and</li> <li>a copy of any supporting documents.</li> </ul>	Written submission
Planning Agreements	Direct letter 28 Days	Public exhibition of Planning Agreements will be undertaken in accordance with Council's adopted Planning Agreement Policy	Written submission
Plans of Management for community under the Local Government Act 1993	Direct letter  Public exhibition - 28 Days  Submissions may be made to the council for at least 42 days after the date on which the draft plan is placed on public exhibition	<ul> <li>Notification on Council's website</li> <li>During the exhibition period, the following material will be made available for inspection:</li> <li>a copy of the draft plan, and</li> <li>any other matter which it considers appropriate or necessary to better enable the draft plan and its implications to be understood.</li> </ul>	Written submission

# Part 5 – Development consent functions

Note this is an extract from and should be read in conjunction Part 2 of Council's Community Engagement Strategy (Community Participation Plan).

Development consent functions (Extracted from Council's CPP)	Minimum exhibition period	How we will notify (Communications)	Collecting feedback (Engagement)	
Application for development consent (other than for complying development certificate, for designated development or for State significant development)	14 days or: (a) if a different period of public exhibition is specified for the application in the relevant community participation plan—the period so specified, or (b) if the relevant community participation plan specifies that no public exhibition is required for the application—no public exhibition.	Notification will be undertaken in accordance with Part 2 of Council's Community Engagement Strategy (incorporating the Community Participation Plan).	Written submission	
Application for development consent for designated development	28 days			
Application for modification of development consent that is required to be publicly exhibited by the regulations	28 days			
Environmental impact statement obtained under Division 5.1 of the EP&A Act	28 days			

# Communications and engagement techniques

Below are more details about communications and engagement techniques detailed in the matrix.

#### **Communications Techniques**

#### **Digital**

- Council's website Council's main website Your say section and other areas as needed
- Council Engagement Portal a website designed especially for community engagement contain tools and functions to facilitate fully translatable
- Enews Electronic newsletter regularly sent to subscribers includes Ku-ring-gai, Yoursay, Business, Sustainability, Library
- Social Media posts and targeted advertising includes Facebook, Instagram, LinkedIn, NextDoor
- **Promotional videos** to be posted on Council website/engagement hub/social media and at other sites/events where appropriate
- **Direct email containing project information, links etc -** targeted at stakeholder/user groups and/or other relevant parties

#### **Traditional**

- **Direct letter -** letter sent via mail to residents and ratepayers (residential and business). Additional information may be included.
- · Letterbox drop flyer or information sheet placed in all mailboxes to specified area
- Local print media advertising Publications such as North Shore Times, The Post, Sydney Observer, Bush Telegraph
- Notification to relevant Advisory Committee as applicable to project
- · Posters and signage on specific sites or in council buildings including Gordon Air Bridge
- Customer Service Centre/library materials printed materials to read and/or take away

Multilingual materials: Translated information (digital and traditional)

#### **Engagement Techniques**

- Statistically representative research Third-party market research to provide a statistically accurate picture of community sentiment.
- Random selected focus groups/workshops Randomly selected groups that demographically reflect the community - can include deliberative work.
- Opt in focus group/workshop open to all relevant community members
- Community briefing with Q&A (face to face and online town hall style meeting to present information and answer questions
- **Targeted workshops** –tailored for harder-to-reach groups (e.g., youth, CALD communities) and stakeholder groups (e.g. sporting teams, environmental groups)
- Online interactive plans and maps allows for location specific feedback
- Online (and paper) surveys- Quantitative and qualitative data collection on community opinions
- Online discussion forum Facilitated online discussions to gather community insights.
- Invite for written submission. Opportunity for detailed community feedback.
- One on one interviews/meetings Customised discussions to understand individual perspectives.
- **Community event /drop-in sessions –** Information session/ interactive activities and drop-in sessions (on site or at existing community events or as standalone)
- Community poll online poll for quick and easy responses
- Council Advisory Committees refer projects for input and support in promoting/advocating

# POST EXHIBITION - DRAFT COMMUNITY STRATEGIC PLAN, RESOURCING STRATEGY, DELIVERY PROGRAM AND OPERATIONAL PLAN

## **EXECUTIVE SUMMARY**

**PURPOSE OF REPORT:** To adopt the Community Strategic Plan 2035, Resourcing

Strategy 2025-2035, Delivery Program 2025-2029 and Operational Plan 2025-2026, incorporating the Budget, Capital Works Program, Statement of Revenue Policy

and Fees and Charges for 2025-2026.

**BACKGROUND:** At its meeting of 15 April 2025, Council considered a

report on the draft Community Strategic Plan, draft Resourcing Strategy, draft Delivery Program and Operational Plan. Council resolved that the draft plans and strategy, subject to adopted changes and minor corrections, be placed on public exhibition for a

minimum of 28 days.

**COMMENTS:** The draft plans and strategy were exhibited for a period

of 28 days from 23 April to 20 May 2025. Council's Fees and Charges were exhibited in a separate document. Council received 22 submissions in response to the

exhibited plans.

**RECOMMENDATION:** 

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

That Council approve the Community Strategic Plan, Delivery Program and Operational Plan and Resourcing Strategy with recommended amendments discussed in this report, and commence comprehensive community engagement on the rate rise options described in the

Long Term Financial Plan.

#### PURPOSE OF REPORT

To adopt the Community Strategic Plan 2035, Resourcing Strategy 2025-2035, Delivery Program 2025-2029 and Operational Plan 2025-2026, incorporating the Budget, Capital Works Program, Statement of Revenue Policy and Fees and Charges for 2025-2026.

## **BACKGROUND**

On 15 April 2025, Council considered a report (ref: GB.2) on the draft Community Strategic Plan, draft Resourcing Strategy, draft Delivery Program and Operational Plan, incorporating the Budget, Capital Works Program, Statement of Revenue Policy and draft Fees and Charges for 2025-2026. At that meeting Council resolved the following:

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:

								Mocation			
Proposed Scenarios	Annual SRV Amount (5'000)	SRV % above Rate Peg	SRV per Ratepayer (S)	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

<sup>\*</sup> 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.

## Inclusion of new rate rise scenarios in exhibition

Council's adoption of new rate rise scenarios at its 15 April 2025 meeting differed to the rate rise scenarios included in the draft LTFP and AMS presented to Councillors at the meeting.

As there was insufficient time to incorporate the new scenarios (within the LTFP and AMS documents) before the exhibition commenced, additional information was prepared to explain the new rate rise scenarios, and their implications for Council's Resourcing Strategy. This additional information was placed on exhibition concurrently with the plans and strategy.

The new scenarios have now been fully incorporated within the LTFP and AMS components of the Resourcing Strategy and are presented to Council for adoption after considering public feedback. They are:

- Long Term Financial Plan 2025-2035 (Attachment A1)
- Asset Management Strategy 2025–2035 (Attachment A2)

#### **COMMENTS**

Consistent with statutory requirements and community engagement objectives all plans were exhibited concurrently for 28 days.

Community Strategic Plan (CSP): The purpose of the CSP is to identify the community's long-term aspirations for the future of Ku-ring-gai, and outline how they can be achieved. In response to these challenges and opportunities a new CSP was developed to reflect contemporary community and Council priorities.

Resourcing Strategy: The Resourcing Strategy is the link between the long-term Community Strategic Plan and the Delivery Program and details how the strategic aspirations of Ku-ring-gai can be achieved in terms of time, money, people and assets. The Resourcing Strategy includes a 10-year Long-term Financial Plan, 10-year Asset Management Strategy and 4-year Workforce Management Strategy. Initiatives within the Resourcing Strategy are reviewed annually to ensure relevance in the changing environment and to respond to any changes in Council's Delivery Program.

Delivery Program and Operational Plan: Development of the Delivery Program and Operational Plan was informed by the objectives and strategies contained in the Community Strategic Plan, Council priorities over its term, policies and strategies, prioritisation of capital works projects, service delivery requirements, income from external sources and fees and charges. To assist presentation and readability the Delivery Program and Operational Plan are integrated into one document.

As required by legislation, the Delivery Program and Operational Plan contains the Statement of Revenue Policy, Fees and Charges and Budget for Council over the coming year to supports the delivery of Council's services and projects.

#### INTEGRATED PLANNING AND REPORTING

# Theme 6 - 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.	L1.1.1: The priorities of our community, as reflected in the Community Strategic Plan, inform Council's policy development, decision-making and program delivery.	L1.1.1.1: Engage with the community to develop a new Community Strategic Plan, and supporting plans detailing how Council will deliver the community's long term objectives.

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
		L1.1.1.2: Establish robust measures of performance and provide regular reporting to the community on progress of the Community Strategic Plan and delivery of Council's Delivery Program and Operational Plan.

#### **GOVERNANCE MATTERS**

Section 402 of the *Local Government Act 1993* requires that each local government area have a community strategic plan that has been developed and endorsed by the council.

Under section 403 of the Act Council must have a long term Resourcing Strategy for the provision of the resources required to perform its functions (including implementing the strategies set out in the community strategic plan).

Under section 404 of the Act Council must have a Delivery Program detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the Community Strategic Plan) within the limits of the resources available under the Resourcing Strategy. Council must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.

Under section 405 of the Act, Council must have an Operational Plan that is adopted before the beginning of each financial year, detailing the activities and actions to be undertaken by the council during that year to achieve the Delivery Program commitments.

All documents must be placed on public exhibition for a minimum period of 28 days to allow for community feedback. Following exhibition, a report on submissions and any proposed changes is to be presented back to Council for consideration and endorsement.

# **RISK MANAGEMENT**

Council has a statutory obligation to review its Community Strategic Plan, Resourcing Strategy and Delivery Program and prepare an Operational Plan, for community feedback to be considered, and for the plans to be adopted before the end of the financial year.

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 current financial position of Ku-ring-gai Council is satisfactory. The 2025/26 budget provides for an operating surplus of \$16.7 million after allowing for the depreciation expense on Council's large infrastructure assets portfolio. However, excluding capital grants and contributions, the underlying operating result shows a modest surplus of \$114k.

While Council's financial indicators are satisfactory, infrastructure asset indicators fall short. The primary challenge for the Council lies in achieving financial sustainability by funding the maintenance and renewal of the large portfolio of infrastructure assets in the long run.

Key assets such as buildings, footpaths, and drains were built decades ago and have not been adequately upgraded. There is now a greater emphasis on improving these assets and building new facilities to meet the needs of a growing population and changing expectations, especially due to recent government housing reforms. However, managing these assets poses a financial burden on both current and future generations, which has not been sufficiently funded over the lifecycle of the assets.

To deliver on key projects and increase expenditure on renewing aging core infrastructure such as buildings, footpaths and drains, additional rates revenue will be required. This has been modelled in the long-term financial plan via four scenarios for future increases to rates from 2026/27, which are outlined in more detail in that report. It should be noted that the scenarios are example options to initiate further consideration, are likely to change, and will require future decisions by Council and extensive consultation before settling on a way forward.

Some key issues in the budget and Long-Term Financial Plan (LTFP) are discussed

# Funding our operations

Council's budget forecasts annual operating surpluses (including capital income) that contribute to capital works, however changes in the economic environment mean that Council's financial capacity in the coming years may decline and result in operating deficits without additional funding or adjustment to current operations and services. This is due to a range of factors, including:

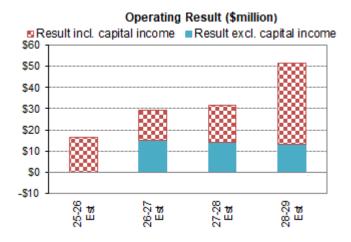
- Consumer Price Index is forecast to decrease gradually, however, price increases in prior years have surpassed CPI for materials and contracts, thus leading to continued pressure to maintain similar service levels.
- Capped rates income not sufficient to cover increases in expenses. IPART announced the 2025/26 rate peg at 6.1%.
- Labour costs are projected to increase more than previously anticipated over the next decade. Labour costs allow for increases in Award rates, performance increases and additional superannuation guarantee contribution (from 9.5% to 12% by 2025/26 financial years)
- Depreciation: The annual depreciation expense (representing the loss of value of assets over time) has a significant impact on Council's annual operating expenses. Over time with additional new assets and increases in the value of existing assets this cost will increase.
- Other increases in operational costs: New requirements for internal audits and increase in external auditors' fees, valuer general fees and others.

These factors will continue to strain Council budgets in the future, requiring a review and adjustments to Council's funding strategy.

# 2025/26 Budget Summary

An overview of the budget in the revised Delivery Program and Operational Plan is provided below.

Operating Budget: The projected 2025/26 budget provides for an operating surplus of \$16.7 million, factoring in the depreciation expense on Council's infrastructure assets portfolio valued at \$1.8 billion. Excluding capital grants and contributions, the operating result shows a modest surplus of \$114k. Achieving a modest, yet positive underlying operational result was challenging, as a deficit was initially projected. However, through a number of budget controls and cost containment initiatives Council effectively managed to control additional costs and avoid an operating deficit. Moving forward, continuous monitoring of the budget will be necessary to ensure that costs are contained and a surplus continues to be achieved. The operating surplus contributes to Council's capital works program.

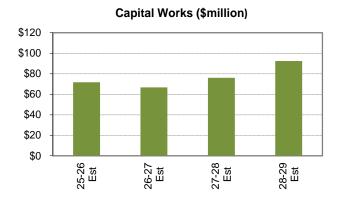


The following table provides Council's income statement and comments on major budget variations between the projected 2025/26 budget and the original 2024/25 budget.

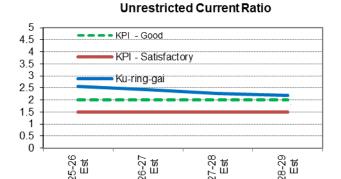
	Budget	Projected	Var	Var
\$'000	2024/25	2025/26	\$	% Comments
Income from continuing Operations				
Rates	103,059	110,063	7,004	7% 6.1% additional rates (Rate Peg) and DWM charges 7%
User Charges & Fees	23,174	23,956	782	3% Fee increases 3.9%, increased development assessment fees
Interest & Investment Revenue	7,094	8,204	1,110	16% Larger than forecast investment portfolio with more competitive rates
Other Revenues	13,748	13,895	147	1% No major to change
Grants & Contributions for Operating Purposes	9,839	9,188	- 651	-7% Less grant income anticipated compared to previous year
Grants & Contributions for Capital Purposes	13,575	16,594	3,019	22% Anticipated increased grant income
Total Income	170,489	181,900	11,411	
Expenses from Continuing Operations Employee Benefits & On-Costs Borrowing Costs	50,816 1,277	54,159 1,139	3,343 - 138	7% Employee cost award increase, superguarantee, perform -11% Decrease in lease cost of crown land
Materials & Contracts	63,158	68,500	5,342	8% DWM contractors, IT costs, other general contractors
Depreciation & Amortisation	27,884	29,525	1,641	6% Increment in asset portfolio and value
Other Expenses	5,948	5,130 -	- 818	-14% Mainly decrease in Emergency Services Levy
Other Operational Projects Expenses	7,781	6,739	- 1,042	-13% 2024/25 original budget includes election costs \$900k
Total Expenses	156,864	165,192	8,328	
Net Operating Result for the Year	13,625	16,708	3,083	

Capital Budget: In 2025/26 the capital works program is \$71.8 million. A further \$6.7 million is projected for operational projects. Details of the capital works program for 2025/26 can be found in the Capital Works Program and Operational Projects 2025/26 section of the DP & OP report. The chart below shows the level of capital works program over the next four years.

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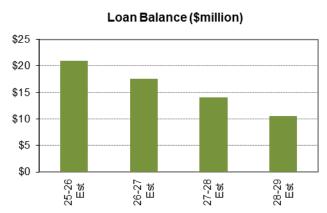


**Liquidity Position:** Council's long term financial plan and budget ensures that Council maintains sufficient liquidity and has the ability to meet short term obligations for the unrestricted activities of Council. This is demonstrated by the Unrestricted Current Ratio, for which the industry benchmark of greater than 1.5:1 is considered to be 'Satisfactory' and greater than 2:1 to be 'Good'. Council's budget maintains a 'good' unrestricted current ratio of 2.56:1 on average which is favourable compared to the benchmark of 2:1. This is an indication that Council will be able to maintain adequate cash levels to meet current liabilities.

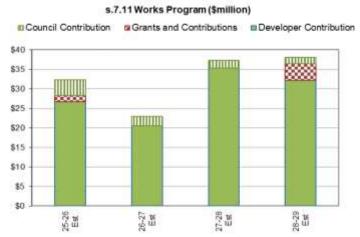


**Debt management:** Council's budget provides for loan capital repayments (interest and principal) of \$4.3 million in 2025/26 and \$4.1 million in 2028/29 reducing the outstanding debt to \$10.4 million by the end of 2028/29. This will include the remaining loans of \$5.7 million for the acquisition of Council's investment property at 828 Pacific Highway, Gordon and \$4.7 million to fund a component of the St Ives Indoor Sports Centre. The loan for St Ives Indoor Sports Centre is assumed to be repaid across 10 years from a proposed Intergovernmental Project Special Rate levy between 2026/27 to 2035/36. Council is still awaiting a decision on this special levy.

Council has sufficient cash to discharge loan repayments as they fall due and is actively monitoring its debt portfolio. Debt management is discussed in more detail in Council's Long Term Financial Plan.



Development Contributions (S7.11): Council collects s.7.11 contributions from developers to help pay for new infrastructure and facilities for the growing population of the area. Some of the works to be undertaken in the Development Contributions Plan cater for the existing population and these works require a co-contribution from Council's general funds. A total of \$32 million projects funded from S7.11 and grants & contributions will be delivered in 2025/26. Funding by specific project is detailed in the capital works program of the Delivery Program and Operational Plan report. The funding allocated to works programmed to be undertaken over the next years are shown below.



Rates and Rates Structure: Council's total rates income is 'pegged' by the State Government and approval must be obtained for increases above this amount (known as Special Rates Variations). The Independent Pricing and Regulatory Tribunal (IPART) announced the 2025/26 rate peg as 6.1%. While this is higher than previous years, the peg is still insufficient to cover increased operational and labour costs in the current environment of high inflation and rising costs.

In the 2025/26 budget the projected rates income is \$84 million. This amount includes the permanent existing Special Rate Variations for Infrastructure (\$3.7 million) and the Environmental Levies (\$3.8 million).

The proposed rates structure for 2025/26 is outlined in Council's Delivery Program and Operational plan. Under this rates structure, Council will grant a voluntary pensioner rebate (in addition to the Statutory Rebate) of 8.5% of the total Council rates and charges.

Туре	Category	Rate in \$	Min/Base Amount (\$)	% of Revenue from Base for each rate	Yield \$
Ordinary	Residential	0.00041512	669		39,368,272
Ordinary	Business	0.00326394	669		5,813,979
Special	InfrastructurePrimary Rate	0.00019785			15,737,109
Special	InfrastructurePrimary Rate		339	49.88%	15,660,444
Special	Infrastructure Special Rate Variation	0.00002345			1,865,334
Special	Infrastructure Special Rate Variation		39	49.13%	1,801,644
Special	Environmental Special Rate Variation	0.00004808			3,824,278
Total					\$84,071,061

**Funding Statement**: A summary of Council's Funding Statement for the next year is provided below.

FUNDING STATEMENT (\$000's)	2025/2026	2026/2027	2027/2028	2028/2029
Operating Revenue	181,900	198,397	207,337	233,288
Operating Expense	165,192	169,569	176,105	182,386
Net Operating Result for the Year (after				
Capital Grants & Contributions)	16,708	28,828	31,232	50,902
Net Operating Result for the Year (before Capital				
Grants & Contributions)	114	15,015	13,776	12,886
Operating Surplus (after Capital Grants & Contribution	16,708	28,828	31,232	50,902
Plus: Depreciation & Amortisation	29,525	30,721	31,853	32,955
Plus: Book Value of Assets sold & Other Non-cash iter	-	25	108	-
Plus/Less Net Loan borrowing	-3,338	-3,397	-3,460	-3,525
Plus/Less Net Transfers from Reserves	29,023	10,686	16,508	12,260
Capital Works	-71,818	-66,763	-76,141	-92,492
Net Change in Working Capital	100	100	100	100

The budget and funding statement for the 2025/26 financial year remains unchanged following the public exhibition process. However, from 2026/27 onwards, the projected rates income will be amended in accordance with the proposed Long-Term Financial Plan (LTFP), specifically under Special Rate Variation (SRV) Scenario Option 1.

This adjustment follows a change in proposed scenarios endorsed at the Ordinary Meeting of Council (OMC) in April. Under SRV Scenario Option 1, the rates increase, above the rate peg, was revised from 19.9% to 19%, resulting in a reduction of approximately \$800k in estimated annual rates income. To account for this shortfall, an equivalent amount will be deducted from the SRV asset funding allocations for capital projects/capital works program.

These changes will be incorporated into the final Delivery Program & Operational Plan prior to publication.

# Fees and charges schedule for 2025-26

Fees and charges have been reviewed to ensure closer alignment with increase in costs. This resulted in an increase in line with CPI for a variety of non-statutory fees as reflected in the Fees and Charges Schedule. No submissions have been received on the fees and charges post exhibition.

# Updates to the Long-Term Financial Plan post exhibition

The LTFP covers the financial years 2025/26 to 2034/35. It recognises Council's current and future financial capacity to continue delivering services, facilities and infrastructure to the community to achieve the goals set down in its Community Strategic Plan. The LTFP notes that Council's financial position, and its current infrastructure backlog, will worsen without additional sources of funding. It also notes that Council is currently running an efficient operation, with a population to staffing level which is the second lowest in Sydney.

On 15 April 2025, Council reviewed the draft Resourcing Strategy, which included the Long-Term Financial Plan (LTFP) and the Asset Management Strategy (AMS). At that meeting, Council resolved to amend the scenarios outlined in the LTFP. Accordingly, the LTFP and AMS have been updated to incorporate the revised scenarios, as follows:

- Base case NSW Government rate peg only (assumed at 3%)
- SRV Option 1 Renew Infrastructure (19% Special Rate Variation (SRV) above peg)
- SRV Option 2 Renew and Enhance Infrastructure (26% SRV above peg)
- SRV Option 3 Renew, Enhance and Expand Infrastructure (32% SRV above peg)

## **Base Case**

Under this scenario, which projects a 'business as usual' scenario leading to accelerated asset degradation:

- Council will record annual operating deficits averaging \$2.3 million (excluding capital grants and contributions).
- Council's infrastructure backlog (cost to bring unsatisfactory assets to a satisfactory condition) would grow by 81.8% to \$200.98 million over 10 years, as Council would have no additional funds to address infrastructure needs.
- Potential cuts to Council services or projects will be required

There would be a noticeable decline in the quality and adequacy of Council's infrastructure, with additional infrastructure service failures. This would be most pronounced in the stormwater and building asset classes.

Council will, however, maintain adequate liquidity levels to meet its debts and liabilities as they fall due, while also ensuring the capacity to discharge its current debt by 2031/32 and fund several major one-off asset upgrades.

# SRV Option 1 – Renew Infrastructure

Under this scenario, Council would in 2026/27 increase rates by 19% above the rate peg (assumed at 3% in 2026/27). From 2027/28 onwards, rate revenue would increase in line with the rate peg announced by IPART.

The SRV would have the effect of providing an additional and ongoing \$16.5 million per annum. The impact on an average ratepayer would be approximately \$355 per annum above the rate peg.

The main purpose of the SRV is to strengthen Council's financial position and help address the growing infrastructure backlog, with a primary focus on renewing existing stormwater, buildings, recreational and open space and footpath assets. Council's infrastructure backlog (CTS – cost to satisfactory) would fall from \$110.56m in 2025/26 to \$53.00m in 2034/35.

The SRV is also projected to fund loan repayments on the St Ives Indoor Sports Centre.

Should this scenario be adopted, the proposed annual breakdown of the SRV's annual yield of \$16.5 million would be as follows:

- \$5.9 million to stormwater renewal in line with the prioritisation program undertaken in 2023/24 and informed by the independent review
- \$6.7 million for buildings renewal and modernisation in line with the prioritisation program undertaken in 2023/24 and informed by the independent review
- \$1.5 million for recreational facilities to improve sports fields, parks and other open space facilities
- \$940,000 for footpath renewal in line with the priorities identified in the Asset Management Strategy.
- \$1.46 million to fund loan repayments (net of LCLI subsidy) for the construction of the St Ives Indoor Sports Centre (original loan \$13.5 million)

Council's liquidity and debt situation remains unchanged from the Base Case.

# SRV Option 2 - Renew and Enhance Infrastructure

Under this scenario, Council would in 2026/27 increase rates by 26% above the rate peg (assumed at 3% in 2026/27) From 2027/28 onwards, rate revenue would increase in line with the rate peg announced by IPART.

The SRV would have the effect of providing an additional and ongoing \$22.6 million per annum. The impact on an average ratepayer would be approximately \$486 per annum above the rate peg. This scenario will deliver all the financial and infrastructure benefits of SRV Option 1, along with delivering the following additional funding on an annual basis:

- An additional \$600,000 for recreational facilities
- An additional \$220,000 for footpath renewal
- \$3.58 million for new footpaths

• \$1.7m for new infrastructure upgrades, including traffic works, which would be determined as part of Council's budget process.

Council's infrastructure backlog (cost to bring unsatisfactory assets to a satisfactory condition) would fall from \$110.56m in 2025/26 to \$48.90m in 2034/35.

Council's liquidity and debt situation remains unchanged from the Base Case.

# SRV Option 3 - Renew, Enhance and Expand Infrastructure

Under this scenario, Council would in 2026/27 increase rates by 32% above the rate peg (assumed at 3% in 2026/27) From 2027/28 onwards, rate revenue would increase in line with the rate peg announced by IPART.

The SRV would have the effect of providing an additional and ongoing \$27.8 million per annum. The impact on an average ratepayer would be approximately \$598 per annum above the rate peg. This scenario will deliver all the financial and infrastructure benefits of SRV Option 2, along with delivering the following additional funding on an annual basis:

- An additional \$420,000 for new footpaths
- An additional \$280,000 for new infrastructure upgrades, including traffic works, which would be determined as part of the Council budget process.
- \$4.5 million to service loan repayments to enable the construction of the Marian Street Theatre project, and the annual operating subsidy for the project.

Council's infrastructure backlog (cost to bring unsatisfactory assets to a satisfactory condition) would fall from \$110.56m in 2025/26 to \$55.37m in 2034/35.

Council's liquidity situation is unchanged from the Base Case, while the Marian Street Theatre loan is envisaged to be repaid by the end of 2035/36.

Details of the impact from each scenario along with projections and other financial factors, such as comparative data across other Councils, savings, productivity and revenue measures, alternative funding sources to a SRV are incorporated in the Long Term Financial Plan.

#### Community engagement on rate rise options

As noted above in the Background section of this report, Council between 23 April and 20 May 2025 exhibited documents which contained four potential rate rise options, including three Special Rate Variation (SRV) options.

In addition, in early May, Council held two community workshops to discuss the SRV project. Some 65 randomly selected community members attended and provided feedback at the workshops. The feedback received indicated that it is reasonable for Council to continue to progress community engagement on the four rate rise options, including the three SRV options.

It is now proposed to undertake two rounds of community engagement related to the SRV project, namely:

• To seek widespread community feedback on the rate rise options over a six-week period running from mid-July to late August or early September; and then

• Subject to the outcomes of the above engagement, and further approval from Council in October 2025, exhibit a single SRV option in an updated Resourcing Strategy and Delivery Program between October-November 2025.

The purpose of the above engagement activity is to ensure:

- Ku-ring-gai's community has sufficient time and information to consider and respond to this important issue; and
- Council meets, and ideally exceeds, NSW Government requirements for community engagement and reporting in relation to SRV proposals.

A range of activities are currently being considered for the community engagement period between July-September 2025, including a direct mailout to ratepayers, online fact sheets and a range of surveys and engagement events. This communication and engagement activity is proposed to ensure that any person with a view on the rate rise option is able to provide input, while at the same time ensure that Council has the ability to understand community sentiment on the proposed options.

Further community engagement activity between October-November 2025 would be confirmed by Council at the OMC in October 2025. Following this, Council will determine whether to submit an application to IPART at a subsequent meeting later in the year. If Council resolves to proceed, an application will be lodged with IPART in February 2026 and, if approved, the SRV will take effect form July 2026.

Subject to Council's endorsement to commence community engagement on a rate increase, the following Action will be included into the DP&OP under Outcome 5:

Term Achievement – L2.1: Council takes action towards financial sustainability.

• Proposed Action: Council commences comprehensive community engagement on rate rise options described in the Long Term Financial Plan.

#### SOCIAL CONSIDERATIONS

The draft Community Strategic Plan was informed by a review of social and economic changes, issues and challenges affecting Ku-ring-gai over the next 10 years as well as the results of community consultation and engagement.

The plan also reflects social justice and sustainability principles and addresses the quadruple bottom line including social, economic, environment and civic leadership issues.

The Delivery Program and Operational Plan is structured under the same five outcomes, objectives and strategies contained in the Community Strategic Plan. This ensures that the program and plan address social justice principles and social issues in an integrated way, along with civic leadership, environmental and economic issues as required by the Integrated Planning and Reporting framework.

#### **ENVIRONMENTAL CONSIDERATIONS**

Development of the Community Strategic Plan was informed by the value that the Ku-ring-gai community places on the local natural environment. This has been reaffirmed through community research, engagement and consultation undertaken over the past 12 months.

The draft Delivery Program and Operational Plan, through integration with the Community Strategic Plan, address both natural and built environment issues in a comprehensive manner integrated with civic leadership, social and economic issues as required by the Integrated Planning and Reporting framework.

#### **COMMUNITY CONSULTATION**

The draft Community Strategic Plan, Resourcing Strategy (including LTFP, AMS and WMS), Delivery Program and Operational Plan, including Fees and Charges, were exhibited for community input for 28 days, between 23 April and 20 May 2025.

A Community Engagement report, detailing Phase 1 engagement and consultation undertaken as part of the preparation of the CSP, was also available on Council's website and exhibited at libraries and Council's customer service centre.

Phase 2 engagement and consultation included exhibition of the documents on Council's website and copies made available at Council's Customer Service Centre and Council's four libraries. In addition to the statutory engagement process, all residents and businesses who registered and/or participated in the Phase 1 community engagement process were invited to provide input into the draft CSP.

It is the responsibility of Council to consider all submissions made during the exhibition period, prior to adopting the plans and strategies. Communications for Phase 2 included:

Type of engagement	Details
Draft documents and information	Available on website and engagement portal 23 April – 20 May 2025 (28 days):  • 1661 page views on portal  • 945 unique visitors to portal  • 905 document downloads
Draft hard copy documents and flyers	Draft documents and flyers with translated information (3 languages) available at four Council libraries and customer service centre
Survey inviting feedback on the draft CSP vision, outcomes and strategies.	Available on engagement portal 23 April – 20 May - 32 surveys completed
Newspaper advertisements	North Shore Times – April 2025 Bush Telegraph – May 2025 Sydney Observer – May 2025
News item/media release on Council website – inviting public comments on draft plans	16 April 2025
Mayor's message on Council website	2 May 2025 (reminder of exhibition)
Ku-ring-gai e-news – notification	Sent to approx. 39,000 subscribers:  2 May - in Mayor's message and news story

	16 May – reminder
Your Say e-news notification	Sent to approx. 1230 subscribers on 30 April
Business e-news notification	Sent to approx. 1830 subscribers in May April
Sustainability e-news – notification	Sent to approx5,500 subscribers early May
Invitation/notification to Phase 1 engagement participants	Sent to 144 recipients
E-mail notification to community groups, sporting groups and hirers, organisations and agencies	Sent to 342 recipients
Notification advice to Council committees	Sent to 8 committees
Exhibition advice and translated information (3 languages) provided to Multicultural/Chinese community forum.	April 22, 2025
Social media posts	<ul> <li>Facebook - 2 May 2025 (817 reach)</li> <li>Facebook - Reminder 16 May 2025 (803 reach)</li> </ul>

# Community Strategic Plan survey results

In addition to the exhibition of the Integrated Planning and Reporting Plans the community was also invited to respond to a short survey seeking feedback on the draft vision, outcomes and strategies contained in the Community Strategic Plan. There were 32 responses to the survey. While the number of respondents was low overall feedback was positive as follows:

- The majority of respondents agreed/strongly agreed with the CSP's vision statement. Specific comments centred around:
  - o Concerns regarding the future proposed higher density housing in Ku-ring-gai and need to balance development with protecting the environment
  - Addressing the loss of trees in the area
  - Backing up the vision with action and delivery
  - o Importance of focusing on future generations.
- The majority of respondents agreed/strongly agreed with the long term objectives for Outcomes 1 to 5 of the CSP. Specific aspects of the outcomes that were most important to the respondents included:
  - Outcome 1 Our unique natural environment is protected and enhanced. Most important aspects were protection of bushland and biodiversity, maintaining and enhancing Ku-ring-gai's tree canopy, waterway health and management, reducing waste and resources.
  - Outcome 2 Sustainable urban growth and change. Most important aspects were safe and well-planned neighbourhoods, preservation of local character and heritage, revitalised local and neighbourhood centres, convenient access to services and facilities.
  - Outcome 3 Infrastructure and assets support community needs. Most important aspects were improved footpath and road network, better public transport connectivity, improved active transport options, accessible and improved sport and recreation facilities.

 Outcome 4 – An inclusive, connected and safe community. Most important aspects were community networks and connections, support services for those in need, arts and culture programs, addressing social isolation.

Outcome 5 – Leadership and service excellence. Most important aspects were council
performance and accountability, sustainable financial management, transparency in
decision-making and effective community engagement and consultation.

No changes to the exhibited CSP are proposed.

Other areas commented on in relation to the exhibited plans included:

- Need for investment in cultural facilities and sporting and recreational facilities, especially with the future anticipated population growth
- o More focus needed on improving Roseville local centre
- o Importance of financial management and reviewing alternatives to rate rises including reducing operational costs and future developer contributions.

22 submissions were received in response to the exhibited plans. A full copy of all submissions will be distributed separately to Councillors. The key issues in submissions have been summarised in the table below. The summary also includes Council's responses and recommendations.

Submission/s	Issues raised			
1. Resident – Lindfield	<ul> <li>Information sought on whether Council has undertaken an extensive review of its current operations and resourcing before seeking a potential rate rise. (Special rate variation or SRV).</li> <li>Adequacy of pedestrian safety for children at Lindfield Learning Village         <ul> <li>Requests inclusion of the proposed upgrade of a pedestrian refuge island to a wombat crossing in Eton Road between the intersections of Winchester Ave and Abingdon Road, Lindfield in Council's works program</li> <li>Recommends construction of a new footpath section in Eton Road (western side)</li> </ul> </li> </ul>			

#### Response

#### Review of Council operations and resourcing

All applications to the Independent Pricing and Regulatory Tribunal (IPART) for an SRV must be supported by detailed evidence of strategies that councils have taken to contain costs and boost productivity.

A review of Council's operations and resourcing was undertaken as part of an independent review of its financial sustainability, which was reported to Council in February 2023. The review found that:

- Council's operating expenditure per capita was below the average amount for major metropolitan councils.
- Council has a relatively efficient staffing structure, with each staff member servicing more residents than any other major metropolitan councils
- Council's infrastructure backlog was higher than comparable metropolitan councils
- Further opportunities for improvement to financial sustainability may be limited with lower operating expense per resident and lower increases in operating expenditure over the past 5 years.

The review recommended that Council take a range of actions, including:

- Reviewing Council services and service levels for increased efficiency and effectiveness. Five service reviews have been completed or underway and findings will be published in Council's annual reports.
- Completing an assessment of the asset condition of buildings and drainage, to better understand the funding requirements in these areas. One of the outcomes of this review was a relining program that extends the useful life of old stormwater pipes at a much lower cost than replacing them.

• Reviewing current contribution plans that outline how money collected from developments will help maintain and build new infrastructure, and

• Examining the need for a Special Rate Variation (SRV).

If Council resolves to commence consultation with the community on an SRV, detailed information will be provided on what Council has done to contain its costs and increase revenue from other sources to minimise the impact on residential ratepayers.

#### Replacement of pedestrian refuge island with wombat crossing

Council has approved the installation of a wombat crossing on Eton Road, between the intersections of Winchester Avenue and Abingdon Road, to replace the existing pedestrian refuge island. An application for funding was submitted to TfNSW under the Get NSW Active program with funding outcomes to be announced by the end of May 2025. Council has now been advised that the funding submission was unsuccessful on this occasion. Council will seek funding again when the window for the next round of funding submissions opens.

It should be noted that Council does not allocate funding for traffic facility upgrades in its budget. Most traffic-related projects, including this one, rely on external grant funding, primarily from TfNSW.

The existing pedestrian refuge island on Eton Road is currently supported by approved warning signage to alert motorists to pedestrian activity. Additionally, the current 40 km/h School Zone on Eton Road ends prior to the Abingdon Road intersection. It is considered highly unlikely that TfNSW will approve an extension of the School Zone beyond this point.

#### Request for footpath in Eton Road (western side)

Council has scheduled a new footpath along Winchester Avenue (from Eton Road to Lyle Avenue) for construction in the 2025–26 financial year. Community consultation with affected residents is planned for early in the financial year.

There are currently no plans to construct a new section of footpath on the western side of Eton Road (between Winchester Avenue and Shout Ridge Road) due to:

- a footpath is already available on the opposite side of the road. There are many streets throughout Ku-ring-gai that have no footpath on either side of the street and would be given a higher priority in this instance.
- Construction of the suggested section of footpath would be expensive to complete given the site constraints and would be unlikely to be considered in the short to medium term.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

# 2. Resident -

- Adequacy of pedestrian safety for children at Lindfield Learning Village
  - Requests inclusion of the proposed upgrade of a pedestrian refuge island to a wombat crossing in Eton Road between the intersections of Winchester Ave and Abingdon Road, Lindfield in Council's works program
  - Recommends construction of a new footpath section in Eton Road (western side) as well as footpath widening eastern side Eton Road.
  - Recommends extension of school zone up to Abingdon /Eton Road intersection

#### Response

# Replacement of pedestrian refuge island with wombat crossing

Council has approved the installation of a wombat crossing on Eton Road, between the intersections of Winchester Avenue and Abingdon Road, to replace the existing pedestrian refuge island. An application for funding was submitted to TfNSW under the Get NSW Active program with funding outcomes to be announced by the end of May 2025. Council has now been advised that the funding submission was unsuccessful on this occasion. Council will seek funding again when the window for the next round of funding submissions opens.

It should be noted that Council does not allocate funding for traffic facility upgrades in its budget. Most traffic-related projects, including this one, rely on external grant funding, primarily from TfNSW.

# Requested for footpath improvements - Eton Road (western and eastern side)

Council has scheduled the construction of a new footpath along Winchester Avenue (from Eton Road to Lyle Avenue) in the 2025–26 financial year. Community consultation with affected residents is planned to occur early in the financial year.

There are currently no plans to construct a new section of footpath on the western side of Eton Road (between Winchester Avenue and Shout Ridge Road) due to:

- a footpath is already available on the opposite side of the road. There are many streets throughout Ku-ring-gai that have no footpath on either side of the street and would be given a higher priority in this instance.
- Construction of the suggested section of footpath would be expensive to complete given the site constraints and would be unlikely to be considered in the short to medium term.

The existing footpath on the eastern side of Eton Road currently meets the standard minimum width requirements in accordance with guidelines. Due also to site constraints, it is not feasible to widen the path further at this stage.

#### Requested extension of school zone up to Abingdon /Eton Road intersection

The existing pedestrian refuge island on Eton Road is currently supported by approved warning signage to alert motorists to pedestrian activity. Additionally, the current 40 km/h School Zone on Eton Road ends prior to the Abingdon Road intersection. It is considered highly unlikely that TfNSW will approve an extension of the School Zone beyond this point.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

- 3. Resident -Winchester Ave, Lindfield
- Appreciates Council's planned construction of a new footpath in Winchester Ave
- Adequacy of pedestrian safety for children at Lindfield Learning Village
  - Requests inclusion of the proposed upgrade of a pedestrian refuge island to a wombat crossing in Eton Road between the intersections of Winchester Ave and Abingdon Road, Lindfield in Council's works program

#### Response

# Replacement of pedestrian refuge island with wombat crossing

Council has approved the installation of a wombat crossing on Eton Road, between the intersections of Winchester Avenue and Abingdon Road, to replace the existing pedestrian refuge island. An application for funding was submitted to TfNSW under the Get NSW Active program with funding outcomes to be announced by the end of May 2025. Council has now been advised that the funding submission was unsuccessful on this occasion. Council will seek funding again when the window for the next round of funding submissions opens.

It should be noted that Council does not allocate funding for traffic facility upgrades in its budget. Most traffic-related projects, including this one, rely on external grant funding, primarily from TfNSW.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

# 4. Resident - Lindfield.

- Adequacy of pedestrian safety for children near Lindfield Learning Village
  - urgent request for a raised pedestrian crossing for children in Dunstan Grove (to ameliorate safety concerns at the crossing near the community centre)
  - o request for extension to the safe crossings further down Dunstan Grove
  - o requested repair of crossings and footpaths further up Eton Road
  - request for stronger presence of rangers to stop illegal parking and drop off/pick-ups at Lindfield Learning Village

## Response

#### Request for raised pedestrian crossing and other safety improvements - Dunstan Grove

In 2024 Council approved a pedestrian crossing on Dunstan Grove to the south of the existing pedestrian crossing. Council does not have funding for this project at present.

In late 2024 Council made significant upgrades to the pedestrian crossing on Dunstan Grove near the Community Centre. These works included widening the crossing to meet the current standards, installing new ramps and installing speed cushions to the south of the crossing.

Council has also approved the replacement of the pedestrian refuge on Eton Road at Winchester Avenue with a raised wombat crossing. Council unsuccessfully sought funding from Transport for NSW for this project under its Get NSW Active Program. Council will continue to seek funding for this project, and for the pedestrian crossing in the lower section of Dunstan Grove.

# Request for improved crossings and footpaths - Eton Road

There are currently no plans to construct a new section of footpath on the western side of Eton Road (between Winchester Avenue and Shout Ridge Road) due to:

- a footpath is already available on the opposite side of the road. There are many streets throughout Ku-ring-gai that have no footpath on either side of the street and would be given a higher priority in this instance.
- Construction of the suggested section of footpath would be expensive to complete given the site constraints and would be unlikely to be considered in the short to medium term.

The existing footpath on the eastern side of Eton Road currently meets the standard minimum width requirements in accordance with guidelines. Due also to site constraints, it is not feasible to widen the path further at this stage.

#### Request for stronger ranger presence - Lindfield Learning Village

Rangers patrol safety outside schools on a rotational basis. Patrols are shared between all schools over the entire local government area for both AM and PM drop off and pick up schedules.

A targeted and limited safety patrol program can be implemented near schools that report an increase in illegal activity.

Lindfield Learning Village does, from time to time, experience issues, due mainly to the traffic and road pathways around the immediate area.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

# 5. Resident -Lindfield.

- Adequacy of traffic/pedestrian safety in Eton Road and around Lindfield Learning Village.
  - o Requests Installation of roundabout at Eton and Austral Roads, Lindfield
  - o suggests installation of small roundabouts at the intersection of Eton Road and Dunstan Grove and/or Shout Ridge Road
  - o requests wombat crossing in Eton Rod to supplement the proposed footpath in Winchester Ave
  - suggests protected bike lane on Eton Road into the Lindfield Learning Village.

# Response

# Requested installation of roundabouts - Eton Road

Council has previously investigated whether a roundabout could be constructed on Eton Road at Austral Avenue. It was found that it would be extremely difficult and expensive to build a roundabout at this location, due to the topography of the site. It would also require the relocation of the pedestrian crossing and ramps further east along Eton Road, which would be away from the pedestrian desire line.

The road reserve would also be too narrow to consider a roundabout on Eton Road at Shout Ridge. While it may be possible to construct a roundabout where Eton Road meets Dunstan Grove, it is unlikely to be supported due to the high cost and major kerb adjustments required in order to work.

# Replacement of pedestrian refuge island with wombat crossing

Council has approved the replacement of the existing pedestrian refuge on Eton Road between Winchester Avenue and Abingdon Road with a raised wombat crossing, subject to available funding. Council has made a submission for funding of this project under the Transport for NSW Get NSW Active Program. However, the funding submission was unsuccessful on this occasion. Council will continue to seek funding for this project.

#### Recommended protected bike lane - Eton Road to Lindfield Learning Village

Council's submission to the Department of Education's development application for the Lindfield Learning Village highlighted the need to develop a safe and separated cycle network to encourage cycling to school. When the plans for Phase 2 and 3 of the Lindfield Learning Village were placed on exhibition, Council's submission again reinforced the request that the Department of Education provide 2 -3 key separated cycle routes to the school, to increase travel to school by bicycle.

The Department's view has been that, since children under 16 are allowed to ride on a footpath, the footpath network could cater for children riding bicycles to school. The state government has funded construction of several raised pedestrian crossings at key crossing points, and new footpath in Abingdon Road to fill a substantial gap in the local footpath network. At this stage, though, there are no plans by Council to construct a separated bike path on Eton Road.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

## 6. Resident – Eton Road Lindfield

- Need for improved pedestrian crossing at Eton Road/Winchester Avenue and Abingdon Road
- Suggested narrowing of Eton Road (Western side) to enable construction of a footpath on the western side up to Shout Ridge
- Insufficient 5 minute parking for high school parents and request to rework traffic arrangements in the area

# Response

#### Replacement of pedestrian refuge island with wombat crossing

Council has approved the replacement of the existing pedestrian refuge on Eton Road at Winchester Avenue with a raised wombat crossing, subject to available funding. Council has made a submission for funding of this project under the Transport for NSW Get NSW Active Program. However, the funding submission was unsuccessful on this occasion. Council will continue to seek funding for this project.

# Request for new footpath section - Eton Road (western side)

There are currently no plans to construct a new section of footpath on the western side of Eton Road (between Winchester Avenue and Shout Ridge Road) due to:

- a footpath is already available on the opposite side of the road. There are many streets throughout Ku-ring-gai that have no footpath on either side of the street and would be given a higher priority in this instance.
- Construction of the suggested section of footpath would be expensive to complete given the site constraints and would be unlikely to be considered in the short to medium term.

The existing footpath on the eastern side of Eton Road currently meets the standard minimum width requirements in accordance with guidelines. Due also to site constraints, it is not feasible to widen the path further at this stage.

Requested changes to 5 minute parking and traffic arrangements in the area

Lindfield Learning Village student drop-offs and pick-ups by car are managed on the School's land by way of the dedicated on-site drop-off and pick-up loop road at the rear of the school, which is intended for quick turnover. Requests regarding changes to 5-minute parking should be directed to NSW Department of Education. Since it's opening, the School and Transport for NSW have been working together to fine-tune buses servicing the school in the morning and school afternoon peak periods, and this will help to further reduce the number of high school students arriving or leaving by car. In the meantime, should parents need to drop off high school children, they could use the angle parking outside the Blair Wark VC Community Centre. Council regularly monitors traffic conditions in the area but at this stage there are no plans to change traffic flows or intersection movements.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

- 7. President -Gordon District Cricket Club
- Concerned about lack of investment in local sporting infrastructure
- Requests upgrade to Killara Park Pavilion
- Requests upgrade to playing surface and centre wicket Killara Park
- Seeks review of off-leash dog policies for sports fields

# Response

# Request for upgrade of Killara Park Pavilion

Council has undertaken some improvements to the pavilion and will continue to liaise with the club and other hirers to complete maintenance works as they become an issue.

## Request for upgraded playing surface and centre wicket – Killara Park

Maintenance of the field and centre wicket is currently being completed according to Council's annual program for sports fields and officers will continue to meet with the club to discuss future maintenance works. The field was top dressed in 2024.

Unfortunately, significant upgrades to the pavilion and field cannot be completed under current funding levels. This request would need to be considered in future capital works planning dependant on council wide asset condition priorities, grant funding and/or other funding sources becoming available.

# Review of off-leash dog policies

Australia has one of the highest rates of pet ownership in the world, providing significant social and health benefits for pet owners. Council has a responsibility under The Companion Animals Act 1988 (NSW) to provide at least one off-leash area for dogs in the LGA. More than 31,000 dos were registered in the Kuring-gai LGA in 2024 equating to 25% of the population owning a dog. The first off leash dog parks in the Kuring-gai area were established the late 1990's with new sites added over time to the current provision of 21 off-leash locations across the local government area.

Whilst there are social and health benefits for the community, issues arising from shared use of sporting facilities are being addressed as part of the open space and recreation strategy (draft).

Shared sports field sites offer a mutually beneficial outcome for all users where dedicated space is limited. In practice, Council has found these sites can be challenging due to conflicts between sports and dog usage. A preferred approach is to maintain specific sites for each user where possible, with Council to transition to this position as facilities planning allows.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

# 8. President -Gordon Football Club

Current drainage and playing surface issues at Saiala Reserve impacting playing during season. Requests:

- comprehensive drainage investigation and drainage system redesign before remediation works
- investigation of drainage to redirect water from hill above playing surface away from field

• inclusion of drainage and playing surface improvements in 4 year Delivery Program – capital works programs.

#### Response

Operations staff are aware of drainage issues at Saiala Reserve and have commenced investigations into improvements to the drainage on the western perimeter of the field which are planned to commence next financial year. This will assist in the redirection of water from the hill.

Replacement of the surface and any capital improvements to drainage cannot be completed under current funding levels. This request would need to be considered in future capital works planning dependant on council wide asset condition priorities, grant funding and/or other funding sources becoming available.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

9. Kissing Point FC – junior teams

Request review of current condition of Aulaba Oval, particularly drainage infrastructure. This includes:

- Request inclusion of re-turfing project in capital works program (drainage issues and recent vandalism)
- Request enhanced maintenance.

#### Response

Operations maintenance staff will organise an assessment of Auluba Oval and meet with representatives of the club to discuss results and a maintenance program.

Selective re-turfing as required will be undertaken in response to the field assessment on an annual basis.

Complete re-turfing of the field cannot be completed under current funding levels. This request would need to be considered in future capital works planning dependent on council wide asset condition priorities, grant funding and/or other funding sources becoming available. Enhanced maintenance can be considered following a field assessment as outlined above.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

10. President -Kissing Point Sports Club

- Request inclusion of capital works improvements for Aulaba Reserve facilities in final Delivery Program and Operational Plan
- The club's priorities for improvements are detailed in the attached Aulaba Reserve Master Plan

# Response

Capital works improvements as outlined in the Club's Auluba Reserve Masterplan cannot be completed under current funding levels. This request would need to be considered in future capital works planning dependent on council wide asset condition priorities, grant funding and/or other funding sources becoming available.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

11. Player/coach
- Kissing
Point Football
Club

- Maintenance, drainage and vandalism issues for Aulaba Oval over recent years
- Requests review of current state of the oval particularly drainage
- Requests re-turfing project in next capital works cycle

#### Response

Operations maintenance staff will organise an assessment of Auluba Oval and meet representatives of the club to discuss results and a maintenance program.

Selective re-turfing as required will be undertaken in response to field assessment on an annual basis. Complete re-turfing of the field cannot be completed under current funding levels. This request would need to be considered in future capital works planning dependant on council wide asset condition priorities, grant funding and/or other funding sources becoming available.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

# 12. President -Kissing Point Football Club

- Maintenance, drainage and vandalism issues for Aulaba Oval precinct over recent years
- Seeks review of current state of the oval particularly drainage
- Seek re-turfing project in next capital works cycle

#### Response

Operations maintenance staff will organise an assessment of Auluba Oval and meet representatives of club to discuss results and maintenance program.

Selective re-turfing as required will be undertaken in response to field assessment on annual basis.

Complete re-turfing of the field cannot be completed under current funding levels. This request would need to be considered in future capital works planning dependant on council wide asset condition priorities, grant funding and/or other funding sources becoming available.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

# 13. CEO - NSFA Northern Suburbs Football Association representing 13 member

Requests inclusion of the following additional sports field upgrades in the exhibited capital works program:

- NTRA #2 and #3 fields upgrade drainage + playing surfaces whilst NTRA Facility is being built during the 2026 calendar year
- Saiala (Allan Small) Oval improve drainage + playing surface as well as new amenities building/clubhouse
- The Glade install LED lights as per approved Plan of Management and improving drainage + playing surface
- Barra Brui Oval improve drainage + playing surface
- George Christie Oval improve drainage + playing surface and install lights (NSFA, Prouille FC and Kissing Point FC would consider co-funding the lighting installation)
- Kent Oval improve drainage + playing surface and install LED lighting
- Samuel King Oval lights upgrade confirmed to be completed at end of 2025 football season
- Primula Oval upgrade amenities building
- Howson Oval improve drainage + playing surface
- Mimosa Oval improve drainage + playing surface
- Comenarra Reserve install 2 new light towers and upgrade existing 2 light towers to LED lighting
- Queen Elizabeth Reserve improve drainage + playing surface

# Response

The list of additional works suggested by NSFA are acknowledged however these cannot be completed under current funding levels. This request would need to be considered in future capital works planning dependent on council wide asset condition priorities, grant funding and/or other funding sources becoming available.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

# 14 – 18 (5 Submissions) -4 from residents and one from the President, Kuring-gai Philharmonic Orchestra

- Urgent need for additional dedicated spaces for performance, rehearsal, and cultural/community arts activities
- Difficulties finding suitable and available facilities for cultural events and performance venues
- Cultural and performance facilities for Ku-ring-gai are not mentioned in the exhibited Community Strategic Plan or Asset Management Strategy

## Response

The issues raised regarding availability of facilities for cultural events and performance venues in Kuring-gai LGA are noted. Council's recently exhibited plans included the following references to cultural and performance facilities.

The CSP includes a strategy (ref: C4) to "cultivate lifelong learning, foster local arts and creativity, and celebrate our cultural diversity", with a target to increase resident satisfaction with local opportunities for cultural and artistic participation above a baseline of 78%.

The DP&OP further details actions and achievements aiming to support the CSP. Council is committed to preparing, implementing and reviewing strategies and plans to effectively manage the impact of new development (ref: U.2.3). This includes commencing a review of the Cultural Facilities Strategy and the Community Facilities Strategy in 2025/26 to guide the delivery of these facilities over the longer term. Council is also committed to providing opportunities for the creative arts sector and local artists to participate in Council's programs and events and showcasing our diverse and talented arts community (ref: C4.2). To achieve this, several actions are planned for 2025/26, including an annual Arts and Culture Festival, promoting opportunities through Council's destination events program and supporting Council's Arts and Culture Advisory Committee.

#### 19. Resident

- Seeks further review of the Lindfield Ave upgrade before it is implemented including removal of some parking, widening of pavement, bike lane installed and 30km/hour speed limit.
- Seeks inclusion of an option in the plans to repurpose Gordon golf course as a recreational Hub.
- Does not support the Marian Street Theatre project.

# Response

#### Lindfield Ave upgrade

Council has adopted the Lindfield Avenue and Tryon Road Streetscape Upgrade concept plan, and the design is progressing on that basis. Some kerbside parking on Lindfield Avenue is being reallocated to allow for new pedestrian crossings and the new traffic lights at the intersection of Lindfield Avenue and Tryon Road, and traffic lanes are being narrowed to widen footpaths, but there is no bike lane on Lindfield Avenue proposed as part of the Upgrade project.

Council's new Smart Transport Advisory Committee will consider and advise Council on the suitability and implementation of 30km/h speed limits in Ku-ring-gai. In the meantime, the design of the Lindfield Avenue and Tryon Road Streetscape Upgrade includes treatments to support a 40km/h High Pedestrian Activity Area. The principles in the wider Lindfield Public Domain Plan seek to improve pedestrian/cycling safety and amenity through treatments such raised pedestrian crossings, continuous footpath treatments, reduced traffic lane widths/widened footpaths, and new/shorter mid-block crossing points.

#### Gordon golf course

Council has a standing Council resolution to review the long term strategic operations of the Gordon golf course and possible utilisation for alternative uses. Council is currently developing the Open Space and Recreation Strategy to be completed by 2025, with consideration of the golf course and other sporting facilities to increase community use identified for assessment.

#### Marian street theatre project

The resident comments are noted.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

#### 20. Resident

- Submission made to both TOD engagement and CSP/IP&R plans exhibition
- Recommends further examination of alternative funding options to SRV in particular asset sales

## Response

#### Housing alternatives to TOD policy

- Comments and suggestions related to the TOD alternatives scenarios were assessed through Council's separate housing consultation reporting.
- The resident was advised of Council's previous Forum and Extraordinary Meeting dates related to alternative housing scenarios to TOD.

## Review of alternative funding options to SRV

All applications to the Independent Pricing and Regulatory Tribunal (IPART) for an SRV must be supported by detailed evidence of strategies that councils have taken to contain costs and boost productivity.

If Council resolves to commence consultation with the community on an SRV, detailed information will be provided on what Council has done to contain its costs and increase revenue from other sources to minimise the impact on residential ratepayers.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

# 21. Resident

• Supports changes to zoning to allow higher density housing around public transport /railway stations.

#### Response

The resident comments are noted. The resident was advised of Council's previous Forum and Extraordinary Meeting dates related to alternative housing scenarios to TOD.

## Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

# 22. Resident

- Submission made to both TOD engagement and CSP/IP&R plans exhibition
- Objected to Council's response to the TOD

#### Response

- Comments related to the TOD alternatives scenarios were assessed through Council's separate housing consultation reporting.
- Residents were advised of Council's Forum and Extraordinary Meeting dates related to alternative housing scenarios to TOD.

#### Recommendation

Subject to Council's decision on the recommendations for this report, the resident to be advised in terms of the response above.

## INTERNAL CONSULTATION

Briefings and workshops were held with councillors and the organisation as part of the review and preparation of the plans and strategies. This included:

• Information on legislative and Integrated Planning and Reporting requirements for NSW Councils for the preparation and review of all Integrated Planning & Reporting documents, including the Resourcing Strategy.

Advice on budget parameters for 2025-2026 as well as challenges and opportunities affecting
the financial, asset and workforce sustainability of Council and its ability to respond to
identified long term priorities.

- Workshops to review the effectiveness of the previous CSP, challenges and opportunities for Ku-ring-gai over the next 10 years, the results of community engagement and development of a revised community vision and strategies to achieve the vision over the next 10 years.
- Consultation across the entire organisation in reviewing the current CSP and developing appropriate performance measures for strategies.
- Consultation with Councillors and senior management at workshops and briefing sessions to identify and review Council's priorities during its term. This work informed the development of the Resourcing Strategy, Delivery Program and Operational Plan, including preparation of the budget and revenue policy, development of actions and review of performance measures.

# Service improvement program

Further to exhibition of the DP&OP the following specific service reviews have been identified for commencement in 2025-2026. The exhibited Action L2.4.2: *Conduct systematic reviews of council services to identify opportunities to improve efficiency and effectiveness*, will be replaced with the following Actions:

Term Achievement – L2.4: Council services are progressively reviewed to determine agreed service levels and improvements to service efficiency and sustainability with available resources.

#### Proposed Actions:

- L2.4.2: Conduct the environment and sustainability programs service review in line with Council's targeted service review program.
- L2.4.3: Conduct the stormwater management service review in line with Council's targeted service review program.
- L2.4.4: Conduct the tree management service review in line with Council's targeted service review program.
- L2.4.5: Conduct the libraries service review in line with Council's targeted service review program, through the participation in the Local Government Professionals "Service Reviews in a Box" program.
- L2.4.6: Complete the community development programs service review in line with Council's targeted service review program.

Note that exhibited Action L2.4.3 to be renumbered to L2.4.7. This program may need to be adjusted over the course of the year to accommodate changing or emerging priorities.

#### Monitoring and reporting on performance

Under the Integrated Planning and Reporting (IP&R) framework, councils are required to monitor and report on their progress in achieving the objectives, strategies and term achievements outlined in their Community Strategic Plan, Delivery Program and Operational Plan. This ensures transparency, accountability and continuous improvement in local government service delivery.

Progress is principally measured through quarterly and biannual reviews of one year actions and four year term achievements, representing capital/operational projects, programs and service delivery. Progress against delivery timeframes or milestones can be flagged as on-track, off-track or completed.

To complement this reporting, the plans also include a series of performance indicators that provide further insights into how outcomes are being delivered to the community. A comparison of results over time enables trends to be identified in progressing Council's Delivery Program and Ku-ring-gai's Community Strategic Plan.

As part of the development of the new CSP and DP&OP, performance measures were reviewed in consultation with Council managers and subject matter experts. This included:

- progress indicators developed for each strategy in the Community Strategic Plan that provide a view of community satisfaction and other outcomes in support of each of the strategies and community priorities.
- performance indicators in the DP&OP to assist in reviewing how well Council and community priorities are being progressed.

During the exhibition period, a series of refinements were made to performance measures in the DP&OP. The following measures have been removed to reduce duplication and improve clarity, as progress against these milestones will be tracked and reported against the relevant actions:

- 90% completion of the review of the s7.11 Contributions Plan by June 2026 (project milestone under action A1.1.1).
- Adopt and implement the Affordable Housing Policy and Affordable Housing Contributions Plan by June 2026 (project milestone under action U1.1.2).
- Complete preparation of a draft Employment Lands Strategy by June 2026 (project milestone under action U2.3.5).
- Completion of agreed improvements for Lindfield Avenue and Tryon Road streetscape upgrade by June 2026 (project milestone under action U3.1.5).
- Completion of agreed neighbourhood centre improvements by June 2026 (project milestones under action U3.2.2).
- Report to Council on opportunities for developing Ku-ring-gai's night-time economy by June 2026 (project milestone under action U5.1).
- 90% completion of the review of the s7.11 Contributions Plan by June 2026 (project milestone under action A1.1.1).
- 100% of Council's Asset Management Plans are reviewed consistent with Council's Asset Management Strategy by June 2026 (compliance process under action A1.2.2).
- Maintain the number of community groups and organisations participating in Council's annual Sporting Forum at 19 or above (addressed under action A2.2.2).
- Increase the number of initiatives focused on alternatives to private car use facilitated by Council (initiatives to be reported under actions A5.1.1 and A5.1.6).
- Complete a project plan for the development of a draft Reconciliation Action Plan by June 2026 (project milestone under action C2.2.1).
- Deliver stage 1 and 2 of the Property and Rating CIA upgrade by June 2026 (project milestone under actions L3.2.1 and L3.2.4).

The following measures have been carried over from the previous DP&OP where they support tracking of council performance towards the outcomes in the CSP, achievement of council and community priorities and Council efficiency:

## Outcome 1: Our unique natural environment is protected and enhanced

• Monitor the number of hectares of bushland under regeneration (indicator included to support council strategy and community priority of environmental protection).

# Outcome 2: Sustainable urban growth and change

• Maintain the percentage of tree management requests actioned within agreed service delivery standards at or above 80%. (indicator included to reflect Council service standards and community priority regarding tree management).

Outcome 3: Infrastructure and assets support community needs.

- At least 85% of Council's capital works programs for roads, carparks and stormwater drainage are completed each year. (indicator included to reflect capital project delivery across all key asset types).
- Monitor potable water consumption from Council operations (indicator included to support council strategy and demonstrate efficiency in water usage).
- Monitor electricity consumption of Council's fixed assets (indicator included to support council strategy and demonstrate efficiency in energy use).
- Total greenhouse gas emissions from Council operations are trending downwards on a pathway to Net Zero by 2040. (indicator included to support council's Net Zero strategy and demonstrate efficiency).
- Monitor the number of improvements to traffic facilities delivered each year (replaces measure in previous draft to "secure approvals and funding for at least 5 new traffic facilities" to provide greater focus on project delivery)

# Outcome 4: An inclusive, connected and safe community

• Increase the number of participants in Council's events and programs above 60,000 each year (indicator included to support council service objective and increase community participation).

The measures have also been grouped and listed under each outcome in the revised draft (see extract of the draft DP&OP at **Attachment A3**). This provides greater clarity by presenting a more integrated "dashboard" of measures under each outcome.

#### SUMMARY

The Community Strategic Plan, Resourcing Strategy (including LTFP, AMS and WMS), Delivery Program and Operational Plan, incorporating the budget, capital works program, statement of revenue policy and separate fees and charges were prepared in accordance with the *Local Government Act 1993* and the Integrated Planning and Reporting framework.

The plans, including new rate rise scenarios adopted by Council at its 15 April 2025 meeting, were publicly exhibited for 28 days, and during this period input from the community was sought, considered and reported back to Council.

The new rate rise scenarios have been included in the Long Term Financial Plan and Asset Management Strategy and are attached as:

- Long Term Financial Plan 2025-2035 (Attachment A1)
- Asset Management Strategy 2025–2035 (Attachment A2)

The proposed changes to performance indicators in the exhibited Delivery Program and Operational Plan, as discussed in this report and presented in the extract at **Attachment A3**, are not considered to have a substantial or material change to the term achievements and delivery of Council's services and projects. For this reason, it is recommended that Council adopt the revised document without the need to re-exhibit.

## RECOMMENDATION:

#### That Council:

- A. adopts the Community Strategic Plan 2035, Resourcing Strategy 2025-2035 comprising Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy, DP&OP, incorporating the budget, capital works program, statement of revenue and fees and charges for 2025–2026 with recommended amendments discussed in this report.
- B. That Council adopts the rates structure as presented in this report.
- C. commence comprehensive community engagement on the rate rise options described in the Long Term Financial Plan, and include an action to reflect this in the DP&OP.
- D. That Council writes to all residents and groups that made submissions in relation to the draft Community Strategic Plan, draft Resourcing Strategy, draft Delivery Program and Operational Plan and advise them of the outcomes of Council's consideration.

Christopher M Jones Ann Wang

Manager Governance & Corporate Strategy A/Manager Finance

Helen Lowndes Edwin Athaide

Integrated Planning Coordinator Revenue Accountant

Angela Apostol

Director Corporate

Attachments: A1 Using Term Financial Plan - Revised Draft 2025/173878

A3. Asset Management Strategy - Revised Draft 2025/171782
Delivery Program and Operational Plan - Revised Draft 2025/173562 (extract)



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## **Executive summary**

Ku-ring-gai Council's Long Term Financial Plan (LTFP) contains a set of long-range financial projections based on an informed set of assumptions. It is designed to reflect the financial impacts of providing current levels of service and the planned programs of capital works.

The plan is informed by the Community Strategic Plan and Delivery Program and focuses on community needs and Council's strategic priorities.

The LTFP includes an analysis of:

- · Council's financial objectives, and methods of monitoring financial performance.
- · Existing and emerging challenges to Council's financial position
- · Assumptions used to develop the plan
- · Financial scenarios, including three scenarios which rely on a Special Rate Variation (SRV)
- Sensitivities which are most likely to affect the plan
- Detailed financial tables

The LTFP contains a core set of assumptions. These assumptions are based on Consumer Price Index (CPI) forecasts, interest rate expectations, employee award increases, loan repayment schedules, special price forecasts for certain Council specific items, planned asset sales and other special income and costs.

#### Overview

The LTFP covers the financial years 2025/26 to 2034/35. It recognises its current and future financial capacity, to continue delivering services, facilities and infrastructure to the community while commencing new initiatives and projects to achieve the goals set down in its Community Strategic Plan.

Financial planning over a 10-year time horizon is challenging and relies on a variety of assumptions that will undoubtedly change during this period. The LTFP is therefore closely monitored, and regularly revised, to reflect these changing circumstances.

While Council remains in a satisfactory financial position, long term financial sustainability continues to be a significant challenge for Council and local governments across Australia.

This is largely due to rising costs generated by increasing community demand for services, aged facilities and infrastructure and restricted revenue that does not keep up with those costs.

To ensure long-term financial sustainability, it is crucial to explore additional recurrent revenue sources that strike a balance between the community's capacity and willingness to pay and the demand for services, facilities, and infrastructure. Addressing these challenges requires careful consideration and decisions regarding the revenue and expenditure pathway, especially amidst changing circumstances.

The LTFP notes that Council's financial position, and its current infrastructure backlog, will worsen without additional sources of funding. It also notes that Council is currently running an efficient operation, with a population to staffing level which is the second lowest in Sydney.

The financial challenges and risks facing Council include the following:

#### Normal Operations

 Limited revenue growth poses significant challenges for Council in keeping pace with rising costs. In 2025/26, rates revenue is projected to increase by 6.1%, in line with the rate peg set by the NSW Independent Pricing and Regulatory Tribunal (IPART). From 2026/27

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onwards, a rate peg of 3% is assumed, yet Council anticipates a series of underlying operating deficits. This situation primarily flows from cost increases in asset depreciation, labour and material and contracts, outweighing increases in Council's revenue sources.

#### Asset Management

Council has insufficient existing funding streams to sustainably manage and improve its
existing infrastructure assets and meet community expectations. Council's infrastructure
asset portfolio is large (\$1.8 billion assets) and is continuously increasing which puts pressure
on future maintenance and renewal budgets. Unless additional funding is identified the
condition of Council's assets is expected to deteriorate and the infrastructure backlog will
continue to increase significantly.

#### **Debt Management**

- The \$13.5 million loan required to fund construction of the St Ives Indoor Sports Centre is proposed to be partly repaid from a SRV.
- The \$30.4 million loan required to fund construction of the Marian Street Theatre is proposed to be repaid from a SRV.

Four scenarios (Base Case and are outlined in detail in the LTFP for consideration, as outlined below:

# A Base Case, which projects a 'business as usual' scenario leading to accelerated asset degradation

Under this scenario:

- Council will record annual operating deficits averaging \$2.3 million (excluding capital grants and contributions).
- Without additional funds to address infrastructure needs, Council's infrastructure backlog is
  projected to grow significantly over the next 10 years. The cost to bring unsatisfactory assets
  to a satisfactory condition would increase by 81.8% to \$200.98 million, while the cost to bring
  them to a new condition would grow by 39.1% to \$325.1 million.
- · Potential cuts to Council services or projects will be required

There would be a noticeable decline in the quality and adequacy of Council's infrastructure, with additional infrastructure service failures. This would be most pronounced in the stormwater and building asset classes.

# Special Rate Variation (SRV) Option 1 - Renew infrastructure

Under this scenario:

- A SRV of 19% above the cap would apply, providing approximately \$16.5 million in additional revenue per annum, before indexation, commencing in 2026/27.
- Council would record operating surpluses averaging \$13.1 million from 2025/26 to 2034/35 (excluding capital grants and contributions).
- These surpluses would be able to be re-invested into the renewal of existing stormwater, building, recreation and open space and footpath infrastructure.
- Compared to the Base Case scenario, Council would be able to undertake an additional \$149.2 million in capital expenditure over 10 years.
- Council's infrastructure backlog is projected to decrease over the next 10 years. The cost to bring assets to a satisfactory condition (CTS) would fall from \$110.56 million in 2025/26 to

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- \$53.00 million in 2034/35, while the cost to bring assets to a new condition would reduce to \$175.4 million
- In addition, Council would use the SRV revenue to partially fund repayments on a \$13.5 million loan for the St Ives Indoor Sports Centre.
- The impact on an average ratepayer would be approximately \$355 per annum (or \$6.83 per week) above the rate peg.

#### Special Rate Variation (SRV) Option 2 - Renew and Enhance Infrastructure

Under this scenario:

- A SRV of 26% above the cap would apply, providing \$22.6 million in additional revenue per annum, commencing in 2026/27.
- Council would record operating surpluses averaging \$18.7million (excluding capital grants and contributions).
- With these surpluses, Council would be able to fund the additional existing infrastructure renewal and loan repayments envisaged in Option 1, along with funding additional renewals, new footpaths, and infrastructure upgrades.
- Compared to the Base Case, Council would be able to spend an additional \$209.8 million in capital expenditure over 10 years.
- Council's infrastructure backlog is projected to decrease over the next 10 years. The cost to bring assets to a satisfactory condition (CTS) would fall from \$110.56 million in 2025/26 to \$48.9 million in 2034/35, while the cost to bring assets to a new condition would reduce to \$171.7 million.
- The impact on an average ratepayer would be approximately \$486 per annum (or \$9.35 per week) above the rate peg.

#### Special Rate Variation (SRV) Option 3 – Renew, Enhance and Expand Infrastructure

Under this scenario:

- A SRV of 32% above the cap would apply, providing \$27.8 million in additional revenue per annum, commencing in 2026/27.
- Council would record operating surpluses averaging \$21.9million (excluding capital grants and contributions).
- With these surpluses, Council would be able to fund the additional existing infrastructure renewal and loan repayments envisaged in SRV Option 2, along with funding new footpaths, and the construction and operation of the Marian Street Theatre project.
- Compared to the Base Case, Council would be able to spend an additional \$247.1 million in capital expenditure over 10 years.
- Council's infrastructure backlog is expected to decline over the next decade. The cost to bring
  assets to a satisfactory condition would fall from \$110.56 million in 2025/26 to \$55.37 million
  in 2034/35, while the cost to bring assets to a new condition would decrease by 23.6% to
  \$178.5 million.
- The impact on an average ratepayer would be approximately \$598 per annum (or \$11.50 per week) above the rate peg.

All scenarios also cater for:

· Adequate cash reserves to pay current liabilities

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 Debt repayments within the relevant performance measure, and a clear timeline for the extinguishing of debt.

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# About the Ku-ring-gai Council area

The Ku-ring-gai Council area covers some 85 square kilometres and, in 2023, had an estimated residential population of 127,000.

By 2035, as Sydney continues to grow and new NSW Government housing policies come into effect, our population is estimated to grow by 14% to 144,664.

Ku-ring-gai is also home to 15,158 local businesses, with the largest sectors being health care and social assistance, education and training and professional, scientific and technical services.

Ku-ring-gai Council services are delivered to the community via five departments together with the General Managers unit (Civic) and Major Projects unit. Each discrete service is provided by one of the twenty-two business/service units that operate across the departments. <sup>1</sup>

Some of the unique features of the Ku-ring-gai LGA, which need to be considered by this LTFP, include that Ku-ring-gai has:

- On a per capita basis, the highest level of open space of any Sydney council
- · A socio-economic advantage rating which in 2021 was the third highest in Australia
- A heavy reliance on residential, as distinct to business rates
- A relatively low population density of 1,487 people per square kilometre, which is below the metropolitan average.

This LTFP further explains how the above and other local features influence Council's financial position.

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<sup>&</sup>lt;sup>1</sup> See page 123 of Council's 2023/24 Annual Report

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# Long Term Financial Plan (LTFP) objectives and performance monitoring

Council's overall guiding principle, in preparing this LTFP, is to maintain a healthy financial position, underpinned by a sound income base and commitment to control and delivery of services, facilities and infrastructure demanded by the community in an effective and efficient manner.

For this LTFP, Council has worked to outline a new and updated set of financial objectives, which are explained further in the table below.

#### MAINTAIN LONG TERM FINANCIAL SUSTAINABILITY

Deliver a balanced budget and operating surpluses to funds capital works

Meet key financial performance measures including liquidity and cash reserves

Deliver community-aligned services

#### MANAGE INFRASTRUCTURE ASSETS AND CAPITAL WORKS

Establish priority for funding and infrastructure needs

Meet key infrastructure and asset performance measures

Ensure sufficient maintenance and renewal of Council assets

Assess and adjust the current capital works plan for feasibility and affordability

Secure funding for significant projects

#### **MANAGE DEBT RESPONSIBLY**

Ensure debt is affordable and within limits

Monitor and supervise debt levels and consider refinancing

Identify and plan sources of repayment

#### BE FINANCIALLY RESPONSIBLE AND ACCOUNTABLE

Act with integrity and ethically in all financial matters

Make informed and careful decisions in all financial matters

Provide clear and accurate financial information

Accept responsibility and be accountable for financial decisions

Table 1 - Council's financial objectives

#### **Performance monitoring**

Council reviews and updates its LTFP on an annual basis as part of the annual exhibition of its Integrated Planning and Reporting framework. This includes reviewing the revenue and expenditure assumptions which underpin the LTFP.

Council monitors progress on its Annual Budget and the LTFP by undertaking quarterly budget reviews. These reviews examine major operating and budget variations, provide updated Operating Result and Cash and Investments statements along with information on contracts and consultancy expenses.

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#### **Terminology**

For the purposes of this document, when this document refers to a "Sydney council average", this is a reference to data collected from councils that the NSW Office of Local Government defines as Metropolitan or Metropolitan Fringe, excluding councils which did not provide data or the City of Sydney Council, which is regarded as an outlier.

References to "performance measures" is a reference to "performance benchmarks" for financial and asset outcomes as outlined in the Integrated Planning & Reporting Handbook. These benchmarks are also incorporated in Council's Financial statements.

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# Existing and emerging challenges to Council's financial position

This section outlines the existing and emerging challenges impacting Council's financial position, which this LTFP seeks to address.

#### Local government sector-wide financial sustainability challenges

Two recent Parliamentary reports have illustrated local government sector-wide funding and financial sustainability challenges.

In February 2025, the Australian Parliament's Standing Committee on Regional Development, Infrastructure and Transport published an interim report into local government sustainability. <sup>2</sup>

Observations from this report, which are directly relevant to this LTFP, are that:

- Councils are increasingly being required to provide a more diverse range of services and manage increasingly complex infrastructure assets (including services and assets formerly provided by State and Federal governments).
- Councils are facing increasing costs managing the impacts of extreme weather events. Each
  of these events typically costs Council several hundred thousand dollars in clean-up
  expenses, which are not always recoverable from the NSW Government.
- To support needed new housing supply, councils are expected to fund a widening gap between developer contributions and the cost of providing infrastructure.

Separately, in November 2024, the NSW Legislative Council's Standing Committee on State Development published a report which looked at the ability of local governments to fund infrastructure and services. <sup>3</sup>

This report agreed with the Australian Parliament's report that councils are now delivering increasingly diverse services and facing increasing costs due to extreme weather.

It also raised concerns that the existing system of rate revenue capping has not kept pace with the level of income councils need to adequately meet the needs of their communities.

It concludes that "the ongoing financial challenges councils are experiencing cannot be overcome through fiscal discipline alone and are threatening the long-term sustainability of the sector".

#### **Cost-shifting**

Both of the above Parliamentary inquiries raised concerns about the financial position of councils being undermined by the NSW or Australian Governments shifting costs on to councils.

The NSW Legislative Council's Standing Committee on State Development recommended that the NSW Government identify opportunities to reduce activities which shift cost burdens from the NSW Government to local councils, and also undertake greater consultation with councils before implementing any cost-shifting.

www.aph.gov.au/Parliamentary Business/Committees/House/Regional Development Infrastructure and Transport/Localgovernmentsustaina

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<sup>&</sup>lt;sup>2</sup> Find out more at

 $<sup>{\</sup>color{red}^{3}} \ Find \ out \ more \ \underline{www.parliament.nsw.gov.au/committees/inquiries/Pages/inquiry-details.aspx?pk=3040}$ 

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The Australian Parliament inquiry recommended the creation of a new tripartite agreement between all three levels of government, that ends the cost shifting onto councils.

Ku-ring-gai Council has identified some \$13.3 million worth of costs, applied in 2022/23, which were as a result of NSW Government cost-shifting. This primarily includes:

- \$3.5 million in emergency services levy payment
- \$5.5 million in waste levy, the difference between the levy Council pays on its waste disposal and received grants
- \$1 million shortfall between capped statutory development application fees, and the cost of processing these applications
- \$0.2 million in under-funding for the mandatory pensioner rate rebate

These costs represent an average impact of \$287 per current Ku-ring-gai ratepayer. <sup>4</sup>

#### Ku-ring-gai rating challenges

Rates on unimproved land values are Council's most important revenue source, comprising around half of Council's operational revenue in 2023/24.

However, Ku-ring-gai's relatively large areas of non-rateable public open space and low population density, along with its inability to rely on large amounts of funding from business rates, means the council is less able than many other local government areas to fund services and key infrastructure such as roads and open space improvements. This comparative disadvantage is exacerbated by ongoing capping on rates revenue by the NSW Government.

#### Low rates per capita

Ku-ring-gai Council's total rates revenue per capita in 2023/24 was \$584, which was 7.3% below the metropolitan and metropolitan fringe average of \$630. This figure is an indication that Council has comparatively less capacity, compared to most other Sydney council areas, to service the needs of its population through its rates revenue.

The largely comes about because Ku-ring-gai is, unlike many other council areas, unable to rely on significant business rating revenue. Ku-ring-gai in 2023/24 earned \$40 in business rates per capita, compared to a Sydney council average of \$132. Furthermore, in 2023/24, Council's total business rating revenue of \$5.2 million was well below the Sydney average of \$21.2 million in the same year.

In the local government sector, business rate income is regarded as a significant financial benefit, as the rate paid per dollar of business rateable land is often higher than residential land.

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<sup>&</sup>lt;sup>4</sup> Based on 46,280 rates assessments as at March 2025

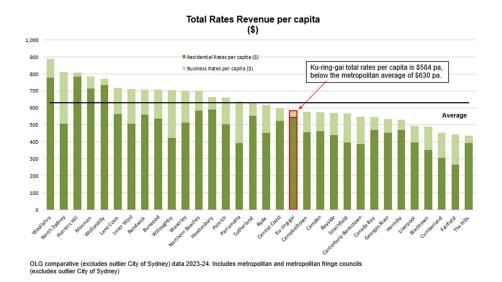


Table 2 - Ku-ring-gai Council's 2023/24 total rates revenue per capita compared to other Sydney councils

#### Comparatively low available rates per kilometre of road

Road length is a direct driver of council costs (for cleaning, maintenance, renewal and traffic management). Road length also correlates with the amount of area that is developed for human habitation, requiring support from local government services and infrastructure. Therefore, rates per km of road is a useful proxy measure of service efficiency and levels of resourcing compared to other councils.

Ku-ring-gai Council's rates per km of road (\$153,678) is 27% below the Sydney council average (\$209,798). This is an indication of the comparatively lower levels of rates funding that Council has available to maintain services.

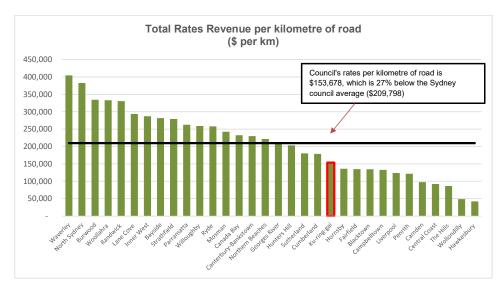


Table 3 – Amount of rates revenue per kilometre of road compared to other Sydney councils

#### Comparatively low available rates funding per hectare of open space

Area of open space directly impacts on council costs related to maintenance and upkeep of parks, playing fields and bushland reserves. Rates per ha of open space is also a useful proxy measure of service efficiency and levels of resourcing compared to other councils.

Ku-ring-gai Council's rates per ha is \$46k, which is the lowest rate in Sydney and significantly lower than the average, suggesting under-resourcing.

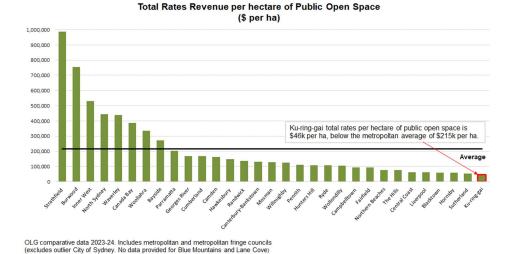


Table 4 – Amount of rates revenue available for each hectare of public open space compared to other Sydney councils

## **Financial Sustainability Review**

In 2022/23, and partially in response to some of the above funding challenges, Council commissioned independent consultants to undertake an independent review of its Resourcing Strategy, LTFP and Assets Management Strategy. This review, known as the Financial Sustainability Review, was reported to Council in February 2023.

The review examined the following questions:

- · Are the assumptions underpinning Council's financial strategies sound?
- Are the strategies sufficient to maintain Council's assets and infrastructure portfolios and deliver its 10-year capital works plan?
- What options does Council have to deliver its maintenance and works commitments and obligations?

The review found that, Council had:

- Operating expenditure per capita which was below the average amount for major metropolitan councils.
- A relatively efficient staffing structure, with each staff member servicing more residents than any other major metropolitan councils
- An infrastructure backlog which was higher than comparable metropolitan councils
- When coupled with lower operating expense per resident and lower increases in operating
  expenditure of the past 5 years, it suggests Council has been on an improvement path and
  further opportunities for improvement may be limited.

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Based on its analysis, the review recommended Council take a range of actions, including:

- Reviewing Council services, including for service levels and efficiency and effectiveness
- Updating the portfolio-wide asset condition of buildings and drainage, to better understand the funding requirements in these areas
- · Reviewing current contribution plans
- Examining the need for a Special Rate Variation (SRV).

The outcomes and recommendations of the Financial Sustainability Review, and Council's response to these recommendations, have informed the development of Council's 2023/24 and 2024/25 budgets, and this LTFP.

#### Infrastructure assets

In response to the Financial Sustainability Review, Council has conducted updated reviews on stormwater drainage and buildings.

In addition, data from Council's recent financial statements, and partially in response to the above updated condition reviews, has shown that Council's backlog of necessary infrastructure renewals, and gap between actual and required maintenance, is increasing.

## Stormwater drainage condition review

Ku-ring-gai Council is responsible for around 12,000 stormwater drainage pipes which are predominantly located under road reserves and run to a length of nearly 300km. Council is also responsible for around 12,100 drainage pits, headwalls or other inlet structures, and a range of open drainage channels. In 2023/24, the gross replacement cost (GRC) of stormwater assets was \$512 million.

This stormwater system plays a crucial role draining rainwater from private and public buildings, streets and open space, particularly during heavy rainfall events.

However, Council's stormwater infrastructure has largely not been renewed since being built when the Ku-ring-gai area was first developed between the early to mid -1900s.

In 2022/23, Council conducted a comprehensive revaluation of its stormwater assets which uncovered that these assets were in a more deteriorated state than had been previously assumed. Examples of deterioration included pipe blockages, joint failure and cracking, and tree root and other foreign object intrusion.

Council followed this revaluation with an external review of stormwater assets, which was undertaken in 2023/24. This review involved the collection of additional CCTV data and an independent assessment of the conditions, useful lives and performing a revaluation of stormwater assets.

This review estimated that 43% of Council's stormwater assets were classified as being in a poor or very poor condition, with many of the assets coming to the end of their useful life and not operating as efficiently as they should.

The review introduced a new optimal renewal methodology, resulting in reduced depreciation costs. The methodology identified that stormwater pipes in certain conditions could be renewed more cost-effectively by adding a new inner lining, a process known as re-lining, eliminating the need for full

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replacement. This approach significantly lowers renewal costs while maintaining the functionality and longevity of stormwater pipes.

## **Buildings condition review**

Council is responsible for some 300 buildings with a gross replacement cost of \$207.36 million, ranging from administration buildings through to bus shelters, amenities blocks, libraries, community halls, childcare centers and carparks.

In response to a Financial Sustainability Review recommendation, Council in 2023/24 engaged independent asset consultants to develop a prioritized capital upgrade program for Council's buildings portfolio and to review the Asset Management Plan (AMP) for its building assets.

This review identified that about 53% of the evaluated buildings needed capital upgrades, with recommended treatment options of either refurbishment or knockdown and rebuild.

These buildings typically require works to address:

- Modern accessibility standards, including through the construction of access ramps, disabled toilets and providing sufficient internal access movement space
- The needs of the rising number of female athletes and users, including the provision of separated changing facilities and toilets
- Significant issues with the building's structure or performance, such as waterproofing failure, poor lighting or degraded internal finishes.

The review resulted in development of a 10-year detailed prioritised program of building upgrade works with estimated costs of around \$163.5 million over 10 years to modernise Council buildings, with most buildings requiring refurbishment and some requiring a knockdown.

## Funding gap for asset maintenance

The Financial Sustainability Review highlighted a funding gap for the asset maintenance program. While maintenance is currently funded from general revenue, the existing allocation is insufficient to sustain the program and meet required performance measures, requiring additional funding sources.

Council has also faced challenges in keeping up with its maintenance program in the past.

The table below shows the gap between actual and required maintenance since 2021/22. Maintenance under-spending is most pronounced in the stormwater and roads asset classes

	Year	Required maintenance (\$000s)	Actual maintenance (\$000s)	Gap
L	2021/22	\$18,320	\$17,456	\$864
L	2022/23	\$17,720	\$16,200	\$1,520
	2023/24	\$18,740	\$17,230	\$1,510
	Total	\$54,780	\$50,886	\$3,894

Table 5 – Gap between required and actual maintenance since 2021/22

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The relevant performance measure is for councils to spend at least 100% of the amount that is required to maintain assets. This is known as the Asset Maintenance Ratio.

In 2023/24, Ku-ring-gai Council's Asset Maintenance Ratio was 91.9% and therefore Council did not meet the relevant measure.

## Rising infrastructure backlog

After considering the updated asset condition reports, the cost to bring all Council's key asset classes in a very poor, or poor, condition to a satisfactory condition increased from just over \$20 million in 2017/18 to \$104.9 million in 2023/24. This increase resulted from detailed analysis of condition data across some asset classes, aligning the data with increased infrastructure costs, and comprehensive asset revaluations to ensure greater accuracy.

Furthermore, in 2023/24, the cost of bringing infrastructure to a satisfactory standard represented 9.12% of the net carrying amount of these assets, which was well above the relevant performance measure of 2% or less (known as the Infrastructure Backlog Ratio).

From 2017/18 to 2022/23, the cost to bring Council's infrastructure assets to agreed service levels increased from \$70.7 million to \$323.3 million. These figures represent the cost of bringing assets in an unsatisfactory condition (that is very poor and poor) to a new condition. Following an external review of Council's stormwater assets, this figure reduced to \$227.5 million in 2023/24. The reduction was driven by the adoption of the optimal renewal methodology, which significantly lowers renewal costs while preserving the functionality and longevity of stormwater pipes.

From 2018/19 to 2023/24, the percentage of Council's assets in a poor (renewal required) or very poor (urgent renewal/upgrading required) condition has increased from 6.2% to 20.1%.

The above figures illustrate Council's increasing challenge to renew infrastructure to meet community expectations and NSW Government performance measures.

## Community research

In 2024, Council commissioned independent research on the community perception of its services and facilities. This research involved interviews with 501 randomly selected Ku-ring-gai residents, with the results from these interviews weighted so that they reflected the adult age and sex characteristics of the Ku-ring-gai population. <sup>5</sup>

As part of this research, Council asked respondents whether they would be willing to pay higher rates to support improvements in a range of areas.

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<sup>&</sup>lt;sup>5</sup> See Community feedback report Ku-ring-gai

The table shows the areas which had the highest levels of support in response to this question.

Area	Percentage of respondents who were at least somewhat supportive of a rate rise
Parks and sportsgrounds	74%
Roads	73%
Footpaths	69%
Stormwater drainage	62%
Public toilets	59%
Swimming pools	56%
Theatres	54%
Other cultural facilities	53%
Community buildings	52%

Table 6 – Percentage of residents who are at least somewhat supportive of a rate rise to support improvements in certain asset areas

# Challenges delivering new infrastructure to support growth and changing community needs

In late 2023, the NSW Government announced major Statewide planning reforms, which had a significant effect on Ku-ring-gai.

The first of these reforms involved the creation of Transport Oriented Development precincts from Roseville to Gordon stations. Council estimates that these reforms will generate some 23,000 new dwellings and an increased population of 46,000. This means the new residents who will eventually live in these precincts will increase the LGA's overall 2023 population by 36%.

The second of the reforms, known as the Low and Mid-Rise reform, was exhibited in early 2024 and will progressively come into operation across 2025. This reform will see additional dual occupancy, terrace, townhouse and small apartment building development in other well-located areas across the LGA. The precise dwelling yield from this reform is not known at this stage.

To better meet the infrastructure needs of this increased population, Council will review its local infrastructure contributions plan, which outlines how Council requires the development industry to contribute to the cost of delivering infrastructure that supports new development. By undertaking this review, Council will seek to ensure that the plan is aligned with the infrastructure needs of new residents in the precincts.

However, in doing this Council will be limited by the NSW Government's development contribution framework.

Firstly, Council can generally only levy contributions for the infrastructure needs of the new residents, as distinct to the needs of existing residents. This means some new infrastructure will need to be funded by both development contributions and other revenue sources, such as rates.

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Secondly, outside of town centres, Council's contribution rate per new dwelling is limited to \$20,000. This cap was first issued in a Ministerial Direction in 2009, and the maximum figure has not been inflated at any time over the last fifteen years. Land acquisition and construction costs have increased significantly since this time. This situation places greater pressure on Council's other revenue sources to fund infrastructure for these new residents.

Thirdly, Council, in reviewing its contributions plan, will be limited as to the types of infrastructure it can levy for if it wants to maintain comparable to current contributions rates. For instance, Council will only be able to levy for the land for community facilities, but not the construction of these facilities, which will need to be funded through other means.

Furthermore, while Council will gain additional rate revenue from new dwellings, it will also face additional costs servicing the needs of residents in these dwellings. This revenue will also tend to exacerbate the LGA-specific rating structure disadvantages explored earlier in this chapter.

Council has factored additional rate revenue from dwelling growth into its scenario planning and determined that under a 'business as usual' scenario (known as a Base Case), Council will run operating deficits and have difficulty adequately managing local infrastructure, even with this additional revenue.

Given the above, it is imperative that Council considers alternative financial scenarios to manage the infrastructure for not only existing community members, but also future members.

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# Scenario planning

The LTFP is a model to consider scenarios for the funding of operating and capital expenditure.

Detailed forecasts of all sources of operating revenue and expenditure are utilised to derive the maximum surplus available to apply to Council's rolling program of capital investments in new or refurbished infrastructure.

Three ten-year financial scenarios have been prepared, to apply for the years from (and including) 2025/26 to 2034/35. These scenarios are:

- Base Case (business as usual)
- Special Rate Variation (SRV) Option 1 Renew infrastructure
- Special Rate Variation (SRV) Option 2 Renew and enhance Infrastructure
- Special Rate Variation (SRV) Option 3 Renew, enhance and expand Infrastructure

These scenarios are explained in the following pages.

Subject to Council's decision, a detailed community engagement plan will be developed to gather feedback on the recommended scenarios. The outcomes of this process will help determine the preferred financial direction for the future.

The draft Delivery Program and Operational Plan meanwhile, have been prepared in accordance with Council's Special Rate Variation (SRV) Option 1 – Renew infrastructure from 2026/27 onwards.

## Revenue and expenditure assumptions applicable to all scenarios

The scenarios are based on a range of revenue and expenditure assumptions, as outlined below. A full list of these assumptions is available at **Appendix A**.

In addition, the Sensitivity Analysis available on page 51 tests different outcomes from changes to some key assumptions listed below.

## Revenue assumptions

## Rates revenue peg

Council will increase rates revenue by 6.1% in 2025/26, in line with the rate peg applied by the NSW Independent Pricing and Regulatory Tribunal (IPART).

From 2026/27 onwards, Council is assuming the IPART will grant a rate peg of 3%, plus a 0.3% population growth component based on historical growth forecasts. Two out of the three scenarios include SRVs above this assumed rate peg percentage.

Council has also incorporated, into its scenarios, assumptions that NSW Government-initiated housing reforms will generate additional rate revenue from an increase in dwellings, above historical growth forecasts. Across the life of the LTFP, Council is forecasting an average annual growth in rates revenue of 4.1% due to this situation.

# Fees and charges

Council derives approximately 13% from user charges.

The 2025/26 Fees & Charges have been reviewed to ensure closer alignment with increases in costs. This resulted in an average increase of 3.9% for a variety of non-statutory fees as reflected in

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the fees & charges schedule (2025/26). Fees and charges are expected to increase in line with projected CPI for future years; an average of 2.5% per year in 2026/27 and 2027/28 then 2.4% per year is forecast over the remaining forecast period.

Charges for domestic waste have been increased by 7% in 2025/26 to reflect increased domestic waste management contractor costs. From 2026/27 the charges for domestic waste are assumed to increase by 2.5%

#### Investment revenue

Investment revenue has been estimated based on current cash levels and future expected earnings of the Bank Bill Swap Rate (BBSW) + 1.1% over the 10-year period.

The forecast annual interest rate is 4.7% in 2025/26, gradually decreasing to an average 3.7% for the remaining years to 2034/35.

## Grants for recurrent and capital purposes

Grants are forecast to increase by 2.9% in 2025/26 followed by 2.5% in 2026/27 to 2027/28 and 2.4% for the remaining years in line with the CPI.

Operating grants and contributions are expected to remain static across the next decade.

Council's main form of grant assistance is the Australian Government's Financial Assistance Grant (FAG), which is distributed to councils via State Governments. FAGs consist of two components both of which are distributed to councils: a general-purpose component and a local road component. Council is projecting a FAG grant of \$4.7 million in 2025/26.

Capital grants and contributions are volatile over the forecast period as they can relate to specific one-off major projects.

#### Asset sales

The LTFP assumes asset sales of \$1.2 million from 2025/26 to 2034/35. These asset sales will be used to help fund works identified in the Ku-ring-gai Contributions Plan 2010.

Some of the works in the Plan, however, will also cater for the existing population and therefore require both general Council funding (known as a co-contribution) as well as funding from development contributions. Asset sales will contribute towards this general Council funding.

# **Expenditure assumptions**

## Employee costs

Labour costs are projected to increase by 3.8% for each year during the life of the LTFP.

These cost projections are based on:

- The 3% increase outlined in the Local Government Award in 2025/26, and then projecting the same increase for the remaining years of the LTFP.
- An assumption worker's compensation insurance costs will also increase by 3% per annum
- In addition, 0.8% is allowed for performance incentive payments, linked to Council's performance management system, for each year of the LTFP.

The labour costs also include an increase in compulsory superannuation rates by 0.5% to 12%, which will apply from 2025/26.

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#### Operational and capital materials and contracts

Expenditure in this area is estimated to increase by 2.9% in 2025/26, followed by 2.5% in 2026/27 and 2027/28 and 2.4% for remaining years which is in line with CPI forecasts.

#### Borrowing costs

Borrowing costs have been estimated based on 95 basis points over 90-day BBSW (Bank Bill Swap Rate) per annum, rising to a maximum rate of 4.5%. The average annual interest rate is 3.8% for the ten years to 2034/35.

#### Depreciation expense

Depreciation is the gradual allocation of the cost of using an asset over its useful life. It reflects the consumption of the asset's service potential in providing services to the community each year. Depreciation forecasts relate to existing assets and to new and upgraded assets.

It is forecast that Council's depreciation expense will increase by an average of 3.8% each year because of new depreciation associated with Council's large capital works program and the large increase in gross replacement cost of existing assets that is recognised each time a revaluation is undertaken. Funding depreciation in future will remain a challenge for Council as the asset portfolio continues to increase.

## Other expenses

Other expenses increase by an average of 2.5% per year from 2025/26 and include items like statutory levies, donations, sponsorships and other sundry expenditure.

#### Both revenue and expenditure

## Consumer Price Index (inflation)

A Consumer Price Index (CPI) of 2.9% for 2025/26, followed by 2.5% for 2026/27 and 2027/28 and 2.4% increase in CPI for all remaining years, has been built into the LTFP for a range of revenue and expenditure measures in line with the Access Economics forecast.

## Major projects referenced in scenario planning

Four major projects have been referenced in scenario planning. These are listed below. Other major projects being delivered during the LTFP are listed further in this report.

## St Ives Indoor Sports Centre

In 2021, the Department of Education completed a two court, indoor basketball facility in the grounds of the St Ives High School. In 2022, Council gained development approval for a second stage of this facility, which joins and extends with the first stage and will have an additional two indoor basketball courts, associated ancillary rooms, café, and car parking.

The school will have use of all four courts during school hours and the community will have use of all four courts after school hours. Construction works are underway, with an anticipated opening in early 2026.

The project's revised budget is \$31.2 million, of which \$13.5 million is being funded by a loan which is now in place. Recent LTFPs, and this LTFP, refer to the need for a SRV from 2026/27 to fund repayments related to this loan, of around \$1.7 million a year. A partial subsidy was secured through the Low-Cost Loan Initiative (LCLI) managed by the Department of Planning, Housing and Infrastructure (DPHI). The total subsidy over the life of the loan secured by Council is \$1.2 million.

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#### **Marian Street Theatre**

The Marian Street Theatre (MST) building operated as a theatre for more than 40 years until 2013 when it was closed due to significant building code compliance upgrades and repairs being required.

The MST project intends to create a vibrant, multi-use arts venue with a strong focus on drama using multiple rehearsal and performance spaces that collectively create a "theatre ecosystem".

The project was previously planned to be funded from asset sales; however, this is no longer considered to be a realistic funding source.

Should Council adopt to continue with this project the LTFP assumes a SRV is required to fund repayments on a loan which would fund the project's capital cost (\$30.4 million) from 2026/27 onwards, and an annual operational subsidy of around \$770,000 from 2028/29 onwards.

## **Major Town Centre Projects**

Council is planning for major town centre projects (also known as the hub projects) over the next ten years and beyond in Lindfield, Turramurra and Gordon that will provide civic improvements and community facilities. These projects will proceed under all scenarios.

The Long-Term Financial Plan (LTFP) assumes that the capital and operating costs of these projects will be funded through a combination of development contributions, land contributions from the site, and additional rate revenue generated from new dwellings. The future direction of these projects will depend on the impact of housing reforms and zoning provisions, as their viability may rely on factors such as allowable building heights and density.

#### Cultural and Environmental Education Centre, St Ives Showground

The primary function of the Cultural and Environmental Education Centre (CEEC) project at St Ives Showground will be the delivery of environmental education, aimed at facilitating increased environmental awareness in the community and influencing positive behavioural change for the benefit of the environment. This project will proceed under all scenarios.

The CEEC project is partially funded from development contributions and the existing environmental levy as part of Council's rates, with future operational costs funded from general fund.

## **Cash Reserves**

Council has a number of cash reserves which are held for the following reasons:

- Legal constraint (externally restricted) e.g. Section7.11 and Section 7.12 Development Contributions, Domestic Waste Reserve
- To manage cash flow for abnormal items and thus reduce impact on service delivery.
- Specific revenue e.g. contribution to works, unexpended grants.

External reserves can only be used for the purpose for which funds were collected. Internal projects reserves are used solely to provide for future expenditure on assets renewal and other capital projects.

Cash reserves are carefully managed to achieve optimum investment income and to be available when needed for unplanned expenditure. Internal cash reserves are kept at a sustainable level for all future years of the LTFP.

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# Base Case (business as usual)

## **Explanation**

This scenario is based on Council's current level of service as per the 2025/26 budget expanded over ten years and adjusted for various price forecast indexes. Rates revenue will increase in line with the NSW Government rate peg only.

Under this scenario, Council will deliver a series of underlying operating deficits from 2026/27 onwards. This situation primarily flows from cost increases in asset maintenance, depreciation, labour and material and contracts, outweighing increases in Council's revenue sources.

These ongoing deficits will mean Council will not be able to invest additional funds into asset maintenance and renewal, leading to a significant increase in Council's infrastructure backlog and a continued under-spending on maintenance.

As a result, Council will be unable to maintain and renew existing infrastructure to meet community needs or key statutory benchmark expectations. This will lead to a noticeable decline in the quality and adequacy of Council existing infrastructure, including additional infrastructure service failures.

Council will, however, maintain adequate liquidity levels to meet its debts and liabilities as they fall due, while also ensuring the capacity to discharge its current debt and fund several major one-off asset upgrades.

The financial tables applicable to this scenario are available at Appendix B.

## Financial and infrastructure outcomes

## Operating results

Under the Base Case scenario, Council is projected to achieve a modest operating surplus of \$114,000 in 2025/26, excluding grants and contributions for capital purposes. However, from 2025/26 onward, Council is expected to experience annual operating deficits (excluding capital grants) averaging \$2.3 million for the term of the LTFP.

It is also a consequence of Council's operating budget bearing the burden of an annual \$1.7 million loan repayment for the St Ives Indoor Sports Centre, in the absence of a Special Rate Variation (as was intended) to fund this cost.

A significant outcome of this situation is that Council will have no ability to invest surpluses into reserves, which could be allocated to fund renewal and upgrade of existing infrastructure and new infrastructure.

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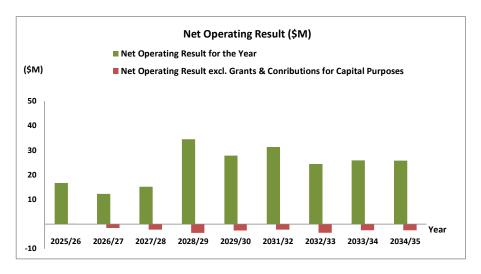


Table 7 - Operating Result outcomes under Base Case scenario

#### Performance measures

Under the Base Case scenario, Council will fail to meet a range of performance measures, which is in a sign that Council will not be delivering a level of financial sustainability to support associated good service level and infrastructure outcomes.

In particular Council's:

- Operating Performance Ratio, which measures the ability to contain costs within allocated revenue, will fall short of the benchmark (0%) and deteriorate by an average of 1.4% per year from 2026/27, as operating deficits are projected in future years. This indicates an ongoing challenge in balancing revenue and expenses, which could impact Council's ability to fund some services, asset maintenance and other projects.
- Building and Infrastructure Asset Renewal Ratio, which measures the rate of asset renewal
  against depreciation, will decline from 106.6% in 2025/26 to 57.8% in 2034/35. With the
  benchmark set at 100%, this sharp decrease suggests that Council will struggle to maintain
  asset renewal at the pace required, leading to significant deterioration key assets and
  facilities.
- Infrastructure Backlog Ratio (CTS), which measures the cost to bring assets to a satisfactory condition against the net carrying amount of these assets, will increase from 10.3% in 2025/26 to 17.2% in 2034/35. The benchmark of less than 2% indicates that Council will continue to face a growing infrastructure backlog in future years. The Infrastructure Backlog Ratio to bring assets to a new condition, will increase from 12.7% in 2025/26 to 13.1% in 2034/35.,

While Council's Asset Maintenance Ratio (which measures actual versus required maintenance) will remain stable, it will still be below the benchmark of 100% in all years of the LTFP. In other words,

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Council will continue to spend less than is required on asset maintenance, leading to a greater unwanted deterioration of those assets.

Council's Unrestricted Current Ratio, which is a measure of liquidity, will remain above the financial measure of 1.5:1 by averaging 2.4:1 during the life of the LTFP. This is an indication that Council will be able to maintain adequate cash levels to meet current liabilities, but not to undertake significant investments needed to maintain and renew infrastructure.



Table 8 – Base Case performance against performance measures

## Impact on infrastructure assets

Council is already facing a large infrastructure backlog. Under the Base Case scenario, this backlog is projected to increase significantly, further exacerbating the challenge of addressing critical infrastructure renewals.

The cost to bring poor and very poor infrastructure assets to a satisfactory condition will increase from \$110.6 million in 2025/26 to \$201 million in 2034/35. Meanwhile the cost to bring these same assets to a new condition would increase from \$233.7 million in 2025/26 to \$325.1 million in 2034/35.

The impact of this situation would include:

- A further deterioration in Council's buildings, and the ongoing inability of many of these
  buildings to respond to community expectations, particularly in the areas of accessibility and
  adequate facilities for female athletes and users.
- Service failures in Council's stormwater system, including:
  - $\circ\quad$  Increased flooding, causing road detours and also impacts on homes and businesses.
  - The more frequent forming of potholes and sinkholes and road subsidence requiring costly repairs.
  - Pollution and contamination through unwanted sediment and large debris backlogs entering local waterways.
- More footpaths which present as trip hazards
- Less funds being available to upgrade recreational facilities.

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## Projected income

Council's revenue would increase from \$182 million in 2025/26 to \$244 million over the ten years, which (after excluding the impact of capital grants and contributions) increases by an average of 3.2% per year.

Council rate revenue would rise in line with the IPART rate peg and no additional SRV is forecasted. However, Council has projected that recent housing reforms will lead to additional rate revenue through an increase in the number of dwellings, estimated at an average annual growth of 4.1% from 2026/27. However, the uptake of further development remains uncertain, making accurate forecasting challenging. The additional revenue will be allocated to cover the increased expenditure associated with the population growth from these developments. These forecasts will require close monitoring and adjustments as more accurate data becomes available.

#### Projected operational expenditure

Operating expenditure is forecast to increase from \$165 million in 2025/26 to \$218 million over the 10-year period, an average increase annual increase of 3%. No additional funding will be allocated to asset maintenance or to address the increased costs of depreciation.

Materials and contracts represent Council's largest expense, an average of 41% over the forecast period, followed by employee costs at 34% and depreciation at 18%.

The following additional operating expenditures, beyond the assumed increases, are included in the projections for the years following 2025/26:

- Borrowing costs for St Ives Indoor Sports Centre with annual repayment of \$1.7 million funded from general revenue and a part subsidy secured through the Low-Cost Loan Initiative (LCLI) managed by the Department of Planning, Housing and Infrastructure (DPHI). The total subsidy over the life of the loan secured by Council is \$1.2 million.
- Operating costs for Lindfield Major Town Centre project (also known as the Lindfield Village Hub). These costs will average \$2 million per annum from 2029/30, funded from general revenue. Additional rates revenue is assumed to be received from supplementary rating, ie dwelling growth to partly cover this cost.

## Projected capital expenditure

Council projects a total capital expenditure of \$634.7 million over the life of the LTFP. The largest category, 35% is allocated to Streetscape & Public Domain, followed by 33% for Roads & Transport and 16% for Parks & Recreation which includes acquisition of community funded by development contributions.

Assumptions around capital expenditure, asset valuations and asset management are covered in the Asset Management Strategy and have been incorporated into the LTFP.

A summary and breakdown of future capital expenditure by asset category for the next 10 years is provided in the table and chart below.

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\$ '000	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Planning, Community & Other	2,666	6,496	2,447	3,613	3,699	3,788	4,441	5,782	6,129	7,511	46,572
Roads & Transport	15,109	17,231	20,178	19,955	16,934	26,066	25,739	24,299	26,853	16,679	209,043
Streetscape & Public Domain	11,903	7,706	26,163	39,722	33,745	25,221	19,496	15,710	25,380	17,980	223,026
Parks & Recreation	30,878	11,083	7,851	9,289	4,785	6,281	6,214	6,195	6,970	13,968	103,514
Stormwater Drainage	2,600	1,764	1,808	1,851	1,896	1,941	1,988	2,035	2,084	2,134	20,101
Council Buildings	6,636	3,015	1,469	1,504	1,541	1,578	1,615	1,654	1,694	1,735	22,441
Trees & Natural Environment	2,026	4,428	808	771	314	322	330	338	346	354	10,037
Total Projects	71,818	51,723	60,724	76,705	62,914	65,197	59,823	56,013	69,456	60,361	634,734

Table 9 - Projected capital expenditure under Base Case scenario

## Liquidity measures

Working capital is a measure of Council's liquidity and ability to meet its obligations as they fall due. It is one of the primary measures of the overall financial position, which allows for unforeseen expenditure, reductions in revenue or other unplanned events.

The working capital is projected at \$9.3 million for 2025/26 and increases by an average 1% p.a. during the forecast years to allow for increases in expenditure in future years. This level of working capital highlights an adequate liquidity position with Council being able to meet its short-term liabilities when they fall due.

Cash reserves are projected to remain at sustainable levels initially; however, ongoing operating deficits and continued investment in infrastructure are expected to reduce these reserves over time.

## **Debt management**

In this scenario, Council's outstanding debt is projected to reduce to \$21 million by the end of 2025/26 and will be fully discharged by the end of 2031/32. This includes the repayment of the following loan balances:

- \$11.3 million for the acquisition of Council's investment property at 828 Pacific Highway, Gordon. The building is leased and is expected to generate sufficient revenue over the life of the Plan to fully repay the outstanding debt.
- \$8.8 million loan to fund Council's contribution to the new St Ives Indoor Sports Centre.
   Under the Base Case scenario this loan will be repaid over 10 years using general funds offset by the LCLI subsidy.

The LTFP includes provisions for debt repayments to be made according to the repayment schedules outlined in the terms of each individual loan.

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The following chart show Council's projected outstanding debt and the net debt service cost for the next 10 years. Total debt service cost includes total interest plus principal repayments. Current loans will be repaid by the end of 2031/32.

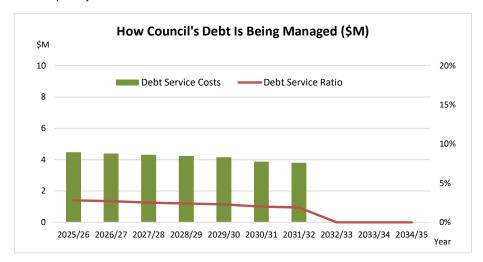


Table 10 - Council's debt service costs and ratio under Base Case

# Special Rate Variation (SRV) Option 1 - Renew infrastructure

## **Explanation**

Under this scenario, Council would in 2026/27 increase rates by 19% above the rate peg (assumed at 3% in 2026/27). From 2027/28 onwards, rate revenue would increase in line with the rate peg announced by IPART.

The SRV would have the effect of providing an additional and ongoing \$16.5 million per annum. The impact on an average ratepayer would be approximately \$355 per annum (or \$6.83 per week) above the rate peg.

The main purpose of the SRV is to strengthen Council's financial position and help address the growing infrastructure backlog, with a primary focus on renewing existing stormwater, buildings, recreational and open space and footpath assets. The SRV is also projected to fund loan repayments on the St Ives Indoor Sports Centre.

Should this scenario be adopted, the proposed annual breakdown of SRV's annual yield of \$16.5 million is as follows:

- \$5.9 million to stormwater renewal in line with the prioritisation program undertaken in 2023/24 and informed by the independent review
- \$6.7 million for buildings renewal and modernisation in line with the prioritisation program undertaken in 2023/24 and informed by the independent review
- \$1.5 million for recreational facilities to improve sports fields, parks and other open space facilities
- \$940,000 for footpath renewal in line with the priorities identified in the Asset Management Strategy.
- \$1.5 million to fund loan repayments (net of LCLI subsidy) for the construction of the St Ives Indoor Sports Centre (original loan \$13.5 million)

The financial tables which are applicable to this option are available at **Appendix C**.

## Financial and infrastructure outcomes

## Operating result

Under this scenario, as with the Base Case scenario, Council is projected to achieve an operating surplus of \$114,000 in 2025/26, excluding capital grants and contributions.

However, with the introduction of a Special Rate Variation (SRV) from 2026/27, Council is expected to generate average annual surpluses of \$13.1 million from 2025/26 to 2034/35 which will be directly invested and targeted towards infrastructure renewal works.

The chart below shows the forecast operating result before and after capital grants and contribution items.

31

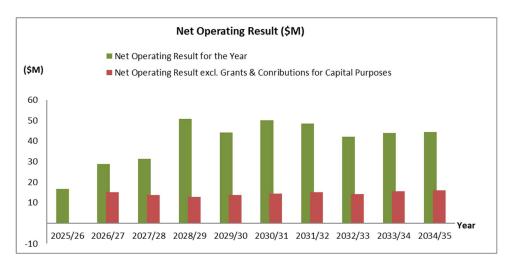


Table 11 - Operating results under SRV option 1 - Renew Infrastructure scenario

## Response to financial and assets benchmarks

Under this scenario the:

- Operating Performance Ratio will be well above the benchmark of 0% for all years from 2026/27. This is due to an additional average of \$17.2 million per year to be diverted to infrastructure maintenance and renewal.
- Building and Infrastructure Asset Renewal Ratio will remain above 100% in all years, which
  is an indicator that Council is renewing assets at the same pace as they are depreciating thus
  addressing the infrastructure backlog faster.
- Council's infrastructure backlog would decrease by 25.0% to \$175.4 million over 10 years.

While Council's Asset Maintenance Ratio (which measures actual versus required maintenance) will remain stable, it will still be below the benchmark of 100% in all years of the LTFP. In other words, Council will continue to spend less than is required on asset maintenance. To address this, a transfer of funds from the renewal budget to asset maintenance may be necessary.

Council's Unrestricted Current Ratio, which is a measure of liquidity, will remain above the OLG benchmark of 1.5:1 by averaging 2.45:1 during the life of the LTFP.

32



Table 12 – SRV Option 1 - Renew infrastructure scenario performance against performance measures

#### Impact on infrastructure assets

Under this scenario, Council will invest a total of \$16.5 million per year additional funds to renew its stormwater, footpath, recreational asset and building asset classes. The scenario will not fund additional road renewal given that roads have sufficient funding under the current LTFP term.

This will result in the cost to bring poor and very poor infrastructure assets to a satisfactory condition falling from \$110.6 million in 2025/26 to \$53.0 million in 2034/35, a decrease of 52.1%. Meanwhile the cost to bring these same assets to a new condition would reduce from \$233.7 million in 2025/26 to \$175.4 million in 2034/35, a decrease of 25.0%.

The reduction in Council's infrastructure backlog during the life of the LTFP indicates that, with the permanent inclusion of a SRV in Council's rate base, Council will be able to, beyond the life of the plan, eliminate the backlog and maintain ongoing sustainable infrastructure renewal practices.

#### Projected income

Council's revenue has been forecast to increase from \$182 million in 2025/26 to \$265 million over the ten years, which (after excluding the impact of capital grants and contributions) increases by an average of 4.2% per year.

Major increases in revenue are due to rates and annual charges (including a SRV of 19% above the cap from 2026/27), user fees and charges and other revenue including rent income from Council's investment property.

The SRV will generate additional \$17.2 million rate income in average, after discounting, per year from 2026/27

Some 91% of this revenue will be allocated to infrastructure renewal works and the remaining 9% of the SRV will fund repayment of loan for St Ives Indoor Sports Centre. After the loan is repaid, 100% will be allocated to infrastructure renewal from 2032/33.

## Projected operational expenditure

Operational costs will remain unchanged compared to the Base Case scenario.

## Projected capital expenditure

Council will allocate a total of \$784 million for capital expenditure over the life of the LTFP.

Due to the introduction of a SRV, Council will be able to increase capital expenditure by \$149 million over the period from 2026/27 to 2034/35, compared to the Base Case scenario.

33

During the 10-year life of the LTFP, and compared to the Base Case, capital expenditure will significantly increase on stormwater drainage (up by 291% to \$78.6 million), council buildings (up by 296% to \$89 million) and parks and recreation (up 14% to \$118.4million).

Assumptions around additional capital expenditure, asset valuations and asset management are covered in the Asset Management Strategy and have been incorporated into the LTFP.

A summary of future capital expenditure by asset category under this scenario is provided in the table and chart below. The highlighted asset categories will benefit from additional funding under the proposed scenario.

\$ '000	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Planning, Community & Other	2,666	6,496	2,447	3,613	3,699	3,788	4,441	5,782	6,129	7,511	46,572
Roads & Transport	15,109	18,171	21,142	20,942	17,945	27,100	26,799	25,384	27,964	17,817	218,373
Streetscape & Public Domain	11,903	7,706	26,163	39,722	33,745	25,221	19,496	15,710	25,380	17,980	223,026
Parks & Recreation	30,878	12,583	9,389	10,863	6,397	7,932	7,905	7,926	8,742	15,784	118,399
Stormwater Drainage	2,600	7,664	7,855	8,044	8,237	8,435	8,637	8,844	9,056	9,274	78,646
Council Buildings	6,636	9,715	8,337	8,537	8,742	8,951	9,166	9,386	9,612	9,842	88,924
Trees & Natural Environment	2,026	4,428	808	771	314	322	330	338	346	354	10,037
Total Projects	71,818	66,763	76,141	92,492	79,079	81,749	76,774	73,370	87,229	78,562	783,977

Table 13 - Projected capital expenditure under SRV Option 1 - Renew infrastructure scenario (significant expenditure changes from Base Case highlighted in green)

## Liquidity measures

Council's liquidity measures, under this scenario, are unchanged from the Base Case scenario.

## **Borrowings**

As with the Base Case scenario, Council will extinguish its debt by 2031/32.

# Special Rate Variation (SRV) Option 2 - Renew and Enhance Infrastructure

# **Explanation**

Under this scenario, Council would in 2026/27 increase rates by 26% above the rate peg (assumed at 3% in 2026/27). From 2027/28 onwards, rate revenue would increase in line with the rate peg announced by IPART.

The SRV would have the effect of providing an additional and ongoing \$22.6 million per annum.

This scenario will deliver all the financial and infrastructure benefits of Option 1, along with delivering for the following additional funding on an annual basis:

- An additional \$600,000 for recreational facilities
- An additional \$220,000 for footpath renewal
- \$3.58 million for new footpaths
- \$1.7m for new infrastructure upgrades, including traffic works, which would be determined as part of Council's budget process.

The financial tables which are applicable to this option are available at Appendix D.

## Financial and infrastructure outcomes

## Operating result

It is assumed in the LTFP that additional rates, if approved, will commence from 2026/27 resulting in average surpluses of \$18.7 million which will fund infrastructure renewal works.

The chart below shows the forecast operating result before and after capital grants and contribution items.

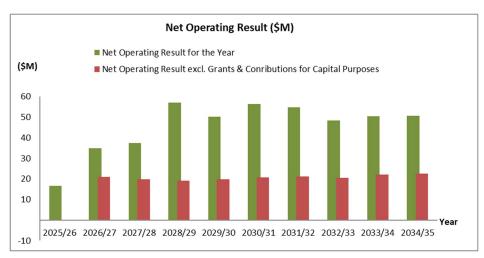


Table 14 - Operating results under SRV Option 2 - Renew and Enhance infrastructure scenario

35

#### Performance measures

This option delivers a response to performance measures, which is similar to the SRV Option 1 response to these measures.

Financial Stability Ratios Operating Performance Ratio Own Source Revenue Unrestricted Current Ratio	2025/26 0.1% 85.8% 2.56	2026/27 11.0% 88.6% 2.43	2027/28 10.0% 87.3% 2.27	9.4% 80.2% 2.19	9.5% 83.2% 2.21	2030/31 9.4% 81.8% 2.26	9.4% 82.9% 2.36	2032/33 8.9% 85.2% 2.68	2033/34 9.2% 85.3% 2.73	9.2% 85.7% 2.83	Benchmark >= break- even >60% >1.5	Meets benchmark Meets benchmark Meets benchmark
Asset Management Ratios	2025/26			2028/29	2029/30		2031/32	2032/33		2034/35		
Building & Infrastructure Asset Renewal Ratio	106.6%	132.3%	123.7%	120.6%	113.3%	111.5%	111.4%	134.6%	136.4%	107.5%	>100%	Meets benchmark
Infrastructure Backlog Ratio (CTS)	10.3%	9.3%	8.4%	7.6%	7.1%	6.5%	6.1%	5.0%	3.9%	3.6%	<2%	Benchmark not met
Asset Maintenance Ratio	94.1%	93.0%	92.6%	92.2%	92.3%	92.2%	92.0%	91.6%	91.0%	89.3%	>100%	Benchmark not met

Table 15 - SRV Option 2 - Enhance infrastructure scenario performance against performance measures

#### Infrastructure backlog and impacts

Under this scenario, Council will deliver the infrastructure benefits of Option 1 however it will also invest additional funds into infrastructure renewals, new footpaths and infrastructure upgrades.

This will result in the cost to bring poor and very poor infrastructure assets to a satisfactory condition will reduce from \$110.6 million in 2025/26 to \$48.9 million in 2034/35, a decrease of 55.8%. Meanwhile the cost to bring these same assets to an excellent condition would reduce from \$233.7 million in 2025/26 to \$171.7 million in 2034/35, a decrease of 26.5%.

### Projected income

Council's revenue has been forecast to increase from \$182 million in 2025/26 to \$273 million over the ten years, which (after excluding the impact of capital grants and contributions) increases by an average of 4.3% per year.

Increases in revenue are due to rates and annual charges (including a SRV from 2026/27), user fees and charges and other revenue including rent income from Council's investment property. The impact on an average ratepayer would be approximately \$486 per annum (or \$9.35 per week) above the rate peg.

A SRV will generate additional \$25.9 million rates income (excl rate peg) on average per year from 2026/27, of which 94% will be allocated to infrastructure renewal works and new footpaths. The remaining 6% of the special rate variation will fund repayment of loan for St Ives Indoor Sports Centre.

After the loans are repaid, 100% will be allocated to infrastructure renewal from 2032/33.

## Projected operational expenditure

Operational costs will change to SRV Option 1, from 2028, due to an annual increase of \$6.1m in new and upgraded assets, resulting in additional asset maintenance or approximately \$280k per annum.

## Projected capital expenditure

Under this scenario, Council would be able to set aside \$845 million for capital expenditure during the life of the LTFP, which represents an increase of \$61 million compared to SRV Option 1.

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Under this option spending would significantly increase in two categories: Roads & Transport (up by 25% to \$273 million due to new footpath construction) and Parks and Recreation (up by 5% to \$124 million).

Over the 10-year period, this scenario allocates capital expenditure as follows: Street & Public Domain 26% and Roads & Transport 32%, 15% to Parks & Recreation, 11% to Council Buildings and 16% to other asset categories.

Assumptions around capital expenditure, asset valuations and asset management are covered in the Asset Management Strategy and have been incorporated into the LTFP.

\$ '000	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Planning, Community & Other	2,666	6,496	2,447	3,613	3,699	3,788	4,441	5,782	6,129	7,511	46,572
Roads & Transport	15,109	23,671	26,779	26,714	23,856	33,153	32,997	31,731	34,463	24,472	272,945
Streetscape & Public Domain	11,903	7,706	26,163	39,722	33,745	25,221	19,496	15,710	25,380	17,980	223,026
Parks & Recreation	30,878	13,183	10,004	11,493	7,042	8,592	8,581	8,618	9,451	16,509	124,351
Stormwater Drainage	2,600	7,664	7,855	8,044	8,237	8,435	8,637	8,844	9,056	9,274	78,646
Council Buildings	6,636	9,715	8,337	8,537	8,742	8,951	9,166	9,386	9,612	9,842	88,924
Trees & Natural Environment	2,026	4,428	808	771	314	322	330	338	346	354	10,037
Total Projects	71,818	72,863	82,393	98,894	85,635	88,462	83,648	80,409	94,437	85,942	844,501

Table 16 - Projected capital expenditure under SRV Option 2 - Enhance infrastructure scenario (significant expenditure changes compared to SRV Option 1 highlighted in green)

# Liquidity measures

Council's working capital result, under this scenario, is unchanged from the Base Case or SRV Option 1 – Renew infrastructure scenario.

## **Borrowings**

Borrowings between scenarios is unchanged. Once the loan is discharged, the funds will be reallocated to other asset categories in line with the priorities outlined in Council's Asset Management Strategy.

Current loans for Council's investment property at 828 Pacific Highway and the St Ives Indoor Sports Centre will be serviced.

The LTFP provides for repayments of debt to occur on either a schedule specified by the terms of individual loans or at a time where funds are available, and the overall cost of debt can be reduced by making opportunistic repayments.

The following chart show Council's projected outstanding debt and the Net Debt Service Cost for the next 10 years. Net Debt Service Cost includes total interest plus principal repayments.

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Current loans will be repaid by end of 2031/32.

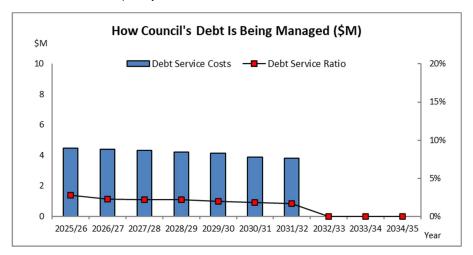


Table 17 – Council's debt service costs and ratio under SRV Option 2 – Renew and Enhance infrastructure

# Special Rate Variation (SRV) Option 3 – Renew, enhance and expand Infrastructure

## **Explanation**

Under this scenario, Council would in 2026/27 increase rates by 32% above the rate peg (assumed at 3% in 2026/27). From 2027/28 onwards, rate revenue would increase in line with the rate peg announced by IPART.

The SRV would have the effect of providing an additional and ongoing \$31.1 million per annum.

This scenario will deliver all the financial and infrastructure benefits of Option 2, along with delivering for the following additional funding on an annual basis:

- An additional \$420,000 for new footpaths
- An additional \$280,000 for new infrastructure upgrades, including traffic works, which would be determined as part of the Council budget process.
- \$4.5 million to service loan repayments to enable the construction of the Marian Street
   Theatre project, and the annual operating subsidy for the project.

The financial tables which are applicable to this option are available at Appendix E.

## Financial and infrastructure outcomes

## Operating result

It is assumed in the LTFP that additional rates, if approved, will commence from 2026/27 resulting in average surpluses of \$21.9 million which will fund infrastructure renewal works.

The chart below shows the forecast operating result before and after capital grants and contribution items.

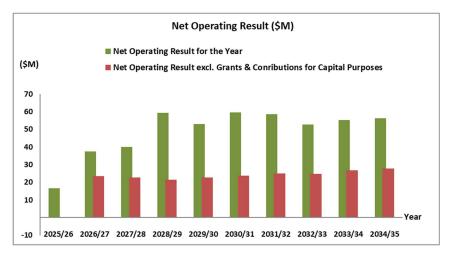


Table 18 - Operating results under SRV Option 3 - Renew, Enhance and Expand infrastructure scenario

39

#### Performance measures

This option delivers a response to performance measures, which is similar to the SRV Option 2 response to these measures.

Financial Stability Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Operating Performance Ratio	0.1%	12.1%	11.1%	10.4%	10.6%	10.7%	10.8%	10.5%	11.0%	11.1%	>= break- even	Meets benchmark
Own Source Revenue	85.8%	88.9%	87.6%	80.6%	83.6%	82.2%	83.2%	85.5%	85.6%	86.1%	>60%	Meets benchmark
Unrestricted Current Ratio	2.56	1.52	2.10	2.02	2.03	2.08	2.18	2.47	2.53	2.64	>1.5	Meets benchmark
Asset Management Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Building & Infrastructure Asset Renewal Ratio	106.6%	129.4%	121.0%	118.0%	110.7%	108.9%	108.9%	131.6%	133.3%	105.0%	>100%	Meets benchmark
Infrastructure Backlog Ratio (CTS)	10.3%	9.0%	8.3%	7.6%	7.1%	6.6%	6.2%	5.2%	4.2%	3.9%	<2%	Benchmark not met
Asset Maintenance Ratio	94.0%	89.8%	89.4%	89.0%	89.1%	89.0%	88.8%	88.4%	87.9%	86.3%	>100%	Benchmark not met

Table 19 - SRV Option 3 - Renew, Enhance and Expand infrastructure scenario performance against performance measures

## Infrastructure backlog and impacts

Under this scenario, Council will deliver the infrastructure benefits of Option 2 however it will also invest additional funds in new footpaths, infrastructure upgrades and the Marian Street Theatre project.

This will result in the cost to bring poor and very poor infrastructure assets to a satisfactory condition will reduce from \$110.6 million in 2025/26 to \$55.4 million in 2034/35, a decrease of 49.9%. Meanwhile the cost to bring these same assets to an excellent condition would reduce from \$233.7 million in 2025/26 to \$178.5 million in 2034/35, a decrease of 23.6%.

#### Projected income

Council's revenue has been forecast to increase from \$182 million in 2025/26 to \$279 million over the ten years, which (after excluding the impact of capital grants and contributions) increases by an average of 4.7% per year.

Increases in revenue are due to rates and annual charges (including a SRV from 2026/27), user fees and charges and other revenue including rent income from Council's investment property. The impact on an average ratepayer would be approximately \$598 per annum (or \$11.50 per week) above the rate peg.

A SRV will generate additional \$31.1 million rates income (excl rate peg), on average per year from 2026/27, of which 79% will be allocated to infrastructure renewal works and new footpaths and 16% to repayment of loan for Marian Street Theatre Upgrade. The remaining 5% of the special rate variation will fund repayment of loan for St Ives Indoor Sports Centre.

After the loans are repaid, 100% will be allocated to infrastructure renewal from 2032/33.

## Projected operational expenditure

Operational costs will increase from SRV Option 2, due to an average annual increase of \$830k in Materials & Contracts from 2028/29 to subsidise operation of Marian Street Theatre.

40

## Projected capital expenditure

Under this scenario, Council would be able to set aside \$882 million for capital expenditure during the life of the LTFP, which represents an increase of \$37 million compared to SRV Option 2.

Under this option spending would significantly increase in three categories: Roads & Transport (up by 28% to \$280 million due to new footpath construction), Parks and Recreation (up by 5% to \$118 million (same as in SRV Option 2)) and Council Buildings(up by 34% to 120m (due to the Marian Street Theatre project)).

Over the 10-year period, this scenario allocates capital expenditure as follows: 32% of to Street & Public Domain, 25% to Roads & Transport, 14% to Parks & Recreation, 13% to Council Buildings and 16% to other asset categories.

Assumptions around capital expenditure, asset valuations and asset management are covered in the Asset Management Strategy and have been incorporated into the LTFP.

\$ '000	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Planning, Community & Other	2,666	6,496	2,447	3,613	3,699	3,788	4,441	5,782	6,129	7,511	46,572
Roads & Transport	15,109	24,371	27,496	27,449	24,608	33,924	33,786	32,539	35,290	25,319	279,891
Streetscape & Public Domain	11,903	7,706	26,163	39,722	33,745	25,221	19,496	15,710	25,380	17,980	223,026
Parks & Recreation	30,878	13,183	10,004	11,493	7,042	8,592	8,581	8,618	9,451	16,509	124,351
Stormwater Drainage	2,600	7,664	7,855	8,044	8,237	8,435	8,637	8,844	9,056	9,274	78,646
Council Buildings	6,636	40,082	8,337	8,537	8,742	8,951	9,166	9,386	9,612	9,842	119,291
Trees & Natural Environment	2,026	4,428	808	771	314	322	330	338	346	354	10,037
Total Projects	71,818	103,930	83,110	99,629	86,387	89,233	84,437	81,217	95,264	86,789	881,814

Table 20 - Projected capital expenditure under SRV Option 3 - Renew, enhance and expand Infrastructure scenario (significant expenditure changes compared to SRV Option 2 highlighted in green)

## Liquidity measures

Council's working capital result, under this scenario, is in line with Option 2 – Renew and Enhance infrastructure scenario.

## **Borrowings**

In this scenario, Council assumes a new loan in 2026/27 of \$30.4m to fund the Marian Street Theatre upgrade funded from a special rate variation. Once the loan is discharged, the funds will be reallocated to other asset categories in line with the priorities outlined in Council's Asset Management Strategy.

The annual loan repayments on the new loan are \$3.8m. In addition, under this scenario, current loans for Council's investment property at 828 Pacific Highway and the St Ives Indoor Sports Centre will also be serviced.

41

The LTFP provides for repayments of debt to occur on either a schedule specified by the terms of individual loans or at a time where funds are available, and the overall cost of debt can be reduced by making opportunistic repayments.

The following chart show Council's projected outstanding debt and the Net Debt Service Cost for the next 10 years. Net Debt Service Cost includes total interest plus principal repayments.

Current loans will be repaid by end of 2031/32, and new loan will be repaid by the end of 2035/36.

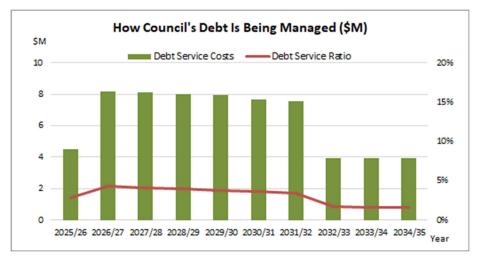


Table 21 – Council's debt service costs and ratio under SRV Option 3 – Renew, Enhance and Expand infrastructure

## Scenario comparison

The table below provides a comparison of the four scenarios.

Scenario	Base Case	Option 1 - Renew	Option 2 – Renew & Enhance	Options 3 – Renew, Enhance & Expand
Rate increase in 2026/27	3% (assumed cap)	19% above cap	26% above cap	32% above cap
Average Operating Result <sup>6</sup> from 2025/26 to 2034/35	\$2.3m (deficit)	\$2.3m (deficit) \$13.1m (surplus)		\$21.9m (surplus)
Infrastructure Backlog in 2025/26	\$233.7m	\$233.7m	\$233.7m	\$233.7m
Infrastructure Backlog in 2034/35 <sup>7</sup>	\$325.1m	\$175.4m	\$171.7m	\$178.5m
% change in Infrastructure Backlog from 2025/26 to 2034/35	39.1% increase	25% decrease	26.5% decrease	23.6% decrease
Focus areas for additional funding for renewal of existing infrastructure	None, no additional funding available	Buildings Footpaths	Buildings Footpaths	Buildings Footpaths
	lunding available	Stormwater	Stormwater	Stormwater
		Recreational assets	Recreational assets	Recreational assets
Funding for <b>new infrastructure</b> projects	None, no additional	St Ives Indoor	St Ives Indoor Sports Centre	St Ives Indoor Sports Centre
which are currently not funded	funding available	Sports Centre	Expansion of new footpath program	Expansion of new footpath program
			Infrastructure Upgrades	Infrastructure Upgrades
				Completion of Marian Street Theatre upgrade
Ten-year capital expenditure program	\$634.7m	\$784m	\$844.5m	\$881.8m
Debt extinguished	2031/32	2031/32	2031/32	2035/36

Table 22 – Scenario comparison

Excludes capital grants and contributions.
 This is the cost to bring Council's Very Poor and Poor Assets to an agreed level (CTA).

# Capacity of ratepayers to afford a Special Rate Variation (SRV)

The impact of a SRV on ratepayers is an important matter that will be given extensive consideration before any Council decision on the issue.

However, a preliminary analysis of data shows that there is the potential that Ku-ring-gai ratepayers have the capacity to pay a SRV.

## Socio-economic advantage

Australian Bureau of Statistics data shows that the population of the Ku-ring-gai local government area has the third highest level of socio-economic advantage among all Sydney, NSW and Australian local government areas.

Advantage ranking	Council	State					
1	Woollahra	NSW					
2	Mosman	NSW					
3	Ku-ring-gai	NSW					
4	Darwin Waterfront Precinct	Northern Territory					
5	North Sydney	NSW					
6	Waverley	NSW					
7	Lane Cove	NSW					
8	Peppermint Grove	Western Australia					
9	Nedlands	Western Australia					
10	Cottesloe	Western Australia					

Table 23 – Ranking of most advantaged Australian councils under Australian Bureau of Statistics 2021 Index of Relative Socio-economic Advantage and Disadvantage (IRSAD)

## Socio-Economic Index Rating

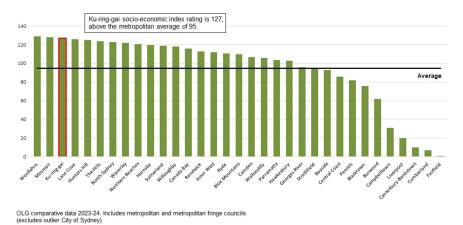


Table 24 – Ku-ring-gai's socio-economic index rating compared to other Sydney councils 2023/24

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## **Outstanding rates**

Ku-ring-gai's percentage of outstanding rates and charges, in 2023/24, was 5.2%, which was slightly below the metropolitan and metropolitan fringe council average of 5.5% in 2023/24, according to Office of Local Government comparative data. Council regularly has below levels of outstanding rates in NSW, an indication of both capacity and willingness to pay.

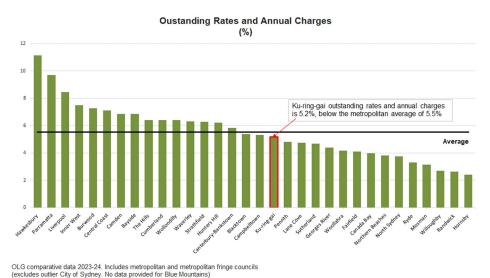


Table 25 - Percentage of rates and charges outstanding among Sydney councils in 2023/24

# Average residential rates

Council's average 2023/24 residential rate of \$1,539, while above the Sydney council average of \$1,359, falls beneath other high socio-economic areas such as Hunters Hill, Woollahra, Northern Beaches, Burwood, Randwick and Mosman. In addition, the table below does not take into account a confirmed SRV in Willoughby which commenced in 2024/25, nor significant SRV applications in North Sydney and Northern Beaches which are proposed to commence in 2025/26.

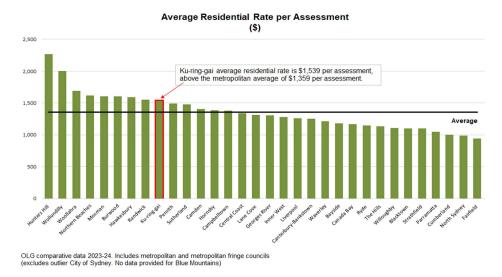


Table 26 – Average residential rate - metropolitan and metropolitan fringe councils in 2023/24

## Average business rates

Council's average business rate of \$4,454 in 2023/24, was well below the metropolitan average of \$6,036.

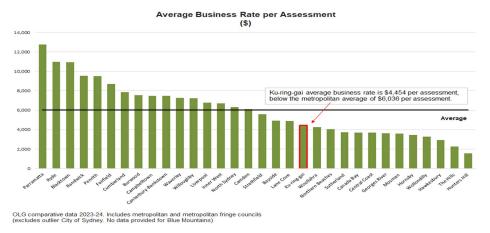
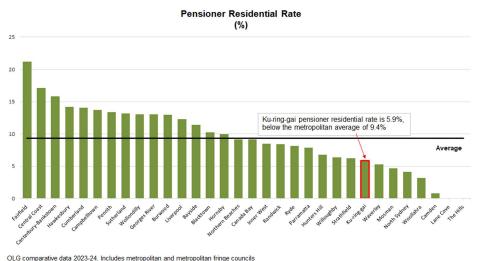


Table 27 – Average business rate among metropolitan and metropolitan fringe councils in 2023/24

## Relatively low rate of pensioners paying rates

In 2023/24, on average, some 9.4% of residential ratepayers across Sydney councils were claiming the pensioner rate. In Ku-ring-gai, the figure was 5.9%. Ku-ring-gai's low rate of pensioner ratepayers is therefore a potential indicator of capacity to pay.



OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains)

Table 28 – Percentage of residential ratepayers who were claiming the pensioner rebate in 2023/24

# Hardship provisions

Council has a Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery Policy, which is available on Council's website.

The Policy states that Council recognises that ratepayers may at times have difficulty paying their rates and charges and outlines the steps and processes Council will consider in these circumstances.

Council also provides financial assistance to eligible pensioners by reducing rates, charges, and interest on properties occupied as their principal residence. This includes a statutory concession of \$250 under Section 575 of the Act and an additional voluntary concession of 8.5% of total rates and charges, as outlined in the Council's Delivery Program and Operational Plan.

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# **Productivity and cost containment**

Council has demonstrated financial discipline over a long period of time, containing the cost of providing services within a culture of continuous productivity improvement.

In exploring the preferred long-term financial scenario, Council will continue to take actions to deliver productivity and cost containment, to seek out efficiencies and find alternative revenue sources, to reduce the overall impact on ratepayers. Council has demonstrated financial discipline over a long period of time, containing the cost of providing services within a culture of continuous productivity improvement.

This chapter explains a number of the actions Council has taken, and will continue to take, to reduce the ratepayer burden.

## Recent comparative data

## Operating expenditure per capita

Expenditure per capita is considered a factor of efficiency because it reflects how effectively a council delivers services and manages resources relative to its population.

In 2023/24, Ku-ring-gai Council had an operating expenditure per capita of \$1,215, which was 16% less than the Sydney average of \$1,441, and is a further indicator of efficiency. This suggests that the council is managing its operations and delivering services more cost-effectively compared to the average across Sydney.

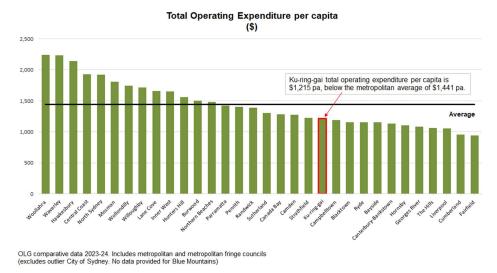
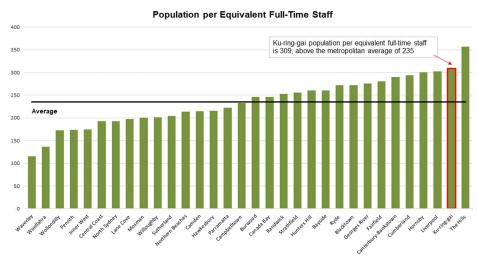


Table 29 - Operating expenditure per capita among Sydney councils 2023/24

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## Ratio of residents to staff

Each individual Ku-ring-gai Council full-time equivalent staff member in 2023/24 serviced 309 residents, which is the second highest of any Sydney council and well above the Sydney average of 235 residents. The Financial Sustainability Review indicated this was a sign of efficiency.



OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains)

Table 30 – Number of residents for each full-time equivalent staff member among metropolitan councils in 2023/24

# Operating Expenditure per km of road

Operating expenditure per km of road includes all operating expenditure, not just the amount spent on roads. It is a useful indicator for urban metropolitan councils as the length of road generally correlates to the amount of area that is developed for human habitation, requiring support from local government services and infrastructure.

Ku-ring-gai operating expenditure per km of road is \$320,000 which is 32% below the metropolitan average of \$476,000 per km or road.

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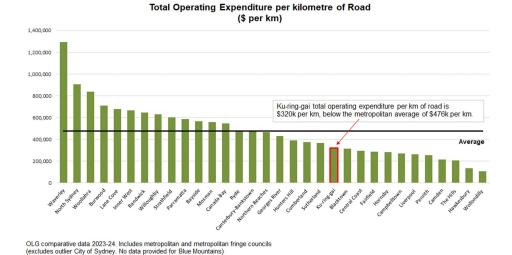


Table 31 - Total Operating Expenditure per kilometre of road among metropolitan councils in 2023/24

## Operating expenditure per ha of open space

In addition, Ku-ring-gai Council's spending on Open Space is significantly lower than the group average, at 80% less per hectare. With an expenditure of \$95,486 per hectare, Ku-ring-gai ranks last among thirty-one councils, compared to the group average of \$496,516 per hectare. However, this also reflects the financial challenge posed by having a vast area of open space to service with comparatively lower rates revenue.

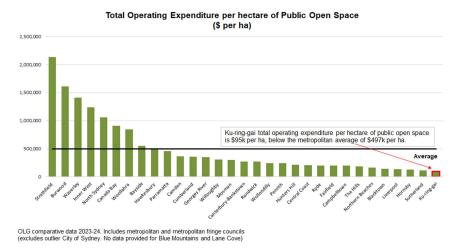


Table 32 – Total Operating Expenditure per hectare of Public Open Space among metropolitan councils in 2023/24

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### Service reviews

To further encourage service delivery improvement across Council operations a targeted service review framework commenced development.

The framework includes a service review program to systematically review Council services, identify opportunities to improve efficiency and effectiveness, and support the delivery and evaluation of necessary changes.

The program will also include the identification of key performance indicators and benchmarks to measure and track productivity and performance over time. Council's 2023/24 annual report stated that work has commenced on a number of planned service reviews.

Service reviews are nearing completion for Council's community engagement and communications, development application (DA) processing, compliance & regulation and sports field services. Reviews are planned to commence shortly for Council's community development and other key services.

The outcome and progress of service reviews will be reported to Council and included in Council's Biannual Report on the Delivery Program and Operational Plan as well as the Annual Report.

# Savings, productivity and revenue measures

Council has implemented a range of measures to increase revenue and improve efficiency.

Some revenue measures have included:

- Increasing rental returns from property management through adaptive re-use of existing buildings, the removal of historical subsidy arrangements and renewals in line with market valuation.
- Improving revenue from tennis court bookings, through increased utilisation, an improved online booking system and automated court allocation service
- Reviewing and adjusting fees and charges to reflect the costs of providing the services supported by these fees (such as golf course fees to align with other comparable courses within the region and to reflect the increase in maintenance costs)
- Actively pursuing grant opportunities to support asset upgrades, programs and other initiatives

A sample of savings and productivity measures have included:

- Strict budget control by freezing volume increases, requiring departments to operate within their allocated budgets, redirecting savings to fund capital works and maintain affordability
- Actively managing debt by moving from variable to fixed-rate loan interest rates, to reduce loan costs by managing the risk of increasing rates
- Securing a loan subsidy for a major project through the LCLI (Low-Cost Loan Initiative) managed by the Department of Planning, Housing and Infrastructure (DPHI)
- Implementing technology enhancements through a printer replacement program that
  reduced printing costs and a transition to a new Teams phone systems, which eliminated
  traditional hardware and generated ongoing savings. Transitioned to a cloud-based software
  system to reduce the need for on-premises infrastructure and provide simplified software
  management.

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# ATTACHMENT NO: 1 - LONG TERM FINANCIAL PLAN - REVISED DRAFT

ITEM NO: GB.6

- Introducing a new Application for convenient and efficient payment of rates by ratepayers, along with a new Waste Application to improve the customer experience and reduce enquiries on waste collection.
- · Delivering library collection management and technology systems efficiencies
- Transitioning to electronic business papers
- Improving asset management initiatives through detailed analyses and strategic planning for:
  - Stormwater Management (covered earlier in this report): By optimising the pipe relining methodology, Council achieved cost savings in the replacement of drainage assets and reduced depreciation expenses.
  - Building Portfolio: A comprehensive review enhanced understanding of long-term funding needs and resulted in the development of a prioritised capital upgrade program for Council's buildings.
- Continuing to be part of the shared service for internal audit service, which provides services
  for six Councils. This enables economies of scale in the provision of internal audit services
  and improved efficiency.

Council will seek to quantify and further explain these and other measures, and explore new measures, if it decides to progress a SRV.

# Alternatives to a Special Rate Variation (SRV)

### Service reductions

While Council will continue to look for better ways of delivering services, and is continually examining its service delivery program, it does not believe that wholesale service reductions is a viable alternative to a SRV.

Under SRV Option 1 – Renew Infrastructure, the SRV would yield an additional \$17.2 million in revenue in 2026/27, and largely be put towards infrastructure renewal, which is equivalent to a third of Council's employee costs in the same year.

The areas subject to service reductions would need to be considered through a consultative budget process and would inevitably results in the removal of services which are currently rated as important by community members.

In addition, the significant reduction in staffing which would come about through the service reductions would severely inhibit the ability of Council to deliver the infrastructure renewal which is needed, nor attract additional or new staff to undertake this work.

# **Debt and borrowing**

Under this LTFP, Council is only proposing to take on additional debt (for the Marian Street Theatre project) where there is a concurrent new revenue stream to service this debt. If Council does not proceed with this project, it will seek to retire its existing debt by 2031/32.

Taking out new borrowings to deal with broader financial sustainability and infrastructure provision issues without identified sources of repayment is not considered to be a prudent approach.

This is because borrowing would:

- · Worsen Council's Operating Results, by adding debt repayments
- Require future generations to pay for today's expenditure
- · Not be linked to an individual asset or project; and
- · Not address the underlying business fundamentals.

# **Further asset sales**

The issue of asset sales was examined in Council's Financial Sustainability Review, published in February 2023. It noted that the asset sale strategy originally envisaged in 2016, involving the sale of \$111 million in assets to improve Council's financial sustainability and to undertake major projects, was not likely to be implemented at that time (due to a lack of support for the sale of particular assets). It also raised concerns about asset sales being used as a basis for long-term financial sustainability. <sup>8</sup> As such, further asset sales are not proposed as an alternative to a SRV. However, future asset sales to fund major projects remain an option for Council to explore.

# Further revenue and efficiency measures

The previous chapter outlines a range of revenue and efficiency measures. It is unlikely that further revenue and efficiency measures will be sufficient to overcome the very significant infrastructure backlog which has been forecast in this LTFP.

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<sup>&</sup>lt;sup>8</sup> Ku-ring-gai Council Financial Sustainability Review, by Morrison Low, published January 2023, pages 14-17

# Sensitivity analysis

The following table lists the major assumptions affecting the LTFP results and shows the impact of varying them. This impact is classified as Low, Moderate or Significant in terms of quality and quantum of service delivery to constituents.

	Impact	Comment
Revenue		
Inflation/CPI	Low	Changes in inflation will affect both revenue and expenditure, but increases in the assumption are likely to be negative for the projected operating surplus.
Rates Income – Rate Peg	Moderate to Significant	The official rate peg for 2025/26 announced by IPART was 6.1%. It is assumed the rate peg will increase by 3.0% for all remaining years, along with a 0.3% population increment.
		Changes in rate pegging will affect revenue forecasts, and these will have a large impact on the LTFP Model. Non-achievement of property and rates income growth forecasts will directly affect provision of new infrastructure and the rate at which existing infrastructure can be renewed.
Investment Earnings	Moderate	Council's investments portfolio is subject to fluctuations in interest rates. An adverse movement in interest rates will reduce investment income and impact on capital expenditure and service levels, with only a minor offset through savings in variable interest loan costs. Council is forecasting an increase in interest earning in the short term a decrease in interest earnings and has adjusted the future budgets accordingly.
Proceeds from Asset Sales	Moderate	The LTFP assumes sale of assets (\$1.2 million) for the 10 years fund Council's co-contribution in its S7.11 Development Contributions Plan.  If these asset sales are not realised, either cuts to services and other capital would have to be made or alternatively the s7.11 projects requiring Council co-contributions would have to be deferred or deleted from the program.

	Impact	Comment
Revenue		
Grants	Low for specific purpose grants.  Moderate/Significant for general purpose grants (FAG)	The LTFP model includes operational grants and capital grants that have already been awarded. The Council does not have a strong reliance on specific purpose grants revenue in comparison with other sources of revenue. Programs funded by specific purpose grants may not be offered by the Council if the grants were eliminated.  The general-purpose (including local roads) component of the Council's Financial Assistance Grant (FAG) is \$4.7 million. If this grant were reduced or eliminated, the Council would need to consider significantly reducing capital expenditure and operating service levels.
Expenditure		
Employee Costs	Significant	This is one of Council's largest costs. The number of employees in operating activities is assumed to remain constant with cost increases in line with forecast or known Award changes. This volume assumption is at risk from possible future changes to conditions, further devolvement of functions from other levels of government and from growth in Council services requiring additional staffing.  The Award increase assumptions are at risk as Council has no direct control over this. The current estimate of 3.0% although in line with the rate peg in future years it exceeds other cost increases, which puts pressure on balancing future budgets.
Borrowing costs	Moderate	Council's outstanding loan balance will reach \$21.0m in 2025/26.  The outstanding loans are discharged by 2031/32 from future net revenue generated from leasing out the investment property at 828 Pacific Highway, Gordon, and a proposed special rate variation. This carries a moderate risk in terms of delays in realising income if the current building (investment property) in future is leased out at a lower occupancy rate than predicted in the LTFP. There is also a moderate risk in terms of the SRV if this is not approved by IPART.

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The following table illustrates monetary sensitivity to variations in the assumptions.

Income & Expenditure Categories	Assumption	2025/26 Base \$'000	Sensitivity to a 10% Variation in the Assumption \$	Sensitivity to a 20% Variation in the Assumption \$
Income:				
Rates	6.10%	82,885	505,599	1,011,197
Annual Charges (DW & others)	7.00%	27,178	190,246	380,492
Fees & Charges	3.90%	23,956	93,428	186,857
Operating Grants	2.90%	9,188	26,645	53,290
Interest on Investments	4.67%	8,204	38,313	76,625
Other Income	2.90%	13,895	40,296	80,591
Expenditure:				
Employee Costs	3.80%	54,159	205,804	411,608
Borrowing Costs	4.45%	1,139	5,069	10,137
Materials & Contracts	2.90%	68,500	198,650	397,300
Depreciation	(1.44%)	29,525	(42,438)	(84,876)
Other Expenditure	2.90%	11,869	34,420	68,840

The sensitivity analysis shows that rates income and employee costs would have the greatest impact if there is a future variation from the LTFP assumptions.

If there are adverse variations in the future from the LTFP assumptions, adjustments will need to be made to operations and capital programs to maintain financial sustainability. The sensitivity analysis brings into sharp focus the need to manage employee numbers and costs.

# **Capital Works projects**

Council will progress a large number of projects during the life of the LTFP. A sample of these projects are listed below.

# Werona Avenue and Heritage Square, Gordon

This project involves upgrade works to Werona Avenue on the eastern side of Gordon and upgrade works to Heritage Square on St Johns Avenue. The works will complement the recently completed St Johns Avenue Streetscape works. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. Construction is planned to commence in late 2025/early 2026.

### Bedes Forest Expansion, St Ives

Council adopted a concept plan for the park in 2022 and is currently finalising construction drawings for this new park on the corner of Yarabah Avenue and Stanley Street, St Ives. The park will be almost 8,000 square metres in area, once completed, and will provide a diversity of activity areas including open grass, a playground, basketball facilities, a community garden, as well as an extensive nature play area. Construction is planned to commence in late 2025/early 2026.

### **Robert Pymble Park**

The Robert Pymble Park Master Plan was adopted by Council in March 2020. The Landscape Masterplan aims to conserve, protect, and enhance the landscape character of Robert Pymble Park while improving the amenity and aesthetics of the park.

The first stage of the Master Plan works being the upgrade of the playground was completed in February 2023. Works are on-going for the delivery of the remaining masterplan works which will be undertaken between 2025-2026.

### Gordon (North) Streetscape Improvements

This project involves upgrade works to streets in the northern part of Gordon local centre including Fitzsimons Lane, Merriwa Street and the Pacific Highway. The area has undergone extensive renewal in the past 10 years which has brought a large number of new residents. Improved pedestrian safety and amenity have become a priority. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. There have been some significant delays with the detailed design of this project which has pushed construction back, the Construction phase is now planned to commence in late 2025.

# **Lindfield Streetscape Improvements**

This project involves upgrade works to streets on the eastern side of Lindfield including Lindfield Avenue and Tryon Road. The works will complement the recently completed Lindfield Village Green and will focus on improving pedestrian safety by managing traffic and parking conflicts and improving access to the rail station. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. New traffic signals at the intersection of Lindfield Avenue and Tryon Road will replace the existing signals. New traffic signals at the intersection of Strickland Avenue and Pacific highway are also proposed to support the delivery of the Lindfield Village Hub. Construction is planned to commence in 2025.

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# **Pymble Streetscape Improvements**

This project involves upgrade works to Grandview Street, Pymble local centre. The works will focus on improving pedestrian conditions and providing outdoor dining areas through footpath extensions and traffic calming measures. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. The project will be handed over to Operations in 2025 to prepare detail design and tender documentation. Construction is planned to commence in 2028.

### St Ives Streetscape Improvements

This project involves upgrade works to streets and parks of St Ives local centre including Stanley Street, Porters Lane, Rosedale Road as well as Rotary and Memorial Parks. The works will focus on improving pedestrian conditions and improving conditions for bicycle user. Small parks will be renewed to create environments where residents and workers can rest and linger. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture.

Council adopted the St Ives Public Domain Plan in February 2023. The project will be handed over to Operations in 2025 to prepare detail design and tender documentation. Construction is planned to commence in 2028.

### **Turramurra Streetscape Improvements**

This project involves upgrade works to Rohini Street in Turramurra local centre. The works will focus on improving pedestrian conditions through improved pedestrian crossing points and providing outdoor dining areas. A key focus of the plan will be to upgrade the bus interchange to improve safety, capacity and functionality. Staff are currently working with representatives from TFNSW to finalise the interchange design and funding. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. Construction is planned to commence in 2035.

# Roseville Streetscape Improvements

This project involves upgrade works to Hill Street, Roseville. The works will focus on improving pedestrian conditions though footpath widening and traffic calming measures. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. Construction is planned to commence in 2036.

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# **Appendix A - LTFP Forecasts and Assumptions**

# LTFP FORECASTS AND ASSUMPTIONS

	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projecte 2034/35
FORECASTS - ACCESS ECONOMICS										
Consumer Price Index ( CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
BBSW - 90 Day	3.5%	2.9%	2.8%	2.7%	2.6%	2.5%	2.5%	2.4%	2.4%	2.4%
INCOME ASSUMPTIONS										
Rates										
Rates Pegging Forecast	6.1%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Rates Population Growth	0.0%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Total Rates Change	6.1%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%
Fees and Charges	3.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Domestic Waste Price Increase	7.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Pensioner Rebate Growth	1.0%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%
Stormwater Management Charge (rates growth only)	0.0%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Trade Waste - Annual Charges	7.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Interest Income	7.070	2.570	2.570	2.570	2.570	2.570	2.570	2.570	2.570	2.570
Interest Income - Rate based on 90 Days BBSW	4.7%	4.0%	3.9%	3.8%	3.7%	3.6%	3.6%	3.5%	3.5%	3.5%
Grants Income - Rate based on 90 Days BBSVV	4.7%	4.0%	3.9%	3.8%	3.7%	3.0%	3.6%	3.5%	3.5%	3.5%
		0.504	0.501	0.404			0.101	0.101	0.101	0.101
Recurrent Grants (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Capital Grants (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Proceeds from Assets Sales										
Asset Sales	0	84	389	0	0	279	380	0	87	0
EXPENDITURE ASSUMPTIONS										
Labour Costs	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%
Workers Compensation (= Emp Costs)										
Superannuation	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
Material & Contracts - Operational Expenditure										
Operating Expenses (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Street Lighting Charges (IPART Decision)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Building Electricity Charges (IPART)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Water Charges (IPART Determination)	18.0%	6.8%	6.8%	6.8%	6.8%	2.4%	2.4%	2.4%	2.4%	2.4%
Fire Levy (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Planning Levy (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Materials & Contracts - Capital Expenditure	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Borrowing Costs		1000000				20000000			7000000	
Loan Rate (95 bps over 90 BBSW or max of 4%)	4.5%	3.9%	3.8%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%

# Appendix B - Base Case (Business as usual) financial tables

### 10 Year Financial Plan for the Years ending 30 June 2035

#### **Projected Income Statement**

Scenario 1 - Base Case (Business as usual)

\$'000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Income from Continuing Operations												
Rates & Annual Charges	98,307	103,059	110,063	113,841	117,941	122,458	128,104	133,469	138,034	142,917	147,806	153,032
User Charges & Fees	22,959	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Interest & Investment Revenue	9,321	7,094	8,204	5,805	5,103	4,417	3,985	3,797	3,878	3,964	3,994	4,022
Other Revenues	15,214	14,121	13,895	14,270	14,655	15,039	15,434	15,839	16,255	16,682	17,121	17,572
Grants & Contributions for Operating Purposes	9,982	10,221	9,188	9,390	9,380	9,544	9,733	9,977	10,148	10,365	10,643	10,655
Grants & Contributions for Capital Purposes	20,176	15,502	16,594	13,813	17,456	38,016	30,404	35,652	33,573	27,943	28,355	28,281
Other Income:												
Net gains from the disposal of assets	- 1,070	-	-	59	281	-	-	207	284	-	66	-
Total Income from Continuing Operations	174,889	173,196	181,900	181,833	190,185	215,549	214,356	226,273	230,155	230,521	237,319	243,595
Total Income excluding Proceeds from Asset Sales &												
Capital Income	155,783	157,694	165,306	167,961	172,448	177,533	183,952	190,414	196,298	202,578	208,898	215,314
Expenses from Continuing Operations												
Employee Benefits & On-Costs	46,974	51,016	54,159	55,803	57,917	60,111	62,389	64,752	67,206	69,752	72,395	75,138
Borrowing Costs	1,322	1,278	1,139	998	856	705	555	405	261	150	150	150
Materials & Contracts	64,297	63,295	68,500	70,211	72,213	73,939	76,704	79,513	81,412	83,358	85,350	87,391
Depreciation & Amortisation	25,949	27,884	29,525	30,721	31,853	32,955	33,741	34,964	36,270	37,504	38,807	40,304
Other Expenses	5,062	5,962	5,130	5,257	5,390	5,518	5,652	5,787	5,926	6,068	6,213	6,362
Other Operational Projects Expenses	9,598	13,199	6,739	6,579	6,756	7,871	7,491	7,511	7,752	9,278	8,512	8,464
Total Expenses from Continuing Operations	153,202	162,634	165,192	169,569	174,985	181,099	186,532	192,932	198,827	206,110	211,427	217,809
Net Operating Result for the Year	21,687	10,562	16,708	12,264	15,200	34,450	27,824	33,341	31,327	24,411	25,892	25,786
Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	1,511	-4940	114	-1549	-2256	-3566	-2580	-2311	-2246	-3532	-2463	-2495

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### **Projected Balance Sheet**

Scenario 1 - Base Case (Business as usual)

\$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
												200 1100
ASSETS												
Current Assets Cash & Cash Equivalents	11,587	25,690	26,018	24,441	24.743	22,730	26,415	28,628	33,033	37,929	41,793	45,956
Investments	94.697	67.600	52,900	48.300	40,800	34,700	31,500	30,400	30,700	31,900	28,200	29,200
Receivables	15.063	14,179	15,147	14,900	15,631	19.246	18.433	19,625	19,683	19.189	19,636	19,947
Inventories	276	225	225	225	225	225	225	225	225	225	225	225
Other	2,904	3,214	3,104	3,074	3,130	3,103	3,102	3,112	3,105	3,106	3,108	3,107
Non-Current Assets Held for Sale	2,850	0,211	0,101	25	108	0,100	0,102	72	96	0,100	21	0,101
Total Current Assets	127,377	110,908	97,393	90,965	84,637	80,003	79,675	82,062	86,842	92,350	92,983	98,434
	,	,	,	,	,	,	,	,				,
Non-Current Assets												
Investments	106,337	82,549	64,674	59,115	49,836	42,358	38,557	37,057	37,493	38,912	34,413	35,583
Receivables	71	71	71	71	71	71	71	71	71	71	71	71
Infrastructure, Property, Plant & Equipment	2,714,777	2,750,903	2,793,382	2,814,528	2,843,414	2,887,428	2,916,698	2,946,883	2,970,413	2,989,115	3,019,818	3,039,993
Investment Property	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734
Intangible Assets	567	440	325	210	95	36	36		-		-	
Right of Use Asset	1,407	1,310	1,240	1,160	1,070	973	876	779	682	585	488	391
Total Non-Current Assets	2,873,893	2,886,008	2,910,426	2,925,819	2,945,220	2,981,600	3,006,972	3,035,524	3,059,393	3,079,417	3,105,525	3,126,772
TOTAL ASSETS	3,001,270	2,996,916	3,007,819	3,016,783	3,029,857	3,061,603	3,086,647	3,117,586	3,146,235	3,171,767	3,198,507	3,225,206
LIABILITIES												
Current Liabilities												
Payables	37,538	28,273	25,356	24,986	25,831	26.142	26.424	26,969	27,253	27,773	27,994	28,253
Borrowings	3,281	3,281	3,338	3,397	3,460	3,525	3,593	3,465	3,540	-	-	-
Provisions	12,655	13,199	13,701	14,221	14,762	15,323	15,905	16,509	17,137	17.788	18,464	19,165
Total Current Liabilities	53,474	44,753	42,395	42,604	44,053	44,990	45,922	46,944	47,930	45,560	46,458	47,419
Non-Current Liabilities					10.000	10.220	111.221					
Payables	1,549	1,484	1,419	1,354	1,289	1,224	1,159	1,094	1,029	964	899	834
Borrowings	24,317	21,036	17,641	14,185	10,663	7,073	3,412	75	-	-	-	-
Provisions	310	323	336	348	362	375	390	404	420	436	452	469
Total Non-Current Liabilities	26,176	22,843	19,396	15,887	12,314	8,672	4,961	1,573	1,449	1,400	1,351	1,303
TOTAL LIABILITIES	79,650	67,596	61,791	58,492	56,366	53,662	50,882	48,517	49,379	46,960	47,809	48,722
Net Assets	2,921,620	2,929,319	2,946,028	2,958,291	2,973,491	3,007,941	3,035,765	3,069,069	3,096,856	3,124,807	3,150,698	3,176,484
EQUITY												
Retained Earnings	949,893	960,455	977,163	989,427	1,004,627	1,039,077	1,066,900	1,100,241	1,131,569	1,155,980	1,181,872	1,207,658
Revaluation Reserves	1,971,727	1,968,864	1,968,865	1,968,865	1,968,864	1,968,864	1,968,864	1,968,827	1,965,287	1,968,827	1,968,826	1,968,826
Council Equity Interest	2,921,620	2,929,319	2,946,028	2,958,291	2,973,491	3,007,941	3,035,765	3,069,069	3,096,856	3,124,807	3,150,698	3,176,484
Council Equity interest	2,321,020	2,929,319	2,340,020	2,500,291	2,313,491	3,007,941	3,033,765	5,003,009	3,030,000	5,124,007	3,130,096	3,170,464
Total Equity	2,921,620	2,929,319	2,946,028	2,958,291	2,973,491	3,007,941	3,035,765	3,069,069	3,096,856	3,124,807	3,150,698	3,176,484

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### Projected Cash Flow Statement

Scenario 1 - Base Case (Business as usual)

\$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	97,602	103,943	109,095	114,088	117,210	118,842	128,916	132,277	137,976	143,411	147,359	152,721
User Charges & Fees	24,574	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Investment & Interest Revenue Received	8,479	7,094	8,204	5,805	5,103	4,417	3,985	3,797	3,878	3,964	3,994	4,022
Grants & Contributions	31,398	25,723	25,782	23,203	26,836	47,560	40,137	45,629	43,721	38,308	38,998	38,936
Bonds, Deposits, Retention amounts received	4,444	-	-	-	-	-	-	-	-	-	-	-
Other	24,011	13,863	14,005	14,300	14,598	15,067	15,434	15,830	16,261	16,681	17,120	17,573
Payments:												
Employee Benefits & On-Costs	- 49,275	- 50,459	- 53,645	- 55,270	- 57,363	- 59,536	- 61,792	- 64,133	- 66,563	- 69,085	- 71,703	- 74,419
Materials & Contracts	- 78,903	- 72,560	- 71,417	- 70,581	- 71,368	- 73,627	- 76,422	- 78,967	- 81,128	- 82,839	- 85,129	- 87,132
Borrowing Costs	- 1,322	- 1,278	- 1,139	- 998	- 856	- 705	- 555	- 405	- 261	- 150	- 150	- 150
Bonds, Deposits, Retention amounts refunded	- 3,397	-	-	-	-	-	-	-	-	-	-	-
Other	- 8,985	- 19,161	- 11,869	- 11,836	- 12,146	- 13,389	- 13,143	- 13,298	- 13,678	- 15,346	- 14,725	- 14,826
Net Cash provided (or used) in Operating Activities	48,626	30,364	42,973	43,366	47,383	64,703	63,256	68,061	68,189	63,594	65,098	66,759
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	124,850	115,528	128,685	93,710	117,812	100,347	86,336	79,147	76,628	77,450	80,100	71,929
Sale of Infrastructure, Property, Plant & Equipment	2,690	-	-	84	389	-	-	279	380	-	87	-
Payments:												
Purchase of investment securities	- 125,604	- 64,644	- 96,109	- 83,552	- 101,033	- 86,768	- 79,335	- 76,547	- 77,364	- 80,070	- 71,901	- 74,099
Purchase of investment property	- 334	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	- 48,520	- 63,798	- 71,819	- 51,722	- 60,724	- 76,706	- 62,915	- 65,196	- 59,823	- 56,013	- 69,455	- 60,361
Purchase of Intangible Assets	- 12	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided in Investing Activities	- 46,930	- 12,914	- 39,243	- 41,479	- 43,556	- 63,127	- 55,914	- 62,317	- 60,179	- 58,632	- 61,170	- 62,530
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-		-	-	-
Payments:												
Repayments of Borrowings & Advances	- 3,227	- 3,281	- 3,338	- 3,397	- 3,460	- 3,525	- 3,593	- 3,465	- 3,540	-	-	-
Lease Liabilities (Principal Repayment)	- 46	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65
Net Cash provided in Financing Activities	- 3,273	- 3,346	- 3,403	- 3,462	- 3,525	- 3,590	- 3,658	- 3,530	- 3,605	- 65	- 65	- 65
Net Increase/(Decrease) in Cash & Cash Equivalents	- 1,577	14,104	326	- 1,575	302	- 2,014	3,685	2,214	4,405	4,897	3,864	4,163
Plus: Cash & Cash Equivalents - beginning of year	13,164	11,587	25,690	26.018	24,441	24,743	22,730	26,415	28,628	33,033	37,929	41,793
Cash & Cash Equivalents - beginning of year	11,587	25,691	26,016	24,442	24,441	22,729	26,414	28,629	33,033	37,929	41,793	45,956
Plus: Investments on hand - end of year	201,034	150,149	117,574	107.415	90.636	77.058	70.057	67,457	68,193	70.812	62,613	64,783
Total Cash, Cash Equivalents & Investments	212,621	175,840	143,590	131,857	115,379	99,787	96,471	96,085	101,226	108,742	104,407	110,739
rotal Cash, Cash Equivalents & Investments	212,621	175,840	143,590	131,857	110,379	99,787	90,471	90,085	101,226	108,742	104,407	110,739

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# Appendix C – SRV Option 1 – Renew infrastructure financial tables

10 Year Financial Plan for the Years ending 30 June 2035

Projected Income Statement

Special Rate Variation Option 1 - Renew Infrastructure

\$'000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Income from Continuing Operations												
Rates & Annual Charges	98.307	103.059	110.063	130.374	135.019	140.100	146.328	152,295	157.481	163.006	168.557	174.469
User Charges & Fees	22,959	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Interest & Investment Revenue	9,321	7,094	8,204	5,836	5,177	4,514	4,097	3,914	4,005	4,097	4,136	4,176
Other Revenues	15,214	14,121	13,895	14,270	14,655	15,039	15,434	15,839	16,255	16,682	17,121	17,572
Grants & Contributions for Operating Purposes	9,982	10,221	9,188	9,390	9,380	9,544	9,733	9,977	10,148	10,365	10,643	10,655
Grants & Contributions for Capital Purposes	20,176	15,502	16,594	13,813	17,456	38,016	30,404	35,652	33,573	27,943	28,355	28,281
Other Income:												
Net gains from the disposal of assets	- 1,070	-	-	59	281	-	-	207	284	-	66	
Total Income from Continuing Operations	174,889	173,196	181,900	198,397	207,337	233,288	232,692	245,216	249,729	250,743	258,212	265,186
Total Income excluding Proceeds from Asset Sales &												
Capital Income	155,783	157,694	165,306	184,525	189,600	195,272	202,288	209,357	215,872	222,800	229,791	236,905
Expenses from Continuing Operations												
Employee Benefits & On-Costs	46,974	51,016	54,159	55,803	57,917	60,111	62,389	64,752	67,206	69,752	72,395	75,138
Borrowing Costs	1,322	1,278	1,139	998	856	705	555	405	261	150	150	150
Materials & Contracts	64,297	63,295	68,500	70,211	73,333	75,226	78,662	81,668	83,777	85,938	88,152	90,430
Depreciation & Amortisation	25,949	27,884	29,525	30,721	31,853	32,955	33,741	34,964	36,270	37,504	38,807	40,304
Other Expenses	5,062	5,962	5,130	5,257	5,390	5,518	5,652	5,787	5,926	6,068	6,213	6,362
Other Operational Projects Expenses	9,598	13,199	6,739	6,579	6,756	7,871	7,491	7,511	7,752	9,278	8,512	8,464
Total Expenses from Continuing Operations	153,202	162,634	165,192	169,569	176,105	182,386	188,490	195,087	201,192	208,690	214,229	220,848
Net Operating Result for the Year	21,687	10,562	16,708	28,828	31,232	50,902	44,202	50,129	48,536	42,053	43,983	44,338
Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	1,511	-4940	114	15,015	13,776	12,886	13,798	14,477	14,963	14,110	15,628	16,057

### Projected Balance Sheet

Special Rate Variation Option 1 - Renew Infrastructure

	Actual	Forecast	Projected									
\$ '000	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
ASSETS Current Assets												
Cash & Cash Equivalents	11.587	25.690	26.018	23.455	23.941	21.935	25.694	27.907	32.313	37.208	41.073	45,243
Investments	94,697	67.600	52,900	49,000	41,700	35.900	32,800	31,800	32,200	33,500	30,000	31,100
Receivables	15.063	14.179	15.147	15,917	16.672	20,326	19,551	20.778	20,874	20.420	20,908	21.257
Inventories	276	225	225	225	225	20,326	225	20,776	20,874	20,420	20,908	21,237
Other	2,904	3,214	3,104	3,074	3,130	3,103	3,102	3,112	3,105	3.106	3,108	3,107
Non-Current Assets Held for Sale	2,850	5,214	5,104	25	108	5,105	3,102	72	96	3,100	21	3,107
Total Current Assets	127,377	110,908	97,393	91.695	85,777	81,489	81,372	83.894	88,813	94.460	95,334	100,931
Total Current Assets	121,311	110,500	31,333	31,033	05,777	01,409	01,372	03,094	00,013	34,400	33,334	100,931
Non-Current Assets												
Investments	106,337	82,549	64,674	59,908	51,000	43,863	40,161	38,793	39,377	40,974	36,585	37,993
Receivables	71	71	71	71	71	71	71	71	71	71	71	71
Infrastructure, Property, Plant & Equipment	2,714,777	2,750,903	2,793,382	2,829,569	2,873,870	2,933,671	2,979,106	3,025,844	3,066,324	3,102,383	3,150,860	3,189,235
Investment Property	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734
Intangible Assets	567	440	325	210	95	36	36	-	-	-	-	-
Right of Use Asset	1,407	1,310	1,240	1,160	1,070	973	876	779	682	585	488	391
Total Non-Current Assets	2,873,893	2,886,008	2,910,426	2,941,652	2,976,840	3,029,348	3,070,984	3,116,221	3,157,188	3,194,747	3,238,737	3,278,424
TOTAL ASSETS	3,001,270	2,996,916	3,007,819	3,033,347	3,062,617	3,110,837	3,152,356	3,200,115	3,246,001	3,289,207	3,334,071	3,379,355
LIABILITIES												
Current Liabilities												
Payables	37.538	28.273	25.356	24.986	25.996	26.330	26,708	27,284	27,598	28.148	28.403	28,695
Borrowings	3.281	3.281	3.338	3,397	3.460	3.525	3,593	3,465	3,540	· -	· -	
Provisions	12,655	13,199	13,701	14,221	14,762	15,323	15,905	16,509	17,137	17,788	18,464	19,165
Total Current Liabilities	53,474	44,753	42,395	42,604	44,218	45,177	46,206	47,259	48,275	45,936	46,867	47,860
Non-Current Liabilities												
Payables	1,549	1,484	1,419	1,354	1,289	1,224	1,159	1,094	1,029	964	899	834
Borrowings	24,317	21,036	17,641	14,185	10,663	7,073	3,412	75	-	-	-	-
Provisions	310	323	336	348	362	375	390	404	420	436	452	469
Total Non-Current Liabilities	26,176	22,843	19,396	15,887	12,314	8,672	4,961	1,573	1,449	1,400	1,351	1,303
TOTAL LIABILITIES	79,650	67,596	61,791	58,492	56,531	53,850	51,166	48,832	49,723	47,336	48,218	49,164
Net Assets	2,921,620	2,929,319	2,946,028	2,974,856	3,006,086	3,056,987	3,101,189	3,151,282	3,196,278	3,241,871	3,285,853	3,330,191
EQUITY	040.000	000 45-	077.400	4 005 00:	4 007 000	4 000 40-	4 400 000	4 400 455	4 000 000	4.070.04-	4 047 000	1 001 005
Retained Earnings	949,893	960,455	977,163	1,005,991	1,037,223	1,088,125	1,132,326	1,182,455	1,230,992	1,273,045	1,317,028	1,361,366
Revaluation Reserves	1,971,727	1,968,864	1,968,865	1,968,865	1,968,863	1,968,863	1,968,863	1,968,827	1,965,286	1,968,826	1,968,826	1,968,825
Council Equity Interest	2,921,620	2,929,319	2,946,028	2,974,856	3,006,086	3,056,987	3,101,189	3,151,282	3,196,278	3,241,871	3,285,853	3,330,191
Total Equity	2.921.620	2,929,319	2.946.028	2,974,856	3.006.086	3.056.987	3,101,189	3,151,282	3,196,278	3,241,871	3.285.853	3,330,191
i otai Equity	2,321,020	2,525,319	2,340,028	4,000	3,000,000	3,000,507	3,101,109	3,131,202	3,130,218	J,241,017	3,203,033	3,330,131

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### Projected Cash Flow Statement

Special Rate Variation Option 1 - Renew Infrastructure

\$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
\$ 000	2023/24	2024/25	2025/20	2026/27	2027726	2020/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	97,602	103,943	109,095	129,604	134,264	136,445	147,103	151,068	157,384	163,460	168,070	174,120
User Charges & Fees	24,574	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Investment & Interest Revenue Received	8,479	7,094	8,204	5,836	5,177	4,514	4,097	3,914	4,005	4,097	4,136	4,176
Grants & Contributions	31,398	25,723	25,782	23,203	26,836	47,560	40,137	45,629	43,721	38,308	38,998	38,936
Bonds, Deposits, Retention amounts received	4,444	-	-	-	-	-	-	-	-	-	-	-
Other	24,011	13,863	14,005	14,300	14,598	15,067	15,434	15,830	16,261	16,681	17,120	17,573
Payments:												
Employee Benefits & On-Costs	- 49,275	- 50,459	- 53,645	- 55,270	- 57,363	- 59,536	- 61,792	- 64,133	- 66,563	- 69,085	- 71,703	- 74,419
Materials & Contracts	- 78,903	- 72,560	- 71,417	- 70,581	- 72,324	- 74,892	- 78,284	- 81,091	- 83,464	- 85,388	- 87,898	- 90,138
Borrowing Costs	- 1,322	- 1,278	- 1,139	- 998	- 856	- 705	- 555	- 405	- 261	- 150	- 150	- 150
Bonds, Deposits, Retention amounts refunded	- 3,397	-	-	-	-	-	-	-	-	-	-	-
Other	- 8,985	- 19,161	- 11,869	- 11,836	- 12,146	- 13,389	- 13,143	- 13,298	- 13,678	- 15,346	- 14,725	- 14,826
Net Cash provided (or used) in Operating Activities	48,626	30,364	42,973	58,913	63,556	81,139	79,693	84,845	85,389	81,228	83,182	85,305
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	124,850	115,528	128,685	93,741	118,151	101,280	87,926	80,940	78,663	79,739	82,676	74,826
Sale of Infrastructure, Property, Plant & Equipment	2,690	-	-	84	389	-	-	279	380	-	87	-
Payments:												
Purchase of investment securities	- 125,604	- 64,644	- 96,109	- 85,076	- 101,943	- 88,343	- 81,123	- 78,572	- 79,647	- 82,637	- 74,786	- 77,334
Purchase of investment property	- 334	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	- 48,520	- 63,798	- 71,819	- 66,762	- 76,141	- 92,492	- 79,080	- 81,749	- 76,773	- 73,370	- 87,229	- 78,561
Purchase of Intangible Assets	- 12	-	-	-	-	-	-	-	-	-	-	
Net Cash provided in Investing Activities	- 46,930	- 12,914	- 39,243	- 58,013	- 59,544	- 79,555	- 72,277	- 79,102	- 77,377	- 76,267	- 79,252	- 81,069
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	- 3,227	- 3,281	- 3,338	- 3,397	- 3,460	- 3,525	- 3,593	- 3,465	- 3,540	-	-	-
Lease Liabilities (Principal Repayment)	- 46	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65
Net Cash provided in Financing Activities	- 3,273	- 3,346	- 3,403	- 3,462	- 3,525	- 3,590	- 3,658	- 3,530	- 3,605	- 65	- 65	- 65
Net Increase/(Decrease) in Cash & Cash Equivalents	- 1.577	14.104	326	- 2.562	487	- 2.006	3.758	2.213	4.407	4.895	3.865	4.171
Plus: Cash & Cash Equivalents - beginning of year	13.164	11,587	25.690	26.018	23.455	23,941	21.935	25.694	27.907	32,313	37.208	41.073
Cash & Cash Equivalents - beginning of year	11,587	25,691	26,016	23,455	23,455	21,936	25.693	27,907	32,314	37,208	41.073	45,244
Plus: Investments on hand - end of year	201,034	150,149	117,574	108,908	92,700	79,763	72,961	70,593	71,577	74,474	66,585	69,093
Total Cash, Cash Equivalents & Investments	212,621	175.840	143.590	132,364	116.642	101.699	98.654	98.500	103,891	111.682	107.657	114,336
Total Odon, Odon Equivalento & Investmento	414,041	173,040	143,550	132,304	110,042	101,033	30,034	30,500	103,091	111,002	101,001	114,330

# Appendix D - SRV Option 2 - Enhance infrastructure financial tables

10 Year Financial Plan for the Years ending 30 June 2035

Projected Income Statement

Special Rate Variation Option 2 - Renew and Enhance Infrastructure

	Actual	Forecast	Projected									
\$'000	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
3 000	2023/24	2024/23	2025/20	2020/21	2021120	2020/29	2029/30	2030/31	203 1/32	2032/33	2033/34	2034/33
Income from Continuing Operations												
Rates & Annual Charges	98,307	103,059	110,063	136,474	141,320	146,609	153,052	159,241	164,656	170,418	176,214	182,377
User Charges & Fees	22,959	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Interest & Investment Revenue	9,321	7,094	8,204	5,836	5,177	4,515	4,097	3,915	4,008	4,099	4,139	4,178
Other Revenues	15,214	14,121	13,895	14,270	14,655	15,039	15,434	15,839	16,255	16,682	17,121	17,572
Grants & Contributions for Operating Purposes	9,982	10,221	9,188	9,390	9,380	9,544	9,733	9,977	10,148	10,365	10,643	10,655
Grants & Contributions for Capital Purposes	20,176	15,502	16,594	13,813	17,456	38,016	30,404	35,652	33,573	27,943	28,355	28,281
Other Income:												
Net gains from the disposal of assets	- 1,070	-	-	59	281	-	-	207	284	-	66	
Total Income from Continuing Operations	174,889	173,196	181,900	204,497	213,638	239,798	239,416	252,163	256,907	258,157	265,872	273,096
Total Income excluding Proceeds from Asset Sales & Capital Income	155,783	157,694	165,306	190,625	195,901	201,782	209,012	216,304	223,050	230,214	237,451	244,815
Expenses from Continuing Operations												
Employee Benefits & On-Costs	46.974	51.016	54.159	55.803	57.917	60.111	62.389	64.752	67.206	69.752	72.395	75.138
Borrowing Costs	1.322	1.278	1.139	998	856	705	555	405	261	150	150	150
Materials & Contracts	64.297	63.295	68.500	70.211	73.373	75.326	78,825	81.885	84.041	86.350	88.614	90.983
Depreciation & Amortisation	25.949	27.884	29.525	30.809	32.034	33.233	34.271	35.551	36.868	38.220	39.646	41,270
Other Expenses	5,062	5.962	5.130	5.257	5.390	5,518	5,652	5,787	5.926	6.068	6.213	6.362
Cust Expositor	0,002	0,002	0,100	0,201	0,000	0,010	0,002	0,707	0,020	0,000	0,210	0,002
Other Operational Projects Expenses	9,598	13,199	6,739	6,579	6,756	7,871	7,491	7,511	7,752	9,278	8,512	8,464
Total Expenses from Continuing Operations	153,202	162,634	165,192	169,657	176,326	182,764	189,183	195,891	202,054	209,818	215,530	222,367
Net Operating Result for the Year	21,687	10,562	16,708	34,840	37,312	57,034	50,233	56,272	54,852	48,339	50,342	50,729
Net Operating Result for the year before Grants & Contributions provided												
for Capital Purposes	1,511	-4940	114	21.027	19.856	19.018	19.829	20.620	21.279	20.396	21.987	22.448
ioi Capital r ui poses	1,511	-4940	114	21,027	19,000	19,010	19,029	20,020	21,219	20,390	21,907	22,440

Projected Balance Sheet Special Rate Variation Option 2 - Renew and Enhance Infrastructure

\$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
\$ '000	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,587	25,690	26,018	23,079	23,562	21,551	25,305	27,514	31,914	36,816	40,675	44,843
Investments	94,697	67,600	52,900	49,000	41,700	35,900	32,800	31,800	32,200	33,500	30,000	31,100
Receivables	15,063	14,179	15,147	16,293	17,057	20,725	19,963	21,204	21,314	20,875	21,377	21,740
Inventories	276	225	225	225	225	225	225	225	225	225	225	225
Other	2,904	3,214	3,104	3,074	3,130	3,103	3,102	3,112	3,105	3,106	3,108	3,107
Non-Current Assets Held for Sale	2,850	-	-	25	108	-	-	72	96	-	21	-
Total Current Assets	127,377	110,908	97,393	91,695	85,782	81,504	81,395	83,926	88,855	94,522	95,405	101,014
Non-Current Assets												
Investments	106.337	82.549	64.674	59.908	51.010	43.880	40.183	38.831	39.453	41.014	36.613	37.999
Receivables	71	71	71	71	71	71	71	71	71	71	71	71
Infrastructure, Property, Plant & Equipment	2.714.777	2,750,903	2.793.382	2,835,580	2.885.953	2,951,878	3,003,340	3.056.204	3,102,961	3.145.343	3.200.190	3.244.980
Investment Property	50.734	50.734	50.734	50.734	50.734	50.734	50.734	50.734	50,734	50.734	50,734	50,734
Intangible Assets	567	440	325	210	95	36	36	-	-	-	-	-
Right of Use Asset	1,407	1,310	1,240	1,160	1,070	973	876	779	682	585	488	391
Total Non-Current Assets	2,873,893	2,886,008	2,910,426	2,947,663	2,988,934	3,047,573	3,095,240	3,146,619	3,193,901	3,237,747	3,288,096	3,334,175
TOTAL ASSETS	3,001,270	2,996,916	3,007,819	3,039,359	3,074,715	3,129,076	3,176,635	3,230,546	3,282,755	3,332,269	3,383,501	3,435,189
LIABILITIES												
Current Liabilities												
Payables	37,538	28,273	25,356	24,986	26,002	26,344	26,731	27,316	27.636	28,208	28,470	28,775
Borrowings	3.281	3.281	3.338	3.397	3.460	3,525	3.593	3,465	3.540	20,200	20,110	20,770
Provisions	12.655	13.199	13.701	14.221	14.762	15.323	15.905	16.509	17.137	17.788	18,464	19.165
Total Current Liabilities	53,474	44,753	42,395	42,604	44,223	45,192	46,229	47,290	48,313	45,996	46,934	47,940
									-			
Non-Current Liabilities												
Payables	1,549	1,484	1,419	1,354	1,289	1,224	1,159	1,094	1,029	964	899	834
Borrowings	24,317	21,036	17,641	14,185	10,663	7,073	3,412	75	-	-	-	-
Provisions	310	323	336	348	362	375	390	404	420	436	452	469
Total Non-Current Liabilities	26,176	22,843	19,396	15,887	12,314	8,672	4,961	1,573	1,449	1,400	1,351	1,303
TOTAL LIABILITIES	79,650	67,596	61,791	58,492	56,537	53,864	51,190	48,864	49,762	47,396	48,285	49,244
Net Assets	2,921,620	2,929,319	2,946,028	2,980,867	3,018,178	3,075,212	3,125,445	3,181,682	3,232,993	3,284,873	3,335,216	3,385,945
EQUITY												
Retained Earnings	949.893	960.455	977.163	1.012.003	1.049.315	1,106,349	1,156,581	1.212.853	1.267.706	1.316.045	1,366,387	1.417.116
Revaluation Reserves	1.971.727	1.968.864	1.968.865	1.968.864	1.968.863	1.968.863	1.968.864	1.968.829	1.965.288	1.968.828	1.968.829	1,968,829
Council Equity Interest	2,921,620	2,929,319	2,946,028	2,980,867	3,018,178	3,075,212	3,125,445	3,181,682	3,232,993	3,284,873	3,335,216	3,385,945
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Total Equity	2,921,620	2,929,319	2,946,028	2,980,867	3,018,178	3,075,212	3,125,445	3,181,682	3,232,993	3,284,873	3,335,216	3,385,945

#### Projected Cash Flow Statement

Special Rate Variation Option 2 - Renew and Enhance Infrastructure

	Actual	Forecast	Projected									
\$ '000	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Cash Flows from Operating Activities												
Receipts:	07.000	400.040	109.095	405.000	440.550	142.940	153.814	158.000	404.545	470.050	175.712	100.011
Rates & Annual Charges	97,602	103,943		135,328	140,556				164,545	170,858		182,014
User Charges & Fees	24,574	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Investment & Interest Revenue Received	8,479	7,094	8,204	5,836	5,177	4,515	4,097	3,915	4,008	4,099	4,139	4,178
Grants & Contributions	31,398	25,723	25,782	23,203	26,836	47,560	40,137	45,629	43,721	38,308	38,998	38,936
Bonds, Deposits, Retention amounts received	4,444											
Other	24,011	13,863	14,005	14,300	14,598	15,067	15,434	15,830	16,261	16,681	17,120	17,573
Payments:												
Employee Benefits & On-Costs	- 49,275	- 50,459	- 53,645	- 55,270	- 57,363	- 59,536	- 61,792	- 64,133	- 66,563	- 69,085	- 71,703	- 74,419
Materials & Contracts	- 78,903	- 72,560	- 71,417	- 70,581	- 72,358	- 74,983	- 78,438	- 81,300	- 83,721	- 85,778	- 88,352	- 90,678
Borrowing Costs	- 1,322	- 1,278	- 1,139	- 998	- 856	- 705	- 555	- 405	- 261	- 150	- 150	- 150
Bonds, Deposits, Retention amounts refunded	- 3,397	-	-	-	-	-	-	-	-	-	-	-
Other	- 8,985	- 19,161	- 11,869	- 11,836	- 12,146	- 13,389	- 13,143	- 13,298	- 13,678	- 15,346	- 14,725	- 14,826
Net Cash provided (or used) in Operating Activities	48,626	30,364	42,973	64,637	69,814	87,544	86,249	91,570	92,295	88,237	90,373	92,661
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	124,850	115,528	128,685	93,741	118,130	101,271	87,923	80,944	78,684	79,797	82,698	74,836
Sale of Infrastructure, Property, Plant & Equipment	2,690	-	-	84	389	-	-	279	380	-	87	-
Payments:												
Purchase of investment securities	- 125,604	- 64,644	- 96,109	- 85,076	- 101,933	- 88,341	- 81,126	- 78,591	- 79,706	- 82,658	- 74,797	- 77,322
Purchase of investment property	- 334	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	- 48,520	- 63,798	- 71,819	- 72,862	- 82,393	- 98,894	- 85,636	- 88,463	- 83,647	- 80,409	- 94,437	- 85,942
Purchase of Intangible Assets	- 12	-	-	-	-	-	-	-	-	-	-	
Net Cash provided in Investing Activities	- 46,930	- 12,914	- 39,243	- 64,113	- 65,806	- 85,964	- 78,839	- 85,831	- 84,289	- 83,271	- 86,449	- 88,428
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	- 3,227	- 3,281	- 3,338	- 3,397	- 3,460	- 3,525	- 3,593	- 3,465	- 3,540	-	-	-
Lease Liabilities (Principal Repayment)	- 46	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65
Net Cash provided in Financing Activities	- 3,273	- 3,346	- 3,403	- 3,462	- 3,525	- 3,590	- 3,658	- 3,530	- 3,605	- 65	- 65	- 65
Net Increase/(Decrease) in Cash & Cash Equivalents	-1,577	14,104	326	- 2,937	483	- 2,011	3,753	2,209	4,401	4,901	3,859	4,168
Plus: Cash & Cash Equivalents - beginning of year	13,164	11,587	25,690	26,018	23,079	23,562	21,551	25,305	27,514	31,914	36,816	40,675
Cash & Cash Equivalents - end of year	11,587	25,691	26,016	23,080	23,562	21,551	25,304	27,514	31,915	36,815	40,675	44,843
Plus: Investments on hand - end of year	201,034	150,149	117,574	108,908	92,710	79,780	72,983	70,631	71,653	74,514	66,613	69,099
Total Cash, Cash Equivalents & Investments	212,621	175,840	143,590	131,988	116,272	101,332	98,288	98,145	103,568	111,330	107,287	113,941

# Appendix E – SRV Option 3 – Renew, Enhance and Expand Infrastructure financial tables

10 Year Financial Plan for the Years ending 30 June 2035

Projected Income Statement

Special Rate Variation Option 3 - Renew, Enhance and Expand Infrastructure

	Actual	Forecast	Projected									
\$'000	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Income from Continuing Operations												
	00.007	400.050	440.000	440.045	4.45.000	454.554	450 457	404.544	470 400	470.044	400.000	400 000
Rates & Annual Charges	98,307	103,059	110,063	140,945	145,939	151,551	158,157	164,514	170,103	176,044	182,026	188,382
User Charges & Fees	22,959	23,199	23,956	24,655	25,369	26,075	26,696	27,332	27,983	28,650	29,334	30,033
Interest & Investment Revenue	9,321	7,094	8,204	5,838	5,181	4,515	4,092	3,913	4,020	4,140	4,227	4,328
Other Revenues	15,214	14,121	13,895	14,270	14,655	15,039	15,434	15,839	16,255	16,682	17,121	17,572
Grants & Contributions for Operating Purposes	9,982	10,221	9,188	9,390	9,380	9,544	9,733	9,977	10,148	10,365	10,643	10,655
Grants & Contributions for Capital Purposes	20,176	15,502	16,594	13,813	17,456	38,016	30,404	35,652	33,573	27,943	28,355	28,281
Other Income:												
Net gains from the disposal of assets	- 1,070	-	-	59	281	-	-	207	284	-	66	-
Total Income from Continuing Operations	174,889	173,196	181,900	208,970	218,261	244,740	244,516	257,434	262,366	263,824	271,772	279,251
Total Income excluding Proceeds from Asset Sales & Capital Income	155,783	157,694	165,306	195,098	200,524	206,724	214,112	221,575	228,509	235,881	243,351	250,970
Expenses from Continuing Operations												
Employee Benefits & On-Costs	46.974	51.016	54.159	55.803	57.917	60.111	62.389	64.752	67.206	69.752	72.395	75.138
Borrowing Costs	1,322	1,278	1,139	2,283	2,033	1,769	1,500	1,227	954	708	568	422
Materials & Contracts	64,297	63,295	68,500	70,211	73,383	76,109	79,466	82,341	84,309	86,324	88,387	90,500
Depreciation & Amortisation	25,949	27,884	29,525	31,439	32,692	33,920	34,988	36,299	37,649	39,034	40,495	42,155
Other Expenses	5,062	5,962	5,130	5,257	5,390	5,518	5,652	5,787	5,926	6,068	6,213	6,362
Other Operational Projects Expenses	9,598	13,199	6,739	6,579	6,756	7,871	7,491	7,511	7,752	9,278	8,512	8,464
Total Expenses from Continuing Operations	153,202	162,634	165,192	171,572	178,171	185,298	191,486	197,917	203,796	211,164	216,570	223,041
Net Operating Result for the Year	21,687	10,562	16,708	37,398	40,090	59,442	53,030	59,517	58,569	52,660	55,202	56,210
Net Operating Result for the year before Grants & Contributions provided												
for Capital Purposes	1,511	-4940	114	23,585	22,634	21,426	22,626	23,865	24,996	24,717	26,847	27,929

Projected Balance Sheet Special Rate Variation Option 3 - Renew, Enhance and Expand Infrastructure

\$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
V 000	2020/24	2024/20	2020/20	2020/21	2021120	2020/20	2020/00	2000/01	2001102	2002/00	2000.04	200-1100
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,587	25,690	26,018	22,806	23,286	21,362	25,079	27,256	31,631	36,507	40,374	44,556
Investments	94,697	67,600	52,900	49,000	41,800	35,800	32,700	31,800	32,500	34,300	31,400	33,400
Receivables	15,063	14,179	15,147	16,568	17,338	21,028	20,276	21,527	21,648	21,219	21,733	22,107
Inventories	276	225	225	225	225	225	225	225	225	225	225	225
Other	2,904	3,214	3,104	3,074	3,130	3,103	3,102	3,112	3,105	3,106	3,108	3,107
Non-Current Assets Held for Sale	2,850			25 91.697	108			72	96		21	
Total Current Assets	127,377	110,908	97,393	91,697	85,887	81,518	81,382	83,991	89,205	95,358	96,860	103,394
Non-Current Assets												
Investments	106,337	82,549	64,674	59,907	51,030	43,757	40,000	38,816	39,755	41,901	38,380	40,823
Receivables	71	71	71	71	71	71	71	71	71	71	71	71
Infrastructure, Property, Plant & Equipment	2,714,777	2,750,903	2,793,382	2,866,016	2,916,449	2,982,421	3,033,917	3,086,804	3,133,568	3,175,944	3,230,768	3,275,520
Investment Property	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734
Intangible Assets	567	440	325	210	95	36	36	-	-	-	-	-
Right of Use Asset	1,407	1,310	1,240	1,160	1,070	973	876	779	682	585	488	391
Total Non-Current Assets	2,873,893	2,886,008	2,910,426	2,978,098	3,019,449	3,077,992	3,125,635	3,177,204	3,224,810	3,269,235	3,320,441	3,367,539
TOTAL ASSETS	3,001,270	2,996,916	3,007,819	3,069,795	3,105,336	3,159,509	3,207,017	3,261,195	3,314,015	3,364,593	3,417,301	3,470,933
LIABILITIES												
Current Liabilities												
Payables	37,538	28,273	25,356	24,986	26,003	26,458	26,824	27,383	27,675	28,204	28,437	28,705
Borrowings	3,281	3,281	3,338	5,884	6,055	6,233	6,420	6,415	6,619	3,213	3,354	3,500
Provisions	12,655	13,199	13,701	14,221	14,762	15,323	15,905	16,509	17,137	17,788	18,464	19,165
Total Current Liabilities	53,474	44,753	42,395	45,091	46,820	48,014	49,149	50,307	51,431	49,205	50,255	51,370
Non-Current Liabilities												
Payables	1.549	1.484	1.419	1,354	1.289	1,224	1.159	1.094	1.029	964	899	834
Borrowings	24.317	21.036	17.641	39.578	33.352	26,941	20.334	13.924	7.101	7.294	3.799	153
Provisions	310	323	336	348	362	375	390	404	420	436	452	469
Total Non-Current Liabilities	26.176	22.843	19.396	41.280	35.003	28.540	21.883	15,422	8.550	8.694	5.150	1,456
TOTAL LIABILITIES	79,650	67,596	61,791	86,372	81,823	76,554	71,032	65,730	59,981	57,899	55,405	52,827
Net Assets	2,921,620	2,929,319	2,946,028	2,983,423	3,023,514	3,082,955	3,135,985	3,195,465	3,254,034	3,306,694	3,361,896	3,418,106
EQUITY												
Retained Earnings	949,893	960,455	977,163	1,014,561	1,054,651	1,114,093	1,167,122	1,226,639	1,285,209	1,337,869	1,393,071	1,449,281
Revaluation Reserves	1,971,727	1,968,864	1,968,865	1,968,862	1,968,863	1,968,862	1,968,863	1,968,826	1,968,825	1,968,825	1,968,825	1,968,825
Council Equity Interest	2,921,620	2,929,319	2,946,028	2,983,423	3,023,514	3,082,955	3,135,985	3,195,465	3,254,034	3,306,694	3,361,896	3,418,106
Total Equity	2.921.620	2,929,319	2.946.028	2,983,423	3,023,514	3.082.955	3,135,985	3.195.465	3,254,034	3.306.694	3.361.896	3,418,106
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### Projected Cash Flow Statement

Special Rate Variation Option 3 - Renew, Enhance and Expand Infrastructure

\$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	97.602	103,943	109.095	139,524	145,169	147,861	158,908	163.264	169,981	176.473	181,512	188.008
User Charges & Fees	24.574	23,199	23.956	24.655	25.369	26.075	26.696	27.332	27.983	28.650	29,334	30.033
Investment & Interest Revenue Received	8.479	7.094	8.204	5.838	5.181	4.515	4.092	3.913	4.020	4.140	4,227	4.328
Grants & Contributions	31.398	25.723	25.782	23.203	26.836	47.560	40.137	45.629	43.721	38.308	38.998	38.936
Bonds, Deposits, Retention amounts received	4,444	25,725	25,762	25,205	20,030	47,300	40,137	43,029	43,721	30,300	30,990	30,530
Other	24.011	13.863	14.005	14.300	14.598	15.067	15.434	15.830	16.261	16.681	17.120	17.573
Payments:	24,011	13,003	14,003	14,300	14,550	13,007	13,434	13,030	10,201	10,001	17,120	17,575
Employee Benefits & On-Costs	- 49.275	- 50.459	- 53.645	- 55.270	- 57.363	- 59.536	- 61.792	- 64.133	- 66.563	- 69.085	- 71.703	- 74.419
Materials & Contracts	- 78.903	- 72,560	- 71.417	- 70.581	- 72.366	- 75.653	- 79.100	- 81.782	- 84.017	- 85.795	- 88.155	- 74,419
Borrowing Costs	- 1.322	- 1.278	- 1.139	- 2.283	- 2.033	- 1.769	- 1.500	- 1.227	- 954	- 708	- 568	- 422
Bonds, Deposits, Retention amounts refunded	- 1,322	- 1,270	- 1,139	- 2,203	- 2,033	- 1,709	- 1,500	- 1,221	- 954	- 700	- 500	- 422
Other	- 8,985	- 19,161	- 11.869	- 11.836	- 12,146	- 13,389	- 13,143	- 13.298	- 13,678	- 15,346	- 14,725	- 14,826
Net Cash provided (or used) in Operating Activities	48.626	30.364	42.973	67.550	73.245	90.730	89.732	95.527	96.755	93.318	96.041	98,979
Net Cash provided (or used) in Operating Activities	40,020	30,364	42,973	67,550	73,245	90,730	09,732	95,521	90,755	93,310	90,041	30,373
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	124.850	115.528	128.685	93.743	117.886	101.144	87.447	80.412	78.435	80.193	84.227	77.906
Sale of Infrastructure, Property, Plant & Equipment	2.690		.,	93,743	389	101,144	87,447	80,412 279	78,435 380	,	84,227	77,906
	2,090	-	-	04	309	-	-	2/9	300	-	07	-
Payments: Purchase of investment securities	- 125.604	- 64.644	- 96.109	- 85.076	- 101.810	- 87.870	- 80.591	- 78.328	- 80.073	- 84.140	- 77.805	- 82.349
	- 125,604	- 64,644	,		. ,			- ,		. , .	,	- 82,349
Purchase of investment property		-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	- 48,520	- 63,798	- 71,819	- 103,928	- 83,110	- 99,629	- 86,388	- 89,233	- 84,436	- 81,217	- 95,264	- 86,789
Purchase of Intangible Assets	- 12											
Net Cash provided in Investing Activities	- 46,930	- 12,914	- 39,243	- 95,177	- 66,645	- 86,355	- 79,531	- 86,870	- 85,695	- 85,163	- 88,756	- 91,232
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	30,366	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	- 3,227	- 3,281	- 3,338	- 5,884	- 6,055	- 6,233	- 6,420	- 6,415	- 6,619	- 3,213	- 3,354	- 3,500
Lease Liabilities (Principal Repayment)	- 46	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65
Net Cash provided in Financing Activities	- 3,273	- 3,346	- 3,403	24,417	- 6,120	- 6,298	- 6,485	- 6,480	- 6,684	- 3,278	- 3,419	- 3,565
Net Increase/(Decrease) in Cash & Cash Equivalents	- 1,577	14,104	326	- 3,210	480	- 1,923	3,716	2,177	4,376	4,877	3,866	4,182
Plus: Cash & Cash Equivalents - beginning of year	13,164	11,587	25,690	26,018	22,806	23,286	21,362	25,079	27,256	31,631	36,507	40,374
Cash & Cash Equivalents - end of year	11.587	25,691	26.016	22.808	23.285	21,363	25.078	27.256	31.632	36.507	40.373	44.556
Plus: Investments on hand - end of year	201.034	150.149	117,574	108.907	92.830	79.557	72,700	70.616	72,255	76.201	69.780	74,223



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2

Asset Management Strategy 2025-2035 – June 2025

# ATTACHMENT NO: 2 - ASSET MANAGEMENT STRATEGY - REVISED DRAFT

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ITEM NO: GB.6

# **Summary**

This Asset Management Strategy has been developed based on community engagement outcomes, a review of the Council's service delivery practices, financial sustainability indicators, asset management maturity, and the objectives outlined in the Community Strategic Plan.

This Asset Management Strategy has been developed in accordance with the Integrated Planning and Reporting Framework Guidelines. The Strategy demonstrates:

- how Council's asset portfolio will meet the service delivery needs of its community over the next 10 years
- how Council's Asset Management Policy will be achieved
- the integration of Council's asset management with the Community Strategic Plan.

# Introduction

Council delivers a variety of services to the community and, in doing so, must ensure that the assets supporting these services are managed with a whole-of-life asset management approach. The life cycle management approach optimises asset acquisition, maximises use of assets, and manages service and operational costs.

Council demonstrates its commitment to asset management through its Asset Management Policy, Asset Management Strategy, and a suite of Asset Management Plans, which apply to infrastructure assets owned by Council.

Community and organisational goals and objectives have guided the development of this Strategy to ensure the management of Council's assets reflects the broader community's long-term objectives contained in the Community Strategic Plan.

The Community Strategic Plan provides strategic direction, addressing the community's issues to achieve the long-term objectives under the following outcomes:

- Our unique natural environment is protected and enhanced
- · Sustainable urban growth and change
- Infrastructure and assets support community needs
- · An inclusive, connected and safe community
- Leadership and service excellence

The Asset Management Strategy can be viewed as a first-tier plan, supported by more detailed asset management plans. It provides direction to guide asset management actions into the future and ensures Council continually improves the management of its infrastructure.

It is vital that Council develops and maintains rigorous asset management processes, as asset management is a key driver of the 10-Year Long Term Financial Plan (LTFP).

# **Asset management planning process**

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable and economically sustainable service delivery. In turn, affordable service levels can only be determined by assessing Council's long-term financial sustainability under scenarios with different proposed service levels.

Best-practice asset management planning commences with defining stakeholder and legal requirements and needs, and then incorporating these needs into the organisation's strategic plan, developing an asset management policy, strategy, asset management plans, and operational plans, linked to a Long-Term Financial Plan.

# Asset management planning process

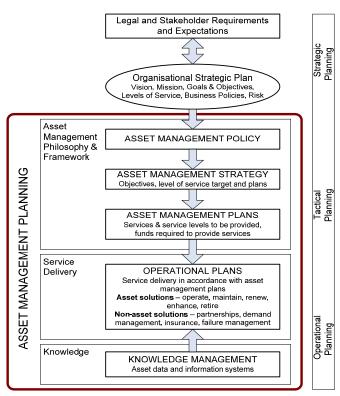


Diagram 1: Asset management planning process

# Asset management policy and objectives

# **Purpose**

The purpose of Council's Asset Management Policy is to guide the strategic management of Council's assets. The Policy defines Council's vision and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability. The Asset Management Strategy (AMS) has been developed to support the Asset Management Policy.

# **Objectives**

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide services.

Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council develops and maintains asset management governance, skills, processes, data, and systems to provide services to our present and future community in the most cost-effective and sustainable manner.

The objectives of the Asset Management Strategy are to:

- Ensure that Council's infrastructure services are provided in an economically optimal manner, with the appropriate level of service to residents, visitors and the environment. This is determined by reference both to:
  - o Measured community satisfaction with Council's services and facilities, and
  - Council's long term financial sustainability.
- Improve the condition of Council's assets over a ten-year period by implementing optimised
  maintenance and renewal programs based on the holistically applied lifecycle principles, remaining
  useful life as per asset condition, and available funding.
- Manage assets in a poor condition with appropriate risk management and/or disposal strategies.
- Ensure that any future projects to create or upgrade assets are done with a full understanding of the
  whole of life costing for the asset and have an assured source of funding for both capital and ongoing
  costs.
- · Meet legislative requirements for all Council's operations.
- Ensure resources and operational capabilities are identified and responsibility for asset management is clearly allocated.
- Provide high-level oversight of financial and asset management responsibilities by reporting to Council on the development, revision and implementation of the Asset Management Strategy, Asset Management Plans and Resourcing Strategy.

To maximise the potential to meet the above objectives, Council will:

- Continually review its Asset Management Strategy and plans to ensure that:
  - o They provide a clear connection between community priorities and available funding.
  - o They are aligned with Council's Integrated Planning and Reporting documents.

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Asset Management Strategy 2025-2035 – June 2025

ATTACHMENT NO: 2 -	ASSET MANAGEMENT	STRATEGY -	<b>REVISED</b>
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ITEM NO: GB.6

• Continually improve the quality and scope of existing asset data by ensuring that all assets are assessed, and appropriate useful lives and conditions are assigned to each component.

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Asset Management Strategy 2025-2035 – June 2025

ITEM NO: GB.6

# Where are we now?

# **Current situation**

Council's core infrastructure assets consist of roads, footpaths, recreational facilities buildings, and stormwater drainage. The anticipated estimated cost to fully renew all infrastructure currently in an unsatisfactory condition for 2025/26 is \$234 million (\$227 million as of 30 June 2024). This increase is due to a combination of factors, including the increase in value of the asset portfolio and detailed review of some key asset classes which was recommended by The Financial Sustainability Review 2023 (FSR).

The FSR 2023 was an independent, high-level review of Council's Resourcing Strategy and made several recommendations including that further work and investigation be undertaken to confirm asset condition, useful lives and asset backlog for roads, buildings and drainage. Council has proactively acted on these recommendations and has concluded detailed assessment of two key asset classes - Drainage and Buildings (Operational and Community).

# Asset cost, condition and value

The cost, condition and value of assets are reported each year in financial statements as part of the Annual Report. In 2023/24, the value and replacement cost of infrastructure assets were reported as follows<sup>1</sup>:

Infrastructure asset values 2023/24	Net carrying amount (WDV) \$'000	Gross replacement cost \$'000
Buildings	118,497	207,364
Other structures	47,279	56,753
Road and transport assets	557,988	835,650
Drainage	276,666	511,921
Open space recreational assets	101,793	164,876
Total	1,102,223	1,776,564

Table 1: Value and replacement cost of infrastructure assets 2023/24

In terms of the total cost to replace the infrastructure assets, road and transport assets and drainage constitute the vast majority of Council's infrastructure (see diagram 2). Road and transport assets include roads, footpaths, bridges, kerb and gutters, road furniture, road structures and bulk earth works.

Based on community surveys and feedback, roads, local parks and gardens, transport assets, and drainage are higher priority asset classes for our community. This Asset Management Strategy has therefore been developed to give priority to those asset classes and to guide funding decisions for all other essential works and priority assets.

<sup>&</sup>lt;sup>1</sup> Ku-ring-gai Council Annual Report 2023/2024 – Financial Statements Special Schedule Report on infrastructure assets as at 30 June 2024.

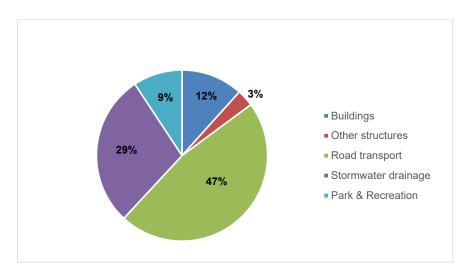


Diagram 2: Percentage of total gross replacement cost – Ku-ring-gai Council – All asset classes

# Council budget

Following a functional assessment of Councils assets, it has been determined that the existing budget (Base Case) is insufficient to meet the long-term renewal needs of footpaths, drainage, recreational facilities, and buildings. Without additional funding, asset deterioration will continue to outpace renewal efforts, leading to higher maintenance costs, declining service levels, an increasing infrastructure backlog, and increased exposure to risk. This will place greater financial strain on Council, limiting its ability to deliver essential services and maintain safe and functional assets for the community.

To address this, Council's Long Term Financial Plan reflects a base case and three Special Rate Variation (SRV) scenarios. For the purpose of the AMS, only one scenario, SRV Option 1 – Renew infrastructure, is considered and analysed. The proposed SRV Option 1 will commence in 2026/27 subject to Council consideration and approval, providing an additional \$16.5 million over the next 10 years for infrastructure renewal. This investment (SRV Option 1 – Renew infrastructure) will enable proactive asset management, reducing reliance on costly reactive maintenance and preventing assets from falling below acceptable conditions. Without this funding, more assets will deteriorate, increasing long-term financial liabilities and service disruptions.

If current expenditure levels continue under the Base Case, the infrastructure backlog will grow, forcing Council to delay upgrades and essential works. This reactive approach leads to higher operational costs and reduced infrastructure reliability. In contrast, the SRV will ensure a structured and sustainable renewal program, minimising long-term costs and supporting the continued delivery of quality infrastructure.

Diagram 3 illustrates the projected asset renewal ratio under both scenarios, demonstrating that securing additional funding is essential to maintaining asset sustainability and ensuring Council can continue delivering safe and reliable services to the community.

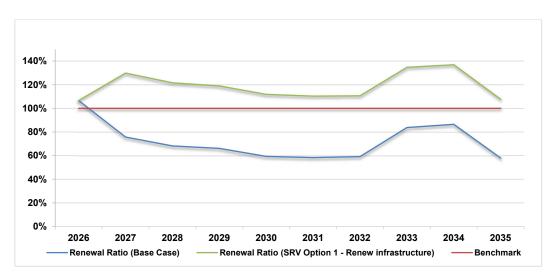


Diagram 3: Building and infrastructure asset renewal ratio

# Maintenance expenditure

Maintenance is the activities required or undertaken by Council to preserve the service capacity or durability of the assets as they age. The required maintenance, which is reported in the Special Schedule Report on Infrastructure Assets is the amount that Council should be spending on assets and is based on a percentage of the replacement cost. Actual maintenance includes the budgeted amount that Council will spend on preventative, corrective and reactive maintenance annually.

Council's maintenance ratio was below the benchmark ratio of >100% in 2023/24 mainly as a result of an increasing asset portfolio value. Table 2 compares the required maintenance to the projected maintenance budget. The asset maintenance ratio (diagram 4) compares the figures and demonstrates how Council will require additional funding sources to meet the asset maintenance ratio to exceed the benchmark of 100% in each year of the Long-Term Financial Plan.

Asset maintenance - required by asset class \$'000	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Buildings	5,016	5,249	5,397	5,549	5,705	5,864	6,028	6,197	6,370	6,548
Road transport	5,715	5,985	6,287	6,604	6,859	7,161	7,470	7,800	8,156	8,472
Stormwater	1,572	1,614	1,659	1,704	1,749	1,796	1,844	1,893	1,943	1,996
Parks and recreation	7,311	7,635	7,884	8,141	8,357	8,593	8,873	9,231	9,627	10,431
Total REQUIRED	19,615	20,483	21,227	21,998	22,670	23,415	24,215	25,121	26,096	27,447
Actual maintenance	18,457	19,103	19,772	20,464	21,180	21,921	22,689	23,483	24,305	25,155
Variance (actual less required)	-1,157	-1,380	-1,455	-1,534	-1,490	-1,493	-1,526	-1,638	-1,791	-2,292

Table 2: Required asset maintenance by class

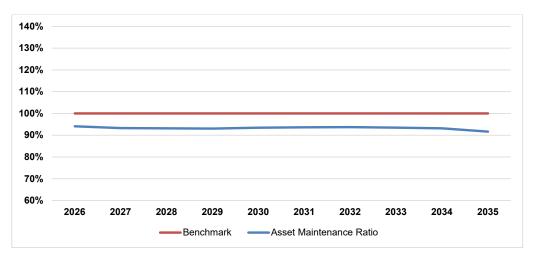


Diagram 4: Asset maintenance ratio

# Renewal expenditure

Renewal is the activities to refurbish or replace assets with assets of equivalent or sometimes greater service capacity. Usually this involves restoring assets to a Condition 1 rating. Renewal works are included in Council's Capital Works Program. Tables 3 and 4 display the asset renewal expenditure projected for the next decade in the Long-Term Financial Plan.

Renewal Expenditure \$'000 (Base Case)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Buildings	3,406	2,438	1,135	1,163	1,117	1,145	1,174	1,203	1,233	1,264
Road & Transport	16,805	13,441	14,110	15,276	14,377	14,787	15,123	23,927	25,469	16,301
Stormwater	1,981	1,122	1,190	1,219	1,081	1,108	1,136	1,164	1,205	1,376
Parks & Recreation	6,246	4,033	3,225	2,122	1,712	1,599	2,125	2,356	2,728	2,378
Total renewal	28,438	21,033	19,659	19,781	18,288	18,639	19,557	28,650	30,634	21,320

Table 3: Projected asset renewal expenditure (base case)

Renewal Expenditure \$'000 (SRV Option 1 – Renew infrastructure)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Buildings	3,406	9,138	8,002	8,202	8,332	8,541	8,754	8,973	9,197	9,427
Road & Transport	16,805	14,381	15,073	16,264	15,390	15,825	16,186	25,017	26,586	17,447
Stormwater	1,981	7,022	7,237	7,418	7,435	7,621	7,811	8,006	8,218	8,565
Parks & Recreation	6,246	5,533	4,763	3,698	3,328	3,255	3,822	4,095	4,511	4,206
Total renewal	28,438	36,073	35,075	35,582	34,484	35,241	36,573	46,091	48,512	39,645

Table 4: Projected asset renewal expenditure (SRV Option 1)

The asset renewal ratio assesses the rate at which these assets are being renewed against the rate at which they are depreciating. As of 30 June 2024, Council's Buildings and Infrastructure Renewal Ratio was 86.91%. This is lower than the previous year and below the 100% benchmark set by the Office of Local Government (OLG).

Diagram 5 illustrates Council's strategic commitment to meeting or exceeding the asset renewal benchmark of >100% over the next decade, ensuring that critical infrastructure is maintained at a sustainable level.



Diagram 5: Building and infrastructure asset renewal ratio

Council has recently undertaken a comprehensive review of its stormwater network and conducted a functional assessment of its building assets. These assessments have identified significant renewal needs, prompting additional funding allocations to address infrastructure deficiencies and prolong asset life.

However, as further assessments are being carried out across other asset classes such as roads, footpaths, bridges, and open spaces, new renewal requirements may emerge. This could impact the overall renewal ratio and place increasing pressure on Council's financial capacity to fund essential upgrades and ongoing maintenance. A further assessment of other asset classes will inevitably impact future renewal ratios and Council's ability to fund it.

If these renewal needs are not addressed, asset deterioration will accelerate, leading to increased maintenance costs, reduced service levels, and potential safety risks for the community. Over time, failing to invest in timely renewals could result in higher long-term financial liabilities and diminished infrastructure reliability, ultimately affecting residents' quality of life and Council's ability to deliver essential services effectively.

Managing these renewal demands within available resources will require careful planning and prioritisation to ensure infrastructure remains sustainable and fit for purpose.

# Infrastructure backlog

### Cost to satisfactory (CTS)

The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset that is currently not at the condition determined to be satisfactory by Council and community, this is commonly referred to as the backlog. This indicator should not include any planned enhancements. However, it is noted that in practical terms, the asset will be renewed at the time of work.

In 2023/2024, Council reported a total cost of \$104.9 million to bring all infrastructure assets to a satisfactory standard being Condition 3 (CTS).

### Cost to agreed level of service (CTA)

In January 2017, the Office of Local Government (OLG) introduced an additional measure for reporting on the condition of Council's infrastructure assets being the estimated cost to bring assets to an agreed level of service set by Council.

The cost to bring to the agreed level of service is an estimate of the cost to renew or rehabilitate existing assets that have reached the condition-based intervention level adopted by Council. In other words, the cost to bring all assets that are in an unsatisfactory condition up to Condition 1. This amount is a snapshot at a point in time, being the end of the financial year. To provide flexibility to adequately manage external changes in condition (such as the impacts of varying climatic conditions) and allow good project planning, it is anticipated that Council will have works outstanding to bring to this level of service as a normal part of managing infrastructure assets on behalf of the community.

Table 5 shows the estimates of backlog infrastructure renewal reported for the last seven years based on the costs to satisfactory. The backlog estimate increased in 2022/23 following the reassessment of the useful life and asset condition of drainage assets.

Table 5 shows the backlog infrastructure renewal reported since 2017/2018 in Council's annual reports<sup>2</sup>:

CTS infrastructure asset reported backlog cost \$'000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Total	20,017	17,379	24,716	24,127	28,089	98,079	104,888

Table 5: Reported backlog infrastructure renewal

The Financial Sustainability Review undertaken in 2022/23 (FSR) outlined the asset expenditure required to address the asset management funding gap. The review outlined recommendations for Council in the short to long term to address the infrastructure gaps and recommended Council considers a Special Rate Variation (SRV) for infrastructure to fund the significant funding gap and continue to remain financially sustainable over the long term (with asset sales no longer an option).

The current projections assumed in the LTFP are based on the recommendations from the FSR and the recent external review of drainage and building assets (funding of a backlog of \$38 million for drainage and \$62 million (CTA) for buildings).

The proposed SRV is planned to commence in 2026/27 and fund asset renewal expenditure. Diagrams 6 and 7 show the projected infrastructure backlog ratios for the CTS and CTA based on two scenarios. The Base Case scenario is a projection of current expenditure with no additional SRV funding and SRV Option 1 which is an addition of \$16.5 million over the 10-year starting year of 2026/27 of infrastructure asset renewal.

<sup>&</sup>lt;sup>2</sup> Ku-ring-gai Council Annual Reports 2017/2018 to 2023/2024, Special Schedule Report on Infrastructure Assets.

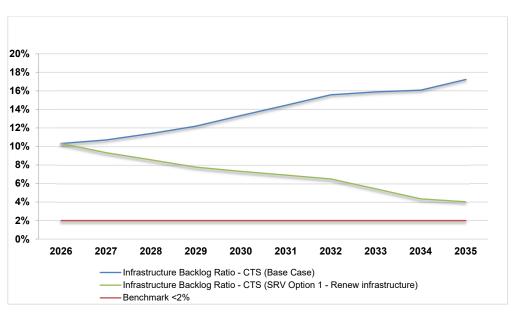


Diagram 6: Infrastructure backlog ratio – cost to satisfactory (CTS)

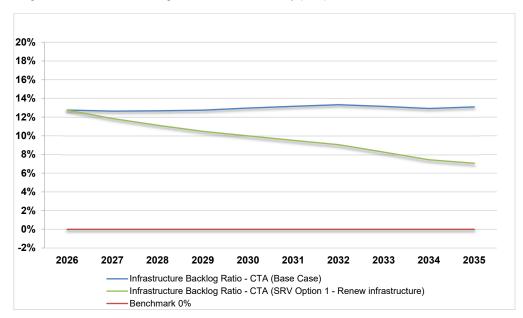


Diagram 7: Infrastructure backlog ratio - cost to agreed level of service (CTA)

Tables 6 to 9 show the estimated cost of the infrastructure backlog for each asset class over a ten-year period for both CTS and CTA. The projections each year are based on the previous year's backlog, adding depreciating and deducting renewal expenditure.

The renewal expenditure is adopted in the Long-Term Financial Plan and will be revised each year to ensure that we reallocate renewal to asset groups with a higher backlog figure.

	INFRAS	TRUCTUR	E BACKLO	G - COST T	O BRING T	O SATISFA	CTORY (BA	SE CASE)		
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Buildings	35,301	37,315	40,757	44,300	48,021	51,849	55,788	59,840	64,009	68,299
Road & Transport	31,162	31,356	31,648	31,429	32,622	34,080	35,878	29,516	22,286	24,838
Stormwater	44,099	47,953	51,875	55,909	60,220	64,650	69,198	73,868	78,652	83,428
Parks & Recreation	0	0	1,255	4,046	7,378	10,965	14,195	17,411	20,493	24,410
Total	110,562	116,623	125,535	135,685	148,241	161,544	175,059	180,635	185,440	200,975

Table 6: Infrastructure backlog - cost to bring to satisfactory (base case)

	INFRASTRUCTUR	E BACKLO	G - COST T	O BRING T	O AGREED	LEVEL OF	SERVICE	(BASE CAS	E)	
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Buildings	64,300	66,314	69,756	73,299	77,020	80,848	84,787	88,839	93,008	97,298
Roads & Transport	124,242	124,561	124,853	124,634	125,827	127,285	129,083	122,721	115,491	118,043
Stormwater	44,099	47,953	51,875	55,909	60,220	64,650	69,198	73,868	78,652	83,428
Parks & Recreation	1,047	1,622	3,155	5,946	9,278	12,865	16,095	19,311	22,393	26,310
Total	233,688	240,450	249,639	259,789	272,345	285,648	299,163	304,739	309,544	325,079

Table 7: Infrastructure backlog - cost to bring to agreed level of service (base case)

INFRASTRUCTURE BACKLOG - COST TO BRING TO SATISFACTORY (SRV OPTION 1 – RENEW INFRASTRUCTURE)										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Buildings	35,301	30,614	27,189	23,693	20,199	16,631	12,990	9,272	5,477	1,603
Road & Transport	31,162	30,416	29,744	28,538	28,719	29,312	30,045	23,044	15,741	17,222
Stormwater	44,099	42,053	39,928	37,763	35,720	33,637	31,510	29,338	27,109	24,696
Parks & Recreation	0	0	0	0	1,149	3,081	4,614	6,090	7,389	9,479
Total	110,562	103,083	96,861	89,994	85,787	82,661	79,158	67,743	55,716	53,000

Table 8: Infrastructure backlog - cost to bring to satisfactory (SRV Option 1 – renew infrastructure)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Buildings	64,300	59,613	56,188	52,692	49,198	45,630	41,989	38,271	34,476	30,602
Roads & Transport	124,242	123,621	122,949	121,743	121,924	122,344	123,078	115,626	107,279	108,686
Stormwater	44,099	42,053	39,928	37,763	35,720	33,637	31,510	29,338	27,109	24,696
Parks & Recreation	1,047	122	118	1,333	3,049	4,981	6,514	7,990	9,289	11,379
Total	233,688	225,409	219.183	213.531	209.891	206.592	203.091	191.225	178.153	175,362

Table 9: Infrastructure backlog - cost to bring to agreed level of service (SRV Option 1 – renew infrastructure)

#### New/upgrade expenditure

'Capital new' expenditure creates assets which will deliver a service to the community that didn't exist beforehand whilst 'capital upgrade' expenditure enhances an existing asset to provide a higher level of service to the community. New and upgrade works are included in Council's Capital Works Program and are mostly funded by Section 7.11.

Table 10 shows the ten-year capital new and upgrade expenditure forecasts identified in Council's Long Term Financial Plan.

NEW AND UPGRADE											
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Buildings	3,731	4,792	757	776	742	760	779	799	819	839	
Roads & Transport	10,496	14,449	16,270	16,111	8,145	16,336	14,642	11,992	13,574	8,677	
Stormwater	954	1,013	1,422	1,457	818	1,205	860	881	1,018	1,562	
Parks & Recreation	18,357	3,927	1,645	1,664	363	746	1,815	3,823	4,597	15,762	
Total	33,538	24,180	20,093	20,008	10,068	19,048	18,096	17,494	20,008	26,840	

Table 10: Capital new and upgrade expenditure

#### Risk management

Council's established Enterprise Risk Management Framework required the identification of significant risks and appropriate actions to reduce the level of risk presented to Council and the community. Asset management was one area that was identified as presenting a significant risk to Council, particularly due to the risks posed by the age of assets, their condition, and the availability of resources for maintenance and renewal.

Over the past year, Council has further advanced its risk management capabilities. The comprehensive Enterprise Risk Management (ERM) Framework has now been implemented, encompassing the ERM Policy, ERM Strategy, Risk Appetite Statement and Risk Register. These elements align with AS ISO 31000:2018 and the OLG Guidelines for Risk Management & Internal Audit in Local Government and establish the overarching direction for Council's risk-taking boundaries and governance approach.

Council's ERM Framework has now entered the Deliver phase, as per the IDDDS (*Identify, Diagnose, Design, Deliver and Sustain*) Advisory Model, and continues to be embedded across the organisation. Valuable input and feedback from internal stakeholders—including the General Manager and Directors, Audit Risk and Improvement Committee (ARIC), and external subject matter experts such as InConsult and Statewide Mutual—have informed the development and continuous refinement of the framework.

Actions to support this have included:

- a comprehensive review of Council's risk methodology, leading to consolidation and refinement of defined risks
- a biannual risk review process, using a bottom-up approach to ensure risks at the business unit level are appropriately reviewed and escalated
- targeted training programs, including Risk Management Training for Leaders and Risk Management Essentials for Staff to enhance organisational risk awareness and capability

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- continued improvements to organisational risk culture, supported by tailored tools such as the Risk Implication Statement, now being embedded into corporate reporting templates to strengthen riskbased decision-making, and
- ongoing collaboration with Statewide Mutual to plan for an independent ERM maturity assessment in 2025, ensuring Council remains on track toward its target maturity level.

Council also continues to maintain and enhance its reporting capabilities across ERM, Public Liability, Workers Compensation, and Work Health and Safety. Each risk portfolio is monitored and charted in accordance with the IDDDS model, using a combination of performance and non-performance metrics to track operational resilience.

Essentially, Council's asset management practices integrate risk management principles throughout both strategic and operational processes. However, it is important that the risk management practices are consistent and documented across all of these processes.

Those significant or critical risks outside of risk appetite are monitored with a risk treatment plan to assist in bringing the risk to an acceptable level. Council's organisational risk profile remains positively skewed, with the majority of risks assessed as being within appetite. These insights are reported quarterly to ARIC and the General Manager and Directors, providing visibility of any notable changes and informing future planning.

#### **Business continuity management (BCM)**

Council adopted a Business Continuity Management (BCM) Policy and Framework in February 2024. The Policy and Framework outlines Council's commitment to, and objectives around, managing disruption-related risks that may impact its ability to deliver services and achieve objectives.

It outlines a structured approach to managing business interruptions and ensures Council can continue to deliver services to stakeholders, while seeking to minimise adverse impacts and losses. Key recent developments in 2024–2025 include:

- in the fourth quarter of 2024, In Consult began working with Business Unit Managers from critical service areas—Corporate Communications, Library Services, Information Management, and People & Culture—to support the development and review of Business Continuity Sub Plans tailored to each function, and
- a face-to-face Business Continuity Planning Exercise was held in February 2025, targeting business
  unit alternates and extended workgroups. This exercise was designed to test business continuity
  procedures and enhance Council's overall readiness. An outcomes report will inform future refinement
  of plans and procedures.

These activities are strengthening Council's capacity to respond effectively to major disruptions, with plans being finalised in consultation with the relevant units and improvement recommendations further embedded into strategic and operational BCM planning processes.

#### **Critical assets**

Critical assets are those assets where the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. The following buildings are essential for Council's operations and outcomes and are considered critical assets:

- Council's administration buildings located at 818 Pacific Highway Gordon and 31 Bridge Street Pymble, and
- · Council works depot located at 5 Suakin Street Pymble.

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The risks associated with these assets include public health and safety, business continuity and emergencies. As part of the ongoing revision of Council's Asset Management Plans, further investigation into critical assets and the development of tailored maintenance strategies is underway. These will help ensure continuity of service delivery and safeguard operational resilience.

As part of Council's commitment to ensuring readiness in the event of a major disruption, annual Business Continuity Planning (BCP) training and exercises are conducted. During these sessions, the Crisis Management Team (CMT), Incident Management Team (IMT), and their subordinate staff are regularly trained and exercised on realistic crisis scenarios, including asset-related emergencies. These exercises are designed to test Council's response capability, validate existing procedures, and strengthen communication and decision-making under pressure.

## Community levels of service

Council commissioned Micromex Research to conduct a community survey in 2024 to identify perceived strengths and weaknesses of Ku-ring-gai Council service delivery, communication, and assess the communities priorities.

Micromex Research asked the community to respond on the importance and satisfaction over a range of asset classes. The consultation identified that in addition to roads, the assets most important to our community are parks and gardens and drainage. Sporting fields and recreational facilities, footpaths and playgrounds were also reported as important.

Identif	ied community service level pr Independent community rese	-
Top priority	Secondary priority	Lower priority
Condition of local roads (95%) Provision and maintenance of	Provision and maintenance of sporting ovals, grounds and	Availability of community facilities (78%)
local parks and gardens (93%)	leisure facilities (87%)  Provision and condition of	Availability of commuter parking (77%)
Provision of adequate drainage (90%)	footpaths (87%) Provision and maintenance of	Provision and operation of libraries (76%)
	playgrounds (80%)	Access to cycleways, footpaths and walking tracks (72%)
		Availability and cleanliness of public toilets (70%)
		Condition of community buildings (65%)

Table 11: Identified community service level priority assets

Note: Refers to the aggregate percentage (%) score of the top two scores for importance. (i.e. important and very important)

<sup>&</sup>lt;sup>3</sup> Ku-ring-gai Community Research Report – Micromex Research – October, 2024

## Performance against community satisfaction benchmarks

Council regularly commissions independent community research which examines the community's satisfaction with a range of Council services and facilities.

Research undertaken in 2014, 2017, 2019, 2021 and 2024 indicates that the community is generally satisfied with the provision and condition of infrastructure. However, there has been a statistically significant decline in satisfaction with the provision and cleanliness of public toilets and condition of local roads. Community satisfaction research results are included in Table 12 for key asset categories. Full reports and results are available at <a href="https://www.krg.nsw.gov.au">www.krg.nsw.gov.au</a>

	0 1141 4	Durantal and and an author of Illegation
	Condition of community buildings	Provision and operation of libraries
	92%	94%
	(2024)	(2024)
	92% 2021	96% 2021
	90% 2019	92% 2019
	94% 2017	95% 2017
	No data 2014	98% 2014
	Provision and maintenance of sporting ovals,	Provision and maintenance of playgrounds
	grounds and leisure facilities	92%
	88%	(2024)
	(2024)	94% 2021
	91% 2021	89% 2019
	92% 2019	92% 2017
	90% 2017	93% 2014
	90% 2014	
	Provision and maintenance of local parks and	Provision and cleanliness of public
	gardens	toilets
	93%	78%
Resident	(2024)	(2024)
satisfaction	94% 2021	85% 2021
	90% 2019	80% 2019
Very	91% 2017	84% 2017
satisfied.	92% 2014	98% 2014
satisfied	Condition of existing built footpaths	Provision of footpaths in Ku-ring-gai*
and	in Ku-ring-gai*	67%
somewhat	72%	(2024)
	(2024)	71% 2021
satisfied	74% 2021	62% 2019
	62% 2019	63% 2017
	63% 2017	55% 2014
	55% 2014	2011
	Condition of local roads	Providing adequate drainage
	66%	80%
	(2024)	(2024)
	74% 2021	83% 2021
	76% 2019	78% 2019
	68% 2017	80% 2017
	54% 2014	75% 2014
	Protection of natural a	
	94%	
	(2024	
		2021
		2019
		2019
		201 <i>7</i> 2014
	69%	ZU 14

Table 12: Resident satisfaction with the provision and condition of infrastructure

<sup>\*</sup> In 2021, the question was changed from 'Quality of footpaths. Statistics for 2014, 2017 and 2019 are provided for the original question.

## Council's vision and outcomes

This Asset Management Strategy is prepared to provide a road map to sustainable asset management and to ensure assets are capable of delivering the community's desired service levels in priority areas in the most cost-efficient manner. This is considered necessary if we are to achieve the vision, aspirations and long-term objectives of our community as identified in our Community Strategic Plan.

Table 13 shows the link between the Community Strategic Plan and the Asset Management Strategy.

Community Strategic	Plan 2035	Asset Management Strategy
Outcome	Objective	Integration with asset classes
Outcome 1: Our unique natural environment is protected and enhanced	Ku-ring-gai's bushland, waterways and biodiversity is being protected and a healthy tree canopy enhances our suburban landscape. Ku-ring-gai is a leader in sustainable resource management and environmental stewardship and is on track to achieve net-zero emissions.	Stormwater Drainage Recreational Facilities
Outcome 2: Sustainable urban growth and change	Ku-ring-gai is a thriving community of safe and well-planned neighbourhoods. We are continuing to deliver diverse housing options, while balancing suburban growth with the preservation of our unique character, open spaces and heritage. We have a strong local economy with thriving businesses, and revitalised centres providing convenient access to shops, services and community facilities.	All asset classes
Outcome 3: Infrastructure and assets support community needs	All residents have access to modern and accessible sport, recreational and community facilities that support active lifestyles. The area is connected by a high-quality road and footpath network that supports active transport alternatives. Public transport connects our neighbourhoods and access to Greater Sydney.	All asset classes
Outcome 4: An inclusive, connected and safe community	Ku-ring-gai will be a safe, inclusive and connected community where diversity is valued. We cherish our rich history while welcoming new residents to the area. Strong community networks combat social isolation and support services are available for people who need them.	Buildings Recreational Facilities Footpaths
Outcome 5: Leadership and service excellence	Ku-ring-gai Council is a high-performing organisation and a strong civic leader. Council builds strategic partnerships with other councils, government agencies, not-for-profit and community groups. Council has a focus on innovation and customer service to deliver continuously improving services to the community.	All asset classes

Table 13: Link between the Community Strategic Plan and the Asset Management Strategy

## Life cycle management

Competent and cost-efficient life cycle management for infrastructure assets commences with developing an accurate understanding of the actual condition of each asset. This requires a regular cycle of assessment of the physical condition of assets, for which funds are required for staff and training. However, this regular process results in more accurate and often lower estimates of real asset renewal costs.

In 2015, Council undertook a major review of its infrastructure backlog and asset data with Morrison Low Consultants. This has helped to improve and standardise reporting on the actual condition of assets, which is assisting staff to plan far more cost-effective programs for asset renewal and maintenance.

Continuous improvement in the integrity of asset data, particularly asset condition data, is vital to controlling costs for both backlog and future renewal programs. In this regard, Council has undertaken a range of projects to improve the quality and accuracy of asset data and standardise records of asset condition.

Specific actions completed in 2016/2017 included:

- a review of procedures for new, renewal and upgraded assets
- · benchmarking of road and transport assets, and
- implementation of a new capital works system and targeted organisational training.

In 2019/2020, Council staff further interrogated its financial and technical asset management data, processes and systems as follows:

- reviewed useful lives to establish uniform and accurate application for specific construction types, materials, geographical locations and utilisation
- · benchmarking useful lives against other councils and industry experts
- implementation of the stormwater drainage asset class into the corporate asset management system
- reviewed roads condition data based on recent inspection program and updated condition assessment information and indices
- analysed financial impact due to changes in asset conditions, useful lives, depreciation and intervention strategies
- interrogated recurrent budgets and project budgets to confirm accurate asset classification, and
- investigated actual asset maintenance expenditure compared with required maintenance, and current asset renewal expenditure with required renewal.

In 2020/21, footpath and open space assets underwent a comprehensive inspection and revaluation to ensure data accuracy and alignment with current asset conditions. A subsequent revaluation of footpath assets is currently underway to further refine asset data, assess condition changes, and ensure valuations remain reflective of their true service potential and replacement costs. This process supports informed decision-making for asset management, maintenance planning, and long-term financial sustainability.

In 2022/23 building assets and drainage assets were revalued.

A revaluation of the drainage assets and a functional assessment of building assets was carried out in 2023/24. The drainage assets revaluation was undertaken by an external valuer and resulted in a 14% increase in Gross Replacement Cost (GRC) as unit rates. In conjunction with the revaluation, a new optimal renewal methodology was introduced that allowed the drainage assets to be "componentised" into short-life

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and long-life components and resulted in a slight overall increase in depreciation due to the significant increase in GRC.

In 2023/24 a functional review of buildings assets was undertaken by external consultants during 2023/24. This project mainly addresses the renewal phase of the building lifecycle and proposed additional works to improve their utilisation of Council's building assets. Condition of assets was also inspected as part of this process.

This Asset Management Strategy is based on data acquired through physical assessments and other estimates where physical data are either not yet available or are not possible to obtain for various reasons (e.g. for drainage assets where the possibility of using CCTV for inspections is limited). All estimates are being continually refined to produce the best possible accurate assessment of asset condition and funding priorities.

Throughout this Strategy, Council is using a 5-point asset condition rating scale to steer decisions regarding priorities and funding requirements. This scale is consistent with best practice for asset condition assessment and reporting as described in Table 14.

	Ku-ring-gai Council asset condition matrix								
Level	Condition	Description							
1	Very Good	No work required (normal maintenance)							
2	Good	Only minor maintenance work required							
3	Fair	Maintenance work required							
4	Poor	Renewal required							
5	Very Poor	Urgent renewal/upgrading required							

Table 14: Ku-ring-gai Council asset condition matrix

## Roads and transport

Council's road and transport network is comprised of:

- roads
- bridges
- footpaths
- · kerbs and gutters
- · car parks
- · road furniture and structures, and
- bulk earth works.

All asset information pertaining to each group is contained within Council's asset registers and further detailed information on our road and transport assets is held within Council's Pavement Management System (SMEC).

#### Community objectives for road and transport assets

The roads and transport asset class supports the long-term objectives of our Community Strategic Plan through the following strategies:

- A4 Provide, upgrade and maintain Ku-ring-gai's local road and footpath network, traffic facilities and other road infrastructure.
- A5 Work with the NSW government and partners to improve local integrated transport connections, public transport and the regional road network.

## Preferred condition rating for road and transport assets

As noted, the Ku-ring-gai community has stated that roads and footpaths, are a priority area from a service delivery perspective. Based on this response, it will be a priority to maintain or improve the level of service that can be delivered from this asset class as a whole. In order to achieve that service level, it has been assumed in this strategy that it is desirable, from a community service level point of view, to ensure that 100% of road and transport assets, particularly roads and footpaths, are kept in Condition 3 or better.

Kerb and gutter infrastructure are a fundamental component of urban drainage systems, playing a crucial role in managing surface water runoff, preserving pavement integrity and enhancing road safety. By directing stormwater into the drainage network, kerb and gutter systems mitigate the risk of water pooling, erosion and structural degradation of road surfaces.

Inadequate or poorly maintained kerb and gutter assets can lead to inefficient stormwater conveyance, increasing the likelihood of localised flooding, pavement failure, and accelerated deterioration of road infrastructure. Water ingress into the pavement substructure can compromise its load-bearing capacity, resulting in premature surface distress, potholing and higher long-term maintenance costs.

From an asset management perspective, ensuring kerb and gutter assets are maintained in a functional condition is essential to optimising stormwater management, extending pavement lifespan and maximising the effectiveness of road investment. Integrating kerb and gutter renewal with road resurfacing and rehabilitation programs enhances the overall performance of transport and drainage networks while reducing lifecycle costs.

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Therefore, to effectively manage long-term costs and ensure infrastructure resilience, the objective is to maintain 100% of kerb and gutter assets at Condition 3 or better.

### Current performance of road and transport assets

Council reports on the condition of its road and transport assets through the Special Schedule Report on Infrastructure Assets within the Annual Financial Statements. This reporting quantifies asset condition as a percentage of gross replacement cost, providing a comprehensive overview of asset performance and lifecycle status.

The table categorises the proportion of road and transport assets within each condition rating: excellent/very good (1), good (2), satisfactory (3), poor (4), and very poor (5). For roads and transport infrastructure, assets must be maintained at Condition 3 or better to ensure the provision of a satisfactory level of service to the community and to sustain network functionality and resilience.

#### Condition

Accounting for asset condition in Council's Annual Financial Statements over the past five years implies a moderate reduction in the proportion of road and transport assets overall which would meet the condition rating required to deliver satisfactory service to the community (i.e., in the case of roads, Condition 3 or better). Table 15 shows the change in condition ratings since 2019/20.

Change in condition of road and transport assets 2019/20 to 2023/24									
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024				
% meeting required 'satisfactory' condition rating	88.4%	88.8%	86.9%	85.9%	85.4%				
% not meeting required condition rating	11.6%	11.2%	13.1%	14.1%	14.6%				

Table 15: Change in condition of road and transport assets 2019/20 to 2023/24

## Roads and kerb and gutter

## Available data and funding

The roads and kerb and gutter data presented in Note C1-7 of Council's 2023/2024 Financial Statements is based on the annual fair value assessment completed in 2024. A comprehensive revaluation of these asset classes was undertaken in 2020 in accordance with Council's asset revaluation cycle. An updated revaluation process for roads, kerb and gutter, and carparks is currently underway and scheduled for completion by the end of June 2025. This process will ensure the asset register reflects current asset conditions and replacement values, supporting accurate financial reporting and long-term asset planning.

### Infrastructure backlog and future funding allocation

Table 16 shows the projected backlog figures, capital and maintenance expenditure for roads and kerb and gutter over the next 10 years.

Roads and kerb and gutter \$'000	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31	2031/ 32	2032/ 33	2033/ 34	2034/ 35
Backlog - Cost to Satisfactory	29,492	28,613	27,628	25,997	24,480	23,003	21,849	17,018	11,828	10,522
Backlog - Cost to Agreed Level of Service	114,652	113,773	112,788	111,157	109,640	108,163	107,009	102,178	96,988	95,682
Renewal	11,597	10,663	11,122	12,108	12,288	12,686	12,766	16,760	17,437	13,873
New/Upgrade	1,089	6,829	6,416	5,252	2,274	9,837	7,247	1,467	1,611	804
Maintenance	1,605	1,661	1,719	1,779	1,841	1,906	1,973	2,042	2,113	2,187

Table 16: Projected backlog figures, capital and maintenance expenditure for roads, kerb and gutter over the next 10 years.

### Service level expectations

Community consultation identified our roads as a high priority and residents support reducing any funding gaps to improve the condition of our footpaths. The community's high expectation of our roads influences our investment in renewal funding which is strengthened by a Special Rate Variation (SRV) for local roads.

#### **Future directions**

Council will continue to review operational and capital expenditure and where necessary reallocate funding to ensure these assets are maintained to community expectations and the infrastructure backlog is reduced.

The condition of the roads will continue to be assessed and updated on a regular basis.

#### **Footpaths**

## Available data and funding

The footpath data reported in Note C1-7 of Council's Financial Statements 2023/2024 is based on the annual fair value assessment completed in 2024.

A comprehensive revaluation of Council's footpath assets was performed in 2020 in line with Council's revaluation cycle. The data has been reviewed by a consultant who determined that the asset register was well established and recommended that condition assessments continue on an ongoing basis.

## Infrastructure backlog and future funding allocation

Tables 17 and 18 show the projected capital and maintenance expenditure and the backlog figures for footpaths over the next ten years for both scenarios. The baseline data for the projected backlog figures have been formulated using the reported Cost to Satisfactory (CTS).

The reported CTS is based on the Net Carrying Amount of the asset class and the percentage of those assets in various conditions<sup>4</sup>.

<sup>&</sup>lt;sup>4</sup> Ku-ring-gai Council Annual Report 2023/2024 – Financial Statements Special Schedule Report on Infrastructure Assets as at 30 June 2024.

Footpaths \$'000 (base case)	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31	2031/ 32	2032/ 33	2033/ 34	2034/ 35
Backlog - Cost to Satisfactory	1,670	2,408	2,928	3,495	4,080	4,768	5,833	6,472	6,545	7,615
Backlog - Cost to Agreed Level of Service	6,329	7,067	7,587	8,154	8,739	9,427	10,492	11,131	11,204	12,274
Renewal	1,316	801	1,105	1,147	1,220	1,204	902	1,438	2,145	1,252
New/upgrade	2,423	1,742	3,224	3,406	3,268	2,938	1,942	4,183	6,106	3,461
Maintenance	974	1,008	1,043	1,080	1,117	1,157	1,197	1,239	1,282	1,327

Table 17: Projected capital and maintenance expenditure and backlog for footpaths over the next ten years – base case

Footpaths \$'000 (SRV Option 1 – Renew infrastructure)	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31	2031/ 32	2032/ 33	2033/ 34	2034/ 35
Backlog - Cost to Satisfactory	1,670	1,468	1,024	604	176	0	0	0	0	0
Backlog - Cost to Agreed Level of Service	6,329	6,127	5,683	5,263	4,835	4,486	4,487	4,037	2,992	2,917
Renewal	1,316	1,741	2,069	2,135	2,232	2,241	1,966	2,528	3,262	2,397
New/upgrade	2,423	1,742	3,224	3,406	3,268	2,938	1,942	4,183	6,106	3,461
Maintenance	974	1,008	1,043	1,080	1,117	1,157	1,197	1,239	1,282	1,327

Table 18: Projected capital and maintenance expenditure and backlog for footpaths over the next ten years – SRV Option 1 – Renew infrastructure

## Service level expectations

The community consultation identified our footpaths as a high priority and residents support reducing any funding gaps to improve the condition of our footpaths. The community's high expectation of our footpaths influences our investment in renewal funding.

#### Future directions

Council will continue to review operational and capital expenditure and where necessary reallocate funding to ensure these assets are maintained to community expectations and the infrastructure backlog is reduced.

The introduction of the SRV is critical to ensure Council can begin to address the growing challenges within the footpath network. Without increased funding, the backlog will continue to escalate, placing additional pressure on already limited resources. With the SRV, Council will be in a more stable position to not only manage the current backlog but also to respond to the broader and ongoing deterioration of footpath assets across the network. This will support the delivery of safer and more reliable infrastructure in line with community expectations.

### Car parks, road structures and bridges

#### Available data

The data for car parks, road structures and bridges reported in Council's Financial Statements 2023/2024, is based on the annual fair value assessment completed in 2024.

A comprehensive revaluation of Council's car park, road structures and bridges assets were performed in 2020 in line with Council's revaluation cycle. The register was imported into the corporate asset system by 30 June 2020 in line with revaluation requirements.

### Infrastructure backlog and future funding allocation

Table 19 shows the projected capital and maintenance expenditure and the backlog figures for car parks, road structures and bridges. Where there is no projected backlog for these assets adequate levels of capital and maintenance investment is proposed over the next ten years. The baseline data for the projected backlog figures have been formulated using the reported Cost to Satisfactory (CTS). The reported CTS is based on the Net Carrying Amount of the asset class and the percentage of those assets in various conditions<sup>5</sup>.

Car parks, road structures and bridges \$'000	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31	2031/ 32	2032/ 33	2033/ 34	2034/ 35
Backlog - Cost to Satisfactory	-	334	1,092	1,938	4,062	6,309	8,196	6,026	3,913	6,700
Backlog - Cost to Agreed Level of Service	3,261	3,720	4,478	5,324	7,448	9,695	11,582	9,412	7,299	10,086
Renewal	3,893	1,978	1,883	2,021	869	898	1,454	5,729	5,887	1,177
New/upgrade	6,984	5,878	6,630	7,454	2,603	3,562	5,453	6,342	5,857	4,411
Maintenance	1,265	1,309	1,355	1,403	1,452	1,503	1,555	1,610	1,666	1,724

Table 19: Projected capital and maintenance expenditure and backlog for car parks, road structures and bridges for the next ten years

### Service level expectations

Community consultation identified that carparks are of high importance through questions about availability of commuter parking and short stay parking at local retail centres. The level of importance has stayed consistently high from the 2021 community survey which demonstrates the importance of the carpark asset class.

To date there has been no community consultation for road structures and bridges. However, the condition of local roads is constantly one of the highest priorities for the community (95% 2024, 92% 2021) and we can safely infer the importance of these asset classes from those results.

Community satisfaction measured in 2024 regarding the conditions of local roads has fallen to 66% down from 74% in 2021. The importance of this asset class to the community will influence the allocation of renewal funding in the future.

#### **Future directions**

Council will continue to review operational and capital expenditure and where necessary reallocate funding to ensure these assets are maintained to community expectations.

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Asset Management Strategy 2025-2035 – June 2025

<sup>&</sup>lt;sup>5</sup> Ku-ring-gai Council Annual Report 2023/2024 – Financial Statements Special Schedule Report on Infrastructure Assets as at 30 June 2024

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A condition assessment program will be developed for these asset groups and the asset register is updated on a regular basis. Table 19 shows the projected capital and maintenance expenditure and the backlog figures for these assets.

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Asset Management Strategy 2025-2035 – June 2025

## **Buildings**

Council's building asset class is separated into operational, commercial, residential, community, and open space asset groups. Operational buildings include Council offices and depot while commercial assets consist of Council owned and leased office space and retail services. Community buildings comprise of public toilet amenities, libraries, childcare centres, halls, community centres, clubhouses and shelters. Open space buildings are sport fields structures that house operational equipment and act as storage. All asset information is contained within Council's fair valuation register.

#### Community objective

The building asset class supports the long-term objectives of our Community Strategic Plan through the following strategies:

- U3 Facilitate the transformation of local centres as vibrant residential, business and community hubs through partnerships and appropriate mixed-use development.
- U4 Protect Ku-ring-gai's heritage and character through appropriate planning controls.
- U5 Work with partners to support local businesses and strengthen Ku-ring-gai's local economic base.
- A1 Strategically plan, manage and fund public infrastructure and assets to meet the needs of the community, defined levels of service and intergenerational equity.
- C1 Work with partners to promote a diverse and inclusive community that cares and provides for all
  residents.
- C4 Cultivate lifelong learning, foster local arts and creativity and celebrate our cultural diversity.
- L2 Support the long-term financial sustainability of Council through sound financial and asset management.

## Available data

The buildings data reported in Note C1-7 of Council's Financial Statements 2023/2024, is based on the annual fair value assessment completed in 2024.

A comprehensive revaluation of Council's building assets was performed by a registered valuer in 2023 in line with Council's revaluation cycle.

## Infrastructure backlog and future funding allocation

Tables 20 and 21 show the projected capital and maintenance expenditure and the backlog figures for buildings for both scenarios. Where there is no projected backlog for these assets adequate levels of capital and maintenance investment is proposed over the next ten years. The baseline data for the projected backlog figures have been formulated using the reported Cost to Satisfactory (CTS). The reported CTS is based on the Net Carrying Amount of the asset class and the percentage of those assets in various conditions<sup>6</sup>.

<sup>&</sup>lt;sup>6</sup> Ku-ring-gai Council Annual Report 2023/2024 – Financial Statements Special Schedule Report on Infrastructure Assets as at 30 June 2024

Buildings \$'000 (base case)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - Cost to Satisfactory	35,301	37,315	40,757	44,300	48,021	51,849	55,788	59,840	64,009	68,299
Backlog - Cost to Agreed Level of Service	64,300	66,314	69,756	73,299	77,020	80,848	84,787	88,839	93,008	97,298
Renewal	3,406	2,438	1,135	1,163	1,117	1,145	1,174	1,203	1,233	1,264
New/upgrade	3,731	4,792	757	776	742	760	779	799	819	839
Maintenance	5,020	5,195	5,377	5,565	5,760	5,962	6,171	6,387	6,610	6,841

Table 20: Projected capital and maintenance expenditure and backlog for buildings for the next ten years – base case

Buildings \$'000 (SRV Option 1 – renew infrastructure)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - Cost to Satisfactory	35,301	30,614	27,189	23,693	20,199	16,631	12,990	9,272	5,477	1,603
Backlog - Cost to Agreed Level of Service	64,300	59,613	56,188	52,692	49,198	45,630	41,989	38,271	34,476	30,602
Renewal	3,406	9,138	8,002	8,202	8,332	8,541	8,754	8,973	9,197	9,427
New/upgrade	3,731	4,792	757	776	742	760	779	799	819	839
Maintenance	5,020	5,195	5,377	5,565	5,760	5,962	6,171	6,387	6,610	6,841

Table 21: Projected capital and maintenance expenditure and backlog for buildings for the next ten years – SRV Option 1 – renew infrastructure

#### Service level expectations

Community consultation identified our buildings as a moderate priority and support reducing any funding gaps to improve the condition of the buildings. The community's high expectation of our buildings influences the investment in renewal funding for this asset class.

## **Future directions**

Council will continue to review operational and capital expenditure and where necessary reallocate funding to ensure these assets are maintained to community expectations and the infrastructure backlog is reduced.

A functional review of buildings assets was undertaken by external consultants during 2023/24. The inspection of Council buildings proposed that additional work was required to improve their utilisation. This review will impact on the current reported backlog (cost to bring to satisfactory condition) which will result in an increase from the current backlog of \$1 million (1%) to \$33 million (16% of gross replacement value for buildings) as at the end of the 2023/24. Many buildings are currently not "fit for purpose" and will have large renewal and maintenance gaps. In more recent times, increased attention has been placed on improving

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existing assets and providing new facilities to cater for increasing population, changing requirements and expectations. This introduces a financial burden for current and future generations for asset management that was not adequately addressed in the past.

## Stormwater drainage

Council's stormwater drainage network includes underground assets such as pits and pipes and surface drainage assets including detention basins and open channels. Council levies a stormwater management levy, and this funding source is used to improve the drainage system, and the maintenance of Council's drainage systems maintained by Council's Infrastructure Services.

#### Community objective

The Stormwater Drainage asset class supports the long-term objectives of our Community Strategic Plan through the following strategies:

- E1 Maintain and improve our bushland, waterways and biodiversity, and the health and function of local ecosystems.
- E3 Improve community resilience to the impacts of climate change and extreme weather events.
- A1 Strategically plan, manage and fund public infrastructure and assets to meet the needs of the community, defined levels of service and intergenerational equity.

#### Available data

Council's stormwater drainage data reported in Note C1-7 of Council's Financial Statements 2023/2024, is based on a comprehensive revaluation of Council's drainage assets. The revaluation included a review of useful lives and unit rates.

Council conducted CCTV inspections on a small percentage of the drainage network as a representative sample to determine the overall condition of our stormwater drainage infrastructure. In 2019/2020, Council commenced a proactive CCTV inspection program of its drainage network in addition to undertaking inspections on a reactive basis or through customer requests.

During 2023/2024, Council further increased its CCTV inspection coverage of the drainage network to enhance the confidence level in condition assessment during the revaluation and optimisation project. This in turn assisted with the development of a relining program.

The vast majority of Council's stormwater network consists of very old pipes which have never been renewed. In 2022/23 Council conducted a comprehensive revaluation of the stormwater assets, uncovering a more deteriorated state than initially assumed, prompting an external review of drainage assets in 2023/24. This involved collecting additional CCTV data and an independent assessment of the conditions, useful lives and performing a revaluation of stormwater assets. This process introduced a new optimal renewal methodology, enabling the componentisation of drainage assets into short-life and long-life components. The optimal renewal approach enables a relining program aimed at restoring functionality by inserting a new inner layer within the existing pipes or drainage systems, eliminating the need for full replacement.

## Infrastructure backlog and future funding allocation

Tables 22 and 23 show the projected capital and maintenance expenditure and the backlog figures for this asset class for the two scenarios. The baseline data for the projected backlog figures have been formulated using the reported Cost to Satisfactory (CTS). The reported CTS is based on the Net Carrying Amount of the asset class and the percentage of those assets in various conditions<sup>7</sup>.

<sup>&</sup>lt;sup>7</sup> Ku-ring-gai Council Annual Report 2023/2024 – Financial Statements Special Schedule Report on Infrastructure Assets as at 30 June 2024

When using the revised valuation methodology of componentisation, the agreed level of service is assumed to be the same as the satisfactory level of service, i.e. CTA = CTS. Once a pipe is relined, its condition is improved from Condition 4 or 5 to Condition 1, not Condition 3.

\$'000 (base case)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - Cost to Satisfactory	44,099	47,953	51,875	55,909	60,220	64,650	69,198	73,868	78,652	83,428
Backlog - Cost to Agreed Level of Service	44,099	47,953	51,875	55,909	60,220	64,650	69,198	73,868	78,652	83,428
_										
Renewal	1,981	1,122	1,190	1,219	1,081	1,108	1,136	1,164	1,205	1,376
New/upgrade	954	1,013	1,422	1,457	818	1,205	860	881	1,018	1,562
Maintenance	1,054	1,091	1,129	1,169	1,210	1,252	1,296	1,341	1,388	1,437

Table 22: Projected capital and maintenance expenditure and backlog for stormwater for the next ten years – base case

Stormwater \$'000 (SRV Option 1 – renew infrastructure)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - Cost to Satisfactory	44,099	42,053	39,928	37,763	35,720	33,637	31,510	29,338	27,109	24,696
Backlog - Cost to Agreed Level of Service	44,099	42,053	39,928	37,763	35,720	33,637	31,510	29,338	27,109	24,696
Renewal	1.981	7,022	7,237	7.418	7.435	7.621	7,811	8,006	8,218	8,565
New/upgrade	954	1,013	1,422	1,457	818	1,205	860	881	1,018	1,562
Maintenance	1,054	1,091	1,129	1,169	1,210	1,252	1,296	1,341	1,388	1,437

Table 23: Projected capital and maintenance expenditure and backlog for stormwater for the next ten years – SRV Option 1 – renew infrastructure

## Service level expectations

Community consultation identified our stormwater drainage assets as a priority and supported reducing funding gaps to improve the condition of these assets. The community's high expectation of our stormwater drainage influences the investment in capital and operational funding.

## Future directions

Council will continue to review operational and capital expenditure for drainage infrastructure, and where appropriate, reallocate funding to ensure assets are maintained to community standards and to reduce the growing infrastructure backlog. Asset assessment indicates that approximately 42% of the drainage network is currently in an unsatisfactory condition, presenting a significant risk to network performance and service delivery.

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The introduction of the SRV is essential to enable a sustained increase in renewal funding, allowing Council to address critical deficiencies across the network. Without additional investment, the condition of the drainage system is expected to deteriorate further, leading to higher long-term costs and increased service disruptions. Council will also continue to monitor asset condition using cost-effective, fit-for-purpose assessment methodologies to inform renewal planning and support a proactive, risk-based asset management approach.

## **Recreational facilities**

The recreational facilities asset class comprises of all assets within our sports fields, parks and bushland locations. Asset groups within these areas include ovals, golf courses, playgrounds, playing courts, walking tracks, fire trails, and the Ku-ring-gai Sports and Aquatic Centre. The recreational facilities asset register is contained within a corporate assets system and technical and financial asset information is integrated in this system.

### Community objective

The recreational facilities asset class supports the long-term objectives of our Community Strategic Plan through the following strategies:

- U3 Facilitate the transformation of local centres as vibrant residential, business and community hubs through partnerships and appropriate mixed-use development.
- A1 Strategically plan, manage and fund public infrastructure and assets to meet the needs of the community, defined levels of service and intergenerational equity.
- A2 Provide, upgrade and maintain open space, recreation and sporting facilities to meet the needs
  of current and future user groups and a growing population.
- C1 Work with partners to promote a diverse and inclusive community that cares and provides for all
  residents.

### Available data

The recreational facilities asset data reported in Note C1-7 of Council's Financial Statements 2023/2024, is based on the annual fair value assessment completed in 2024.

A comprehensive revaluation of Council's recreational facilities assets was performed in 2021 in line with Council's revaluation cycle.

### Future infrastructure backlog and future funding allocations

Tables 24 and 25 show the projected capital and maintenance expenditure and the backlog figures for this asset class for the two scenarios. The baseline data for the projected backlog figures have been formulated using the reported Cost to Satisfactory (CTS). The reported CTS is based on the Net Carrying Amount of the asset class and the percentage of those assets in various conditions<sup>8</sup>.

Recreational facilities \$'000 (base case)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - Cost to Satisfactory	0	0	1,255	4,046	7,378	10,965	14,195	17,411	20,493	24,410
Backlog - Cost to Agreed Level of Service	1,047	1,622	3,155	5,946	9,278	12,865	16,095	19,311	22,393	26,310
Renewal	6,246	4,033	3,225	2,122	1,712	1,599	2,125	2,356	2,728	2,378
New/upgrade	18,357	3,927	1,645	1,664	363	746	1,815	3,823	4,597	15,762
Maintenance	8,540	8,839	9,148	9,468	9,800	10,143	10,498	10,865	11,245	11,639

Table 24: Projected capital and maintenance expenditure and backlog for recreational facilities for the next ten years – base case

Recreational facilities \$'000 (SRV Option 1 – renew infrastructure)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - Cost to Satisfactory	0	0	0	0	1,149	3,081	4,614	6,090	7,389	9,479
Backlog - Cost to Agreed Level of Service	1,047	122	118	1,333	3,049	4,981	6,514	7,990	9,289	11,379
_	0.040	5 500	4.700	0.000	0.000	0.055	0.000	4.005	4.544	4.000
Renewal	6,246	5,533	4,763	3,698	3,328	3,255	3,822	4,095	4,511	4,206
New/upgrade	18,357	3,927	1,645	1,664	363	746	1,815	3,823	4,597	15,762
Maintenance	8,540	8,839	9,148	9,468	9,800	10,143	10,498	10,865	11,245	11,639

Table 25: Projected capital and maintenance expenditure and backlog for recreational facilities for the next ten years – SRV Option 1 – renew infrastructure

## Service level expectations

Community consultation consistently identifies recreational facilities and assets as one of the highest priority areas. In particular parks and sportsgrounds have the highest percentage of ratepayers at least somewhat supportive of paying increased rates to improve services at 73%.

## Future directions

Council will continue to review operational and capital expenditure and where necessary reallocate funding to ensure these assets are maintained to community expectations and the infrastructure backlog is reduced.

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Asset Management Strategy 2025-2035 – June 2025

<sup>&</sup>lt;sup>8</sup> Ku-ring-gai Council Annual Report 2023/2024 – Financial Statements Special Schedule Report on Infrastructure Assets as at 30 June 2024.

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SRV option 1 allows Council additional resources for renewal of recreational facilities. As a result, more assets will be returned to CTA or Condition 1 then the base case scenario and this is more in line with the community's high expectation of this asset class.

Council will continue to undertake condition assessments and review asset data to ensure that the asset register is updated on a regular basis.

## How will we get there?

The Asset Management Strategy proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

	Strategy	Desired outcome
1	Long Term Financial Planning.	The long-term implications of Council services are considered in annual budget deliberations.
2	Develop and annually review Asset Management Plans covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs.
3	Update Long Term Financial Plan to incorporate Asset Management Strategy expenditure projections.	Funding model to provide Council services.
4	Review and update asset management plans and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
5	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports.	Financial sustainability information is available for Council and the community.
6	Ensure Council decisions on asset service level performance and cost and "whole of life" cost are made from accurate and current information in the asset register.	Improved decision making and greater value for money.
7	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Service delivery is matched to available resources and operational capabilities.
8	Ensure responsibilities for asset management are identified.	Responsibility for asset management is defined.
9	Implement an Improvement Plan to realise 'core' maturity for the financial and asset management competencies within 2 years.	Improved financial and asset management capacity within Council.
10	Report to Council on development and implementation of Asset Management Strategy, Asset Management Plans and Long-Term Financial Plans.	Oversight of resource allocation and performance.

## Reporting and assessment - measuring our performance

The approach to assessing performance in relation to asset planning and measurement will be both quantitative and qualitative.

Council's Integrated Planning and Reporting processes form the core of our continuous improvement programs and are embedded within the organisation.

The development of term achievements, actions and performance measures relating to the delivery of infrastructure asset programs are contained in the Delivery Program and annual Operational Plan, and subsequent reporting is conducted bi-annually and annually to ensure progress and/or achievements are measured and reported.

Reporting on these indicators is the responsibility of all asset managers who are custodians and have control of specific asset classes.

Regular periodic surveys with the community, gauging perceptions between satisfaction of built asset classes and services being provided are conducted. The ongoing use of community surveys will be tailored to include specific asset management issues to ensure relevance of the programs at the required levels of service continue.

### Conclusion

While significant progress has been made in delivering consistent asset management planning, continued diligence is required to facilitate ongoing improvements across all infrastructure assets under Council's control and management.

This Strategy, supported by the commitment of asset managers, staff, and the community, will enable continued progress toward service excellence. By applying management practices that consider financial, risk, environmental and social drivers, Council can further enhance asset performance and foster greater community understanding of infrastructure operations and investment needs.

To support the long-term delivery of this Strategy, Council is proposing a Special Rate Variation (SRV). This additional funding mechanism is intended to address the widening infrastructure renewal gap, reduce the growing asset backlog, and ensure critical infrastructure is maintained at a sustainable level. Without the SRV, Council's ability to meet service level expectations will be increasingly constrained, placing added pressure on maintenance budgets and reducing the reliability of key assets.

Although adopted as a 10-year Asset Management Strategy, annual revisions will be undertaken to ensure ongoing relevance in response to changes in government policy, financial capacity, and community priorities. Each review will align with the development of the Community Strategic Plan, Delivery Program, and Resourcing Strategy, to ensure infrastructure investment continues to reflect the community's long-term aspirations.

The successful implementation of this Strategy, supported by appropriate funding mechanisms such as the SRV, will strengthen Council's ability to manage infrastructure responsibly, ensuring assets remain safe, functional, and aligned with the current and future needs of the Ku-ring-gai community.

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**Appendix: Asset Management Policy** 



Ku-ring-gai Council

# **Asset Management Policy**

Version Number 4

Adopted:

Effective:

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Version 4 – July 2025

# **Asset Management Policy**

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## **Controlled Document Information**

## **Authorisation Details**

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Controlled Document Number:	77	TRIM Record No:	2023/381599
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Controlled Document Name:	Asset Management Policy		
Version Number:	4		
Department:	Strategy & Environment		
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Document Status:	Draft for exhibition		
Approval Type:	Requires Council adoption		
Version Start Date:	July 2025	Version End Date:	

## Related Document Information, Standards & References

Related Legislation	NSW Local Government Act 1993	Provides the legal framework for an effective, efficient, environmentally responsible and open system of local government in NSW. To regulate the relationships between the people and bodies comprising the system, and to encourage and assist the effective participation of local communities in the affairs of local government. Includes the preparation of strategic plans and a long term financial plan supported by Asset Management Plans for sustainable service delivery.
	NSW Environmental Planning and Assessment Act 1979	Sets out to encourage the proper management, development and conservation of natural and artificial resources for the purpose of promoting the social and economic welfare of the community and a better environment and the protection of the environment, including the protection and conservation of native animals and plants, including threatened species, populations and ecological communities, and their habitats.
	NSW Heritage Act 1977	To promote understanding of heritage issues and conservation of items of heritage significance.
	Work Health and Safety Act 2011	Sets out the responsibilities of Council to secure and promote the health, safety, and welfare of people at work.
	Disability Discrimination legislation including - Commonwealth Disability Discrimination Act 1992 (DDA) - NSW Anti-Discrimination Act 1997	Sets out the responsibilities of Council and staff in dealing with access and use of public infrastructure.
Related Documents	Community Strategic Plan Resourcing Strategy	The policy integrates with Council's Integrated Planning and Reporting documents.

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	Delivery Program and Operational Plan Asset Management Strategy Asset Management Plans Procedures for new, upgraded, renewed and disposed assets	The Asset Management Policy guides the asset management strategy, plans and procedures.
Other References	Integrated Planning and Reporting Guidelines for Local Government in NSW September 2021	The policy was developed in accordance with the Integrated, Planning and Reporting Guidelines and Handbook for Local Government in NSW (September 2021).
	Integrated Planning and Reporting Manual for Local Government in NSW September 2021	The accounting standards and code define how our assets are accounted for.  The development of the Policy considered the IPWEA IIMM manual and Infrastructure Australia Strategic Policies & Plans.
	Local Government Code of Accounting Practice and Financial Reporting	
	Australian Accounting Standards	
	IPWEA International Infrastructure Management Manual (IIMM) 2015	
	Australian Infrastructure Audit Report May 2015	

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ITEM NO: GB.6

Controlled Document - Asset Management Policy

Version 4 - July 2025

## **Version History**

Version Number	Version Start Date	Version End Date	Author	Details and Comments
1	04/02/2009	26/08/2014	Deborah Silva	Original
2	26/08/2014	26/06/2018	Vanessa Young	First review
3	27/06/2018	30/06/2025	Parissa Ghanem	Policy revised in line with Integrated Planning & Reporting processes.
4	July 2025		G. Grewal/ P.Lichaa	Policy revised in line with Asset Management Strategy and Integrated Planning Guidelines.

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Controlled Document - Asset Management Policy

Version 4 - July 2025

## **Policy**

## **Background**

Asset management practices impact directly on the core business of Council and appropriate asset management is required to achieve our strategic service delivery objectives.

Sustainable service delivery ensures that services are delivered in a socially, economically and environmentally responsible manner that does not compromise the ability of future generations to make their own choices.

## **Purpose and Objectives**

The purpose of this policy is to demonstrate Ku-ring-gai Council's commitment to the responsible management of its assets. The policy sets out principles, requirements and responsibilities for implementing consistent asset management processes throughout Council. It also ensures that Council as the custodian of public infrastructure, has mechanisms in place to deliver infrastructure services in the most effective manner.

### **Objective**

To ensure that adequate provision is made for the long-term management of Council's assets by:

- ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.
- safeguarding infrastructure assets, physical assets and employees by implementing appropriate asset management strategies and financial resources for those assets.
- implementing appropriate asset management strategies, plans and financial resources for the preservation of assets
- creating an environment where all employees play an integral part in the overall management of infrastructure
  assets by creating and sustaining a culture of asset management awareness through training and
  development.
- meeting legislative requirements for asset management.
- · ensuring resources and operational capabilities are identified and allocated for asset management.
- demonstrating transparent and responsible asset management processes that align with best practice.

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Controlled Document - Asset Management Policy

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### Scope

This policy applies to all asset classes owned by Council. Council's asset classes identified in the asset hierarchy are:

- Roads and Transport (Includes Footpaths, Kerb & Gutter, Car Parks and Bridges)
- Drainage (Includes Stormwater Pits and Pipes)
- Recreational Facilities (Includes Parks, Sports Fields and Open Space)
- Buildings (Includes Land, Community and Commercial Buildings)
- Fleet and Plant (Includes Passenger Vehicles and Operational Plants)
- Information Technology (Includes Hardware, Software and Digital Equipment)

#### Responsibilities

The following key roles and responsibilities are identified in the management of this policy:

#### **Mayor and Councillors**

Are responsible for adopting the completed policy objectives and ensuring sufficient resources are applied to manage the assets.

### Council

Council is responsible for:

- Providing stewardship
- · Adopting a corporate asset management policy and strategy
- Considering the impact of financial and service level decisions on Council's assets
- · Ensuring that organisational resources are allocated to safeguard sustainable service delivery.

### **Asset Management Steering Group**

The Asset Management Steering Group is made up of representatives from Finance and Technical Services and is responsible for:

- Reviewing the Asset Management Policy and Asset Management Strategy and ensuring integration with the Long Term Financial Plan and other Integrated Planning & Reporting documents
- Monitoring the implementation of Asset Management Policy, Strategy and Plans
- Developing and reviewing processes and practices to ensure assets are managed effectively
- Ensuring that asset information is captured and updated into asset registers
- Operating within an agreed 'Terms of Reference'.

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Controlled Document - Asset Management Policy

Version 4 - July 2025

## Directors/Managers

Directors and Managers are responsible for:

- · Allocating resources to the implementation of the Asset Management Strategy and Asset Management Plans
- · Ensuring that actions identified in the Asset Management Strategy are completed within timeframes
- · Integrating asset management principles and practices into the organisation's business processes
- Developing and implementing maintenance and capital works programs in accordance with the Integrated Planning and Reporting documents
- Delivering Levels of Service to agreed risk and cost standards
- Managing infrastructure assets in consideration of long term sustainability
- · Presenting information to Council on lifecycle risks and costs
- Ensuring that individual asset management responsibilities are identified in relevant staff position descriptions.

### **Asset Management Framework**

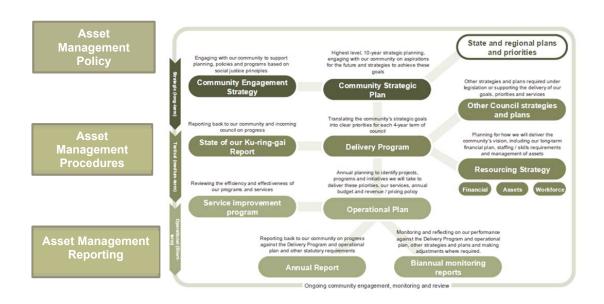


Figure 1: Ku-ring-gai Council's integrated and planning reporting framework

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Controlled Document - Asset Management Policy

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#### **Policy Statement**

#### **Asset Management Principles**

The organisation's sustainable service delivery requirements will be met by adequately providing for the long-term planning, financing, operation, maintenance, renewal, upgrade, and disposal of assets. This is accomplished by ensuring that:

- All relevant legislative requirements together with social, political and economic environments are taken into account in asset management
- The Asset Management Strategy outlines the implementation of systematic asset management and appropriate best practice throughout Council
- The Asset Management Plans are revised to align with the Resourcing Strategy. The Plans are informed by community consultation, technical and financial planning and reporting
- Service levels are developed and defined in each asset management plan. The Service Levels will form the basis of annual budget estimates
- Inspection programs are developed for each asset class and regular inspections are carried out to maintain the agreed service levels and to identify asset renewal priorities
- Assets are managed, valued, and accounted for in accordance with appropriate best practice
- Future service levels are determined in consultation with the community
- · Renewal plans are developed based on service levels, conditions and risk
- Future life cycle costs are reported and considered in all decisions relating to new services and assets and upgrading existing services and assets
- An organisational culture is promoted whereby all employees with asset management responsibilities are
  provided the necessary training and professional development
- The require operation capabilities and resources are provided and asset management responsibilities are effectively allocated.

#### Policy implementation

Council's assets will be managed in the most cost-effective manner, driven by defined service levels and performance standards. This will require ongoing assessment of the following key issues:

- Customer and community expectations
- Strategic and corporate goals
- Long term financial model
- Legislative requirements.

This should be achieved through strategic planning, service level review, output review, and development/implementation of the asset management framework.

The Asset Management Steering Group will oversee the implementation of the asset management reporting framework as identified in Figure 2.

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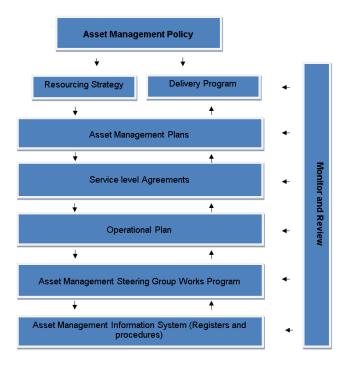


Figure 2: Asset management reporting framework

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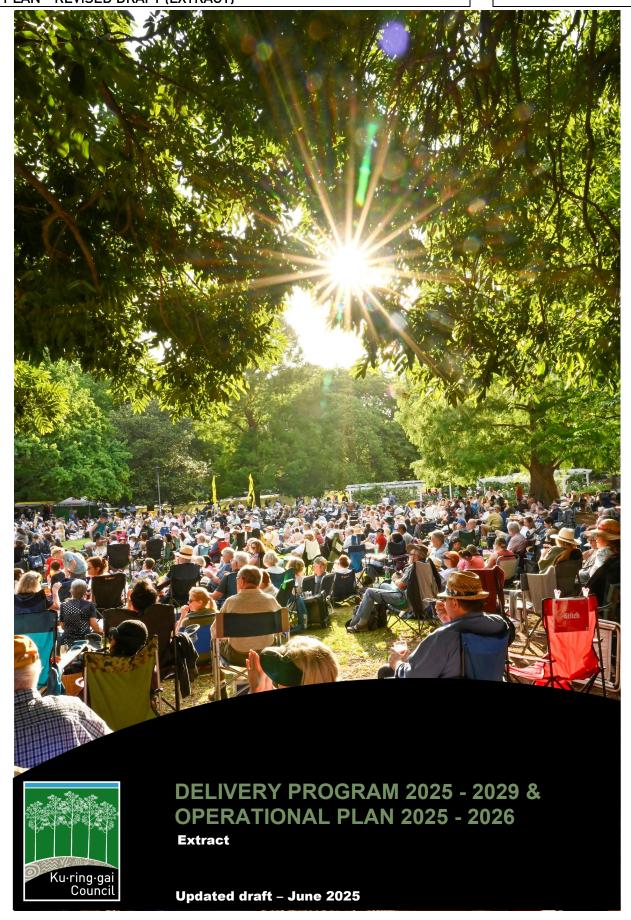
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#### **Definitions**

Term	Definition
Asset	A physical item owned by council that has economic value and enables services to be provided.
Asset life cycle	The life of an asset; from its acquisition to disposal.
Asset Management Information System	An asset management information system is a combination of processes, data and software applied to provide the essential outputs for effective asset management such as reduced risk and optimum infrastructure investment.
Asset management	Asset management (AM) is a systematic process to guide the planning, acquisition, creation, operation and maintenance, renewal and disposal of assets.
Asset Management Plan	A plan developed for the management of an asset class that combines multi- disciplinary management techniques (including technical and financial) over the life cycle of the asset, in the most cost effective manner to provide a specified level of service.
Asset Management Strategy	The Asset Management Strategy is a component of the Resourcing Strategy. It demonstrates how our assets support service delivery in consultation with the community and within available funding.
Asset register	A record of asset information including inventory, historical, financial, condition, construction, technical, and financial details.
Infrastructure asset	Infrastructure assets are typically large, interconnected networks or portfolios of composite assets, comprising components and sub-components
Level of service	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Life cycle cost	The total cost of an asset throughout its useful life.
Operational Plan	The Operational plan comprises detailed implementation plans and information with a 1-year outlook (short-term). The plans typically cover operational control to ensure delivery of asset management policy, strategies and plans. The plans also detail structure, authority, responsibilities, defined levels of service and emergency responses.
Useful life of an asset	The period over which a depreciable asset is expected to be used

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

#### Simplified Chinese

#### 需要帮助吗?

本文件包含重要信息。如果您不理解本文件,请致电翻译口译服务 131 450。 让其代表您致电 9424 0000 联系Ku-ring-gai议会。营业时间:周一至周五,上午8.30—下午5:00。

#### **Traditional Chinese**

#### 需要幫助嗎?

本檔包含重要資訊。如果您不理解本檔,請致電翻譯口譯服務 131 450。 讓其代表您致電 9424 0000 聯繫Ku-ring-gai議會。營業時間: 週一至週五,上午8.30—下午5:00。

#### Korean

#### 도움이 필요하십니까?

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

#### Persian

آیا به کمک نیاز دارید؟

این مدرک حاوی اطلاعات مهمی است. اگر آنها را نمی فهمینه، خواهش می کنیم به خدمات ترجمه نوشتاری و گفتاری (Translating and Interpreting Service) به شماره ۱۲۱۰ تلفن کنید و از آن سرویس پخواهید از جانب شما با شهرداری کورشگای (Ku-ring-gai Council) در ساعات کاری، دوشنبه تا جمعه از ساعت ۸:۲۰ صبح تا ساعت ۵:۰۰ بعد از ظهر با شماره تلفن ۲۰۰۰ ۲۹۲۲ ت. تماس بگیرند.

#### Japanese

#### ご質問がありますか?

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

#### Hindi

#### सहायता चाहिए?

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

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

#### Need assistance with hearing or speaking?

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

TTY users: Call 133 677 then dial 02 9424 0000. Voice Relay users: Call 1300 555 727 then ask for 02 9424 0000.

NRS Chat: Go to <a href="www.accesshub.gov.au/services/nrs-chat">www.accesshub.gov.au/services/nrs-chat</a> and enter 02 9424 0000.

For all other assistance options see <a href="https://www.accesshub.gov.au">www.accesshub.gov.au</a>

#### Need help to access Council's building?

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

Call 02 9424 0000 Monday to Friday 8.30 am - 5.00 pm if

Call 02 9424 0000 Monday to Friday 8.30 am - 5.00 pm if you need further assistance.

#### **KU-RING-GAI COUNCIL**

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

#### Acknowledgment of Traditional Owners

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

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#### **About this program**

Ku-ring-gai Council's Delivery Program and Operational Plan has been developed in accordance with the *Local Government Act 1993* and the NSW Government's Integrated Planning and Reporting (IP&R) framework.

The Delivery Program describes how Council will utilise available resources in support of the strategies in the Community Strategic Plan (CSP), and what the elected Council intends to achieve during its four-year term of office.

The annual Operational Plan details the services, key actions, projects and programs that will be undertaken during the financial year along with a budget showing how Council will fund the plan. It also includes a Statement of Revenue Policy, a list of planned operational and capital projects and a rates map. The Operational Plan details what Council will do in support of the term achievements in the Delivery Program.

To support clarity and accessibility, the Delivery Program and Operational Plan are presented in a single document in three sections:

- Introduction This section provides background information on the Ku-ring-gai community, Councillors, the organisation and IP&R requirements.
- The Plan This section outlines the term achievements that Council aims to deliver in support of the CSP, the services, key actions, projects and programs that Council will undertake during the coming year and performance indicators.
- Finance This section contains Council's 2025/26 budget, Statement of Revenue Policy, capital works program and operational projects, and funding allocations from the infrastructure special rate variation, road rehabilitation program and new footpath program.

A map showing Council's ordinary and special rates 2025/26 is included in the appendices.

Council's annual fees and charges are published separately.

Council's strategic plans are available on the website, Council libraries and Council's Customer Service Centre in Gordon.

#### **Photography**

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

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#### **Mayor Message**

It is with great pleasure that I present the Ku-ring-gai Council Delivery Program for 2025 – 2029. This represents our commitment to the priorities and aspirations of the Ku-ring-gai community over the next four years.

The Delivery Program reflects what our community needs and expects from their Council. Through workshops, surveys and engagement on vital issues such as housing, we have gained a thorough understanding of what matters to our community.

Maintaining our beautiful natural environment and lifestyle remain priorities, and we understand your concerns about increasing population growth and housing density.

We are also sensitive to the role that all councils need to play in delivering new housing for our growing population and making it more affordable.

This new Delivery Program aims to chart a balanced path forward. We will implement strategies to reduce the negative impacts of development through local planning controls. We are committed to ensuring that development is supported by necessary infrastructure upgrades.

Furthermore, we will prioritise community engagement and transparency so that the community understands exactly how Council makes decisions and what constraints can influence decision-making.

Councillors and senior staff have been working together on a set of key priorities for this Council term. Our priorities for the next four years include the following:

- Continuing to lobby the NSW Government for a measured and sustainable approach to planning policy and ensure that access to infrastructure keeps pace with this development
- Revitalising our town centres offering residents diverse opportunities for entertainment, social interaction and culture
- Protecting our tree canopy by encouraging environmentally responsible development, educating property owners and working with community groups on tree protection and planting programs
- Continuing to work with partners on services that meet the needs of young people, older residents, and vulnerable members of our community
- Continuing to provide recreation facilities and modernising existing community buildings
- Improving our roads and footpaths and working with the NSW Government on public transport solutions and improvements to the Pacific Highway and key intersections.

This financial year, the Council will be investing in the following upgrades and capital projects:

- \$11.8 million for upgrading local roads and \$1 million for traffic improvements
- \$9.9 million for local centre improvements including streetscape upgrades in Lindfield local centre and Gordon north to improve traffic flow and pedestrian access
- \$10.2 million towards the completion of the Indoor Sports Centre at St Ives High School in partnership with the NSW Department of Education
- \$2.4 million for the upgrade of other sporting facilities
- \$3.3 million for playground upgrades and nature play spaces including Mimosa Oval, Roseville Park and the Wildflower Garden
- \$7.6 million for upgrades to parks including Robert Pymble Park
- \$2.2 million for new and upgraded footpaths
- \$2.7 million for drainage and stormwater upgrades
- \$3 million for refurbishment of public toilets and amenities
- Commencing construction of the Cultural and Environmental Education Centre at St Ives Showground
- Master planning for recreational use of the former bowling club sites in Gordon and Roseville
- Revitalisation of the East Turramurra shopping strip to improve traffic flow and pedestrian access.

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Councillors will also need to address the important issue of Council's long-term financial sustainability. Like all NSW councils, we face increasing pressures due to rising costs, the need to maintain essential services and limitations on our revenue streams.

While Ku-ring-gai Council is in a much stronger financial position than many others across Sydney, decades of under-investment have created a significant infrastructure gap. Too many of our community buildings, sport and recreational facilities and other essential infrastructure are starting to fall into disrepair. If we fail to act, the problem is only going to get worse and more expensive over time.

The Delivery Program reflects my dedication to listening, acting and working in partnership with you to build a new future for Ku-ring-gai.

We are committed to balancing the challenges of growth with the preservation of what we all love about the area.

I encourage you to read through this program. The Councillors and I look forward to working with you to shape the future of our remarkable area.

Councillor Christine Kay **MAYOR** 

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#### **General Manager Message**

I am pleased to present the new Delivery Program for 2025 – 2029 and Operational Plan for the 2025 - 2026 financial year.

The Delivery Program aims to realise the Ku-ring-gai community's aspirations contained in our new Community Strategic Plan. The Operational Plan emphasises customer service excellence, efficient service delivery and prudent financial management.

Both these plans are supported by an improved integrated planning and reporting framework, strategic prioritisation of projects, community needs and the availability of resources.

Financial sustainability remains a core focus for this Council. We are committed to managing our finances in a way that does not burden future generations. We are continuing to meet our budget objectives, control costs and actively pursue grants and other revenue sources. Further details are provided in the Resourcing Strategy accompanying the Delivery Program and Operational Plan.

Another key focus is a four-year program of service improvement reviews. These reviews will continue to identify opportunities for service improvements, cost savings and innovative service delivery over the coming years. As an example, a recent review of Council's DA assessment service identified process improvements and has already seen a 25% improvement in processing times since August 2024.

Council is continuing to implement our customer service improvement program, including regular staff training, benchmarking against other councils and transparent reporting to the community on our performance. We are prioritising technology to improve service delivery and reduce administrative costs. As an example, Council has rolled out a new app so residents can more easily access bookings and information for waste services.

We have received clear feedback from councillors and the community regarding the importance of high-quality engagement and communication. Over the next four years, we will continue to engage directly with you on major projects and improve how you access information from Council.

The Delivery Program and Operational Plan will be reviewed each year to ensure they remain aligned to community needs.

Finally, I extend my sincere gratitude to Council staff for their commitment to delivering exceptional services to our community and for their dedication to implementing these plans.

David Marshall

GENERAL MANAGER

#### Financial sustainability

As detailed in the Resourcing Strategy, Ku-ring-gai Council currently maintains a satisfactory financial position. Council continues to deliver operating surpluses while delivering essential services, programs and infrastructure in accordance with its delivery programs and operational plans.

However, the long-term financial sustainability of Council is facing significant challenges from rising operational costs, ageing infrastructure and inflationary pressures exceeding rates income and other revenue streams. Ku-ring-gai will continue to pursue increased revenue through user fees, investments and grants and maintain robust controls on expenses. We are also redoubling our efforts on finding efficiencies in service delivery.

The biggest challenge facing Council's long-term financial sustainability is the renewal and maintenance required for our infrastructure asset portfolio, valued at around \$1.8 billion.

Current funding levels are insufficient to cover these costs of renewal, and recent independent reviews of stormwater and building assets have revealed significant deterioration and a need for substantial investment.

In 2022/23, Council commissioned an independent financial review to evaluate its long-term financial sustainability. This review found that the funding strategy was insufficient to cover asset maintenance costs, recommended exploring alternative funding sources and concluded that an increase in rates was the only viable pathway to sustainability.

Benchmarking data indicates that Ku-ring-gai Council operates efficiently, with lower operating expenses per resident and a higher staff-to-population ratio compared with similar councils.

To address these financial challenges, Council is proposing a special rate variation (SRV). This is a mechanism that allows NSW councils to apply to IPART for an increase once capped rates are no longer sufficient to cover costs. The SRV is specifically for funding essential asset renewals and ensuring that footpaths, sports fields, community buildings, stormwater and other public infrastructure meet modern standards and safety requirements.

A proposal to IPART to approve an SRV would depend on the following actions:

- · extensive community engagement to understand community needs and affordability
- · a review of our hardship policy and support available to vulnerable residents
- · ongoing reviews to identify improvements to service delivery and savings, and
- initiatives to support local procurement and opportunities for local business

#### Housing

The NSW Government's Transport Oriented Development (TOD) and Low and Mid-Rise Housing policies are part of a package of reforms to deliver 377,000 new homes by 2029 under the National Housing Accord. These reforms will introduce significant changes to new housing development in Ku-ring-gai, presenting both challenges and opportunities that require careful long-term planning.

The TOD mandates increased housing density within 400m of Roseville, Lindfield, Killara and Gordon stations and came into effect in 2024. In November and December 2024, the Council publicly exhibited four alternative options to the NSW Government's TOD policy, which sought to limit the impact of new housing targets by increasing height in the four railway station precincts of Gordon, Roseville, Killara and Lindfield.

The Council's preferred TOD scenario provides for heights of up to 28 stories in optimal locations, protection for some Heritage Conservation Areas (HCAs), minimises impacts on environmental areas and tree canopy and provides for smooth building height transitions.

The NSW Government's Low and Mid-Rise Housing Policy will expand housing options across Kuring-gai. Broadly speaking, it permits:

- terraces, townhouses and manor houses within 800m of all train stations and the St Ives shopping centre
- residential flat buildings and shop-top housing within 400m of Roseville, Lindfield, Killara and Gordon stations, and
- · dual occupancy housing across 50% of low-density residential land.

Population increases will put additional strain on existing infrastructure, including roads, public spaces and utilities. This will require increased investment in maintenance and upgrades and working with the NSW Government to ensure that growth is supported by increased capacity in local health, education and transport services.

At the same time, the government's policies will create new opportunities for Ku-ring-gai. Over the next ten years we will see a greater variety of housing options, including apartments and townhouses. Affordable housing options could provide greater opportunities for local nurses, teachers, emergency services and other essential workers to call Ku-ring-gai home.

Population growth will stimulate the local economy by attracting new businesses and greater demand for services and amenities. Increased development also brings increased investment and contributions from developers to support new and improved parks, facilities and critical infrastructure.

Council's strategy to address these issues and realise these benefits is outlined in this Delivery Program and Operational Plans. Key initiatives include:

- updating Local Environmental Plans (LEPs), planning controls, contributions plans and other strategies to guide development in line with community expectations and maintain Kuring-gai's character
- implementing strategic asset management and pursuing grant funding and partnerships to invest in growth-supporting infrastructure
- expanding parks and open spaces, including developing the former bowling club sites at Gordon and Lindfield, and looking for opportunities to upgrade sporting fields, recreational facilities and community buildings to maximise access and utilisation rates
- collaborating with the NSW Government to improve public transport, commuter parking and major arterial roads.

We recognise the importance of community engagement in shaping our response to these policy changes, and the extensive consultation on housing scenarios to date demonstrates our commitment to transparency and community input.

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We will continue to provide clear and accessible information to the community about the strategies and plans, ensuring that our residents are informed and able to provide input into the decisions that affect them.

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Introduction

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#### **Community vision**

Our Ku-ring-gai - Growing together

Our vision is for a thriving and connected community where we balance growth and change with the protection of our natural environment and heritage and work together to ensure a vibrant and inclusive future.

#### **Our outcomes**

- Our unique natural environment is protected and enhanced
- Sustainable urban growth and change
- Infrastructure and assets support community needs
- · An inclusive, connected and safe community
- Leadership and service excellence

#### **About Ku-ring-gai**

About Ku-ring-g	u 1							
Area								
85.44 Km <sup>2</sup>	17 subu	rbs	3 hospitals		1 university			
16 kms north of the	7 larger local centres		8 railway stations		19 high schools 41 primary schools			
Sydney CBD		nbourhood			79 preschools and			
	centres				children's care services 24 aged care homes			
	1 busine	ess park		24 aged care nomes				
Heritage			l					
Aboriginal heritage			European herita	ge				
101 recorded sites			Significant built h the post-war perion		imarily from the 1890s to			
			Birthplace of the	National T	rust of Australia (NSW)			
			997 heritage item	ıs				
			46 heritage conse	ervation a	reas			
Residents								
Population in 2024 <sup>1</sup>		Median age <sup>2</sup>		Diversit	ty <sup>2</sup>			
128,362		42 years			its have recent ancestry			
		Higher proportion	l 60+ than		er 120 countries uages spoken			
Voluntoor participation		Greater Sydney <sup>2</sup>						
Volunteer participation	alea.	A highly educated community <sup>2</sup> 54% of the working population have a university education						
20,400 <sup>2</sup> volunteers underta 357,000 <sup>5</sup> hours work a yea		47.5% of total households are classed as high income						
Features <sup>3 and 4</sup>			400110140 410 01400					
484 kms of road including	38 kms	400 km of forme	d footpaths	294 km	of drainage			
of <b>regional</b> roads		30 km of cycleways			•			
21 kms of arterial and sta	te roads							
Adjoins 3 national parks		171kms of waterways and creeks		Over 800 native plant species				
158 bushland reserves co 1,160 hectares	overing	3 major sub-catchments		18 threatened plant species				
2 bio-banking sites cover hectares	ing 105							
1 tiny forest of 320 square	e metres							
58kms of walking trails		<b>4</b> endangered an		<b>562</b> nati	ve animal species			
40km of fire trails		endangered ecological communities		27 threatened animal species				
92kms of bushland interfa	ce	23						
<b>207</b> parks, playgrounds an fields	d sports	22 community ce		2 youth hubs with 7,500 participants				
1 aquatic centre		<b>419,606</b> visitors	s attracting		en's service for almost			
67 tennis courts		art centre with 1,		900 chile				
2 golf courses		and a <b>public art</b>	program	vacatio	n care for 3,500 children			
2 mountain bike tracks				senior's programs that attrover 3,000 people				
					re recreation program with articipants			

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a <b>showground</b> with <b>179,445</b> cars through the gate	1 nursery with 16 volunteers	6 environmental volunteer groups with 700 active participants
a <b>business engagement</b> program with over <b>400 participants</b>	the Wildflower Garden attracting 105,000 trail walkers across 123 hectares	events and programs attracting 78,698 people

Australian Bureau of Statistics, Estimated Resident Population, 2024
 Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id
 Operations statistics, Ku-ring-gai Council, 2024 and 2025
 Ku-ring-gai Council Annual Report 2023 – 2024
 NSW State of Volunteering Report 2023

#### Your councillors

The Ku-ring-gai Council local government area is divided into five wards – Comenarra, Gordon, Roseville, St Ives and Wahroonga with each represented by two councillors. The Mayor and Deputy Mayor are elected by councillors. For more information about the Mayor and councillors, visit <a href="https://www.krg.nsw.gov.au">www.krg.nsw.gov.au</a>

St Ives Ward	
Mayor Christine Kay	Councillor Martin Smith
M: 0436 635 454	M: 0436 663 376
E: ckay@krg.nsw.gov.au	E: <u>martinsmith@krg.nsw.gov.au</u>
Wahroonga Ward	
Deputy Mayor Kim Wheatley	Councillor Cedric Spencer
M: 0459 933 639	M: 0436 661 911
E: kwheatley@krg.nsw.gov.au	E: <u>cspencer@krg.nsw.gov.au</u>
Comenarra Ward	
Councillor Matthew Devlin	Councillor Jeff Pettett
M: 0402 998 290	M: 0478 489 430
E: mdevlin@krg.nsw.gov.au	E: jpettett@krg.nsw.gov.au
Gordon Ward	
Councillor Indu Balachandran	Councillor Barbara Ward
M: 0457 411 083	M: 0447 081 824
E: <u>ibalachandran@krg.nsw.gov.au</u>	E: <u>bward@krg.nsw.gov.au</u>
Roseville Ward	
Councillor Sam Ngai	Councillor Alec Taylor
M: 0436 655 543	M: 0459 907 375
E: sngai@krg.nsw.gov.au	E: <u>ataylor@krg.nsw.gov.au</u>

#### **Our organisation**

Council is dedicated to upholding its corporate values which demonstrate our commitment to a progressive, ethical and results driven leader in local government. The values help guide the delivery of strategic outcomes and drive our organisation to deliver efficient and effective services to the community.

Do what is right	Show respect
<ul> <li>✓ We act with integrity in everything that we do and say</li> <li>✓ We make transparent, ethical and consistent decisions that support the vision of Council</li> </ul>	<ul> <li>✓ We are considerate towards others ensuring fairness, dignity and equality</li> <li>✓ We practice and encourage transparent communication</li> </ul>
Own our actions	Strive for excellence
<ul> <li>✓ We are accountable for our decisions</li> <li>✓ We take responsibility for the outcomes of our choices, behaviours and actions</li> </ul>	<ul> <li>✓ We work together as a team to achieve our full potential</li> <li>✓ We have the insight and passion to lead Council into the future</li> </ul>

#### Workforce

Council is committed to ensuring the organisation has the capacity and capability within our workforce to deliver the best possible services to the community and employs staff in a diverse range of service areas across the organisation.

TOTAL NUMBER OF EMPLOYEES <sup>1</sup> 432	<b>EMPLOYMENT TYPE</b> 373 full-time employees 59 part-time employees 101 casual employees
MEDIAN AGE 47 years old	AGE PROFILE OF EMPLOYEE 59% aged 45 years+
<b>GENDER</b> 47% female 53% male	DIVERSITY IN LEADERSHIP ROLES 45% female 55% male
AVERAGE YEARS OF SERVICE 8.9 years per employee	RETENTION RATE 82%
	DF JOB TYPES 289

Council employee snapshot as at 30 June 2024

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<sup>&</sup>lt;sup>1</sup> Full-time and part-time employees

#### Leadership

Ku-ring-gai Council is made up of six departments – civic management, corporate, community, development and regulation, operations and strategy and environment as shown in the organisational structure in Diagram 1.

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



Diagram 1: Council's organisational structure

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#### Service improvement program

Ku-ring-gai Council provides efficient, high-quality services to its community. Council's new Service Improvement Program (SIP) is designed to support the continuous evaluation, enhancement and cost-effectiveness of our service delivery.

The SIP directly aligns the *Local Government Act 1993* and the Integrated Planning and Reporting (IP&R) framework, which requires NSW councils to identify areas for review, engage with the community to define service level expectations and report on the progress of its reviews.

The SIP will provide a systematic and ongoing process to evaluate the quality, accessibility, efficiency and effectiveness of Council's services. Each review will draw on data analysis, customer feedback, benchmarking with other councils or organisations and process mapping to identify opportunities for improvement.

In 2024/25, Council undertook targeted reviews of the following services:

- communications and engagement
- open space (maintenance of sporting fields)
- · development assessment
- · compliance and regulation
- · community development programs

The following services are planned for review in 2025/26:

- · environment and sustainability programs
- stormwater management
- · tree management
- libraries (through Local Government Professionals "Service Reviews in a Box" program).

Progress and outcomes of these reviews will be reported in biannual performance reports and the annual report.

Beyond these formal reviews, all service units are being actively encouraged to look for innovations and improvement initiatives such as process streamlining, waste reduction and improvements to customer experience. These proactive efforts complement the formal SIP and are part of Council's culture of service excellence.

#### Integrated planning and reporting framework

The NSW Government requires local councils to deliver their community vision and objectives through long, medium and short-term plans which promotes best practice strategic planning and ensures a more sustainable local government sector.

NSW legislation requires councils to prepare strategic planning documents in consultation with the community and stakeholders, and monitor, review and undertake statutory reporting on progress.

Council is required to prepare the following plans:

- Community Strategic Plan (minimum ten-years)
- · Resourcing Strategy comprising of:
  - o Long Term Financial Plan (minimum ten-years)
  - Asset Management Strategy (minimum ten-years)
  - o Workforce Management Strategy (four-years)
- **Delivery Program** (four-years)
- Annual Operational Plan (including budget, Statement of Revenue Policy and Fees and Charges).

Diagram 2 illustrates the hierarchy of plans and statutory reporting within the Integrated Planning and Reporting (IP&R) framework and their relationship to state and regional planning.

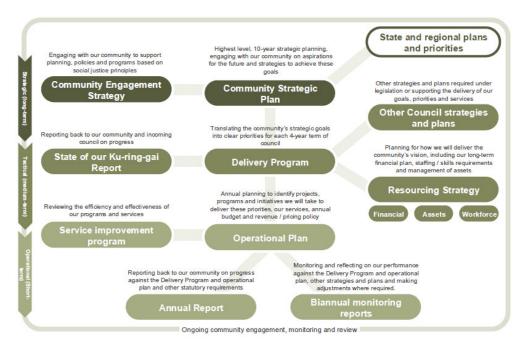


Diagram 2: Integrated planning and reporting framework

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#### **Delivering the plans**

The Integrated Planning and Reporting Framework requires Council to regularly report on its progress towards achieving the strategies stated in the Community Strategic Plan.

#### Community Strategic Plan 2035 - Our Ku-ring-gai: Growing together

The Community Strategic Plan has been prepared in consultation with the community and provides Council with the strategic direction needed to align its services, policies and programs with community needs and priorities, as well as state and regional planning priorities.

#### **Delivery Program 2025-2029**

The Delivery Program contains term achievements which are Council's commitments during its term of office. They identify how Council will work towards achieving the community's vision, strategies and priorities over the four years as identified in the Community Strategic Plan.

#### Operational Plan 2025-2026

The Operational Plan is developed annually and details the services, key actions, projects and programs that Council will deliver for its community during the financial year. It also incorporates Council's Budget, Statement of Revenue Policy, Capital Works Program and Operating Projects, funding allocations from the Infrastructure Special Rate Variation, Road Rehabilitation Program and New Footpath Program. The Fees and Charges for the financial year are presented separately.

#### Resourcing Strategy 2025-2035

The Resourcing Strategy supports the priorities identified in the Delivery Program through asset, financial and workforce planning to deliver the 10-year strategic objectives in the Community Strategic Plan. The three components of the Strategy are the Long Term Financial Plan, Asset Management Strategy and the Workforce Management Strategy.

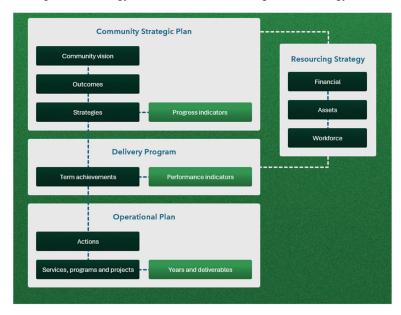


Diagram 3: Implementation of the Community Strategic Plan, Resourcing Strategy and Delivery Program and Operational Plan.

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#### Performance monitoring and progress reporting

Council is required to regularly report its progress in achieving the community's vision, strategies and term achievements and activities identified in adopted strategic planning documents.

Council's responsibilities under the Integrated Planning and Reporting framework for performance monitoring, reviewing and reporting of strategic plans to the Ku-ring-gai community are summarised below.

#### **Community Strategic Plan**

The State of our Ku-ring-gai Report details progress made during the previous term of Council in progressing strategies in the Community Strategic Plan. It emphasises Council's delivery against its social, environmental, economic and civic leadership goals and highlights key challenges and opportunities for Council and the community moving forward. It is prepared in line with the election cycle by the outgoing Council and endorsed by the incoming Council.

#### **Resourcing Strategy**

The Resourcing Strategy includes the Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy. The Strategy links the Community Strategic Plan with the Delivery Program in terms of financial, asset and workforce planning.

#### **Delivery Program and Operational Plan**

Progress of the Delivery Program and Operational Plan is monitored quarterly by the General Manager and directors. Biannual progress reports are presented to Council on one-year actions and four-year term achievements, and annual performance indicators.

Financial reports are presented to Council to provide results of quarterly budget reviews, and proposed adjustments based on actual financial performance.

Council's Annual Report is prepared for the community and presented to Council for endorsement within five months of the end of the financial year. Following this, it is published on Council's website with notification sent to the Minister for Local Government. It includes Council's audited financial statements, statutory reporting and a summary of achievements and challenges during the financial year.

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The Plan

#### How to read the plan

Council's Delivery Program and Operational Plan is presented under five outcomes as outlined in the Community Strategic Plan. These are:

# Outcome 1: Our unique natural environment is protected and enhanced

**Objective** - Ku-ring-gai's bushland, waterways and biodiversity is being protected and a healthy tree canopy enhances our suburban landscape. Ku-ring-gai is a leader in sustainable resource management and environmental stewardship and is on track to achieve net-zero emissions.

# Outcome 2: Sustainable urban growth and change

**Objective** - Ku-ring-gai is a thriving community of safe and well-planned neighbourhoods. We are continuing to deliver diverse housing options, while balancing suburban growth with the preservation of our unique character, open spaces and heritage. We have a strong local economy with thriving businesses, and revitalised centres providing offering convenient access to shops, services and community facilities.

#### Outcome 3: Infrastructure and assets support community needs

**Objective** - All residents have access to modern and accessible sport, recreational and community facilities that support active lifestyles. The area is connected by a high-quality road and footpath network that supports active transport alternatives. Public transport connects our neighbourhoods and access to Greater Sydney.

# Outcome 4: An inclusive, connected and safe community

**Objective** - Ku-ring-gai will be a safe, inclusive and connected community where diversity is valued. We cherish our rich history while welcoming new residents to the area. Strong community networks combat social isolation and support services are available for people who need them.

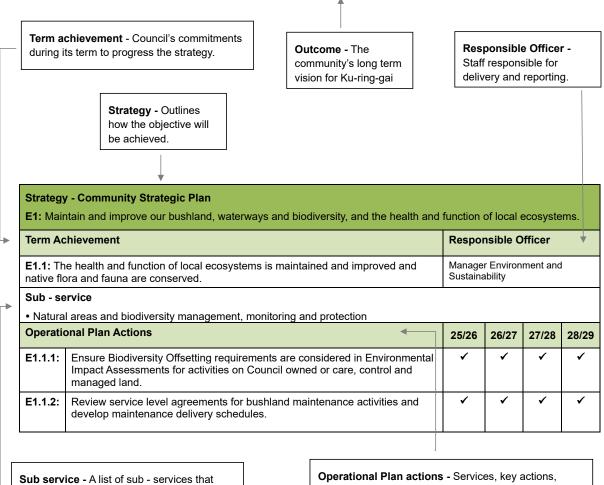
### Outcome 5: Leadership and service excellence

**Objective** - Ku-ring-gai Council is a high-performing organisation and a strong civic leader. Council builds strategic partnerships with other councils, government agencies, not-for-profit and community groups. Council has a focus on innovation and customer service to deliver continuously improving services to the community.

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The strategies, term achievements and operational plan actions that contribute to the delivery of each outcome are detailed in the plan structure below, along with how progress and performance will be measured.

#### Outcome 1: Our unique natural environment is protected and enhanced



projects and programs to be undertaken during the year to progress the term achievement.

contribute to the delivery of the term

achievement.

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#### Outcome 1: Our unique natural environment is protected and enhanced

Council provides the following key services under this outcome. These services and their subservices contribute to the delivery of actions, projects and programs in Council's 2025-2026 Operational Plan and term achievements in Council's four-year Delivery Program.

#### **Key service**

#### **Environment and sustainability**

Includes natural areas and biodiversity monitoring and protection, catchment and water management, climate change adaptation (emergency preparedness and resilience), climate change mitigation (transition to net zero emissions), community and corporate sustainability, community engagement and education, environmental volunteering programs, environmental assessment and approvals.

#### Waste and recycling

Includes domestic and commercial waste and recycling services including collections, disposal and community engagement, waste education programs.

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Strategy	y - Community Strategic Plan					
E1: Maiı	ntain and improve our bushland, waterways and biodiversity, and the health and	function o	f local ec	osystems	S.	
Term A	hievement	Respon	Responsible Officer			
	ne health and function of local ecosystems is maintained and improved and ora and fauna are conserved.		Manager Environment and Sustainability			
Sub - se	ervice					
Natura	l areas and biodiversity management, monitoring and protection	T	1			
Operation	onal Plan Actions	25/26	26/27	27/28	28/29	
E1.1.1:	Ensure Biodiversity Offsetting requirements are considered in Environmental Impact Assessments for activities on Council owned or care, control and managed land.	<b>*</b>	✓	<b>*</b>	✓	
E1.1.2:	Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules.	✓	<b>✓</b>	*	✓	
E1.1.3:	Review site management plans for priority bushland reserves.	<b>✓</b>	✓	<b>√</b>	✓	
E1.1.4:	Implement the Biodiversity Policy and priority actions including the biodiversity monitoring program.	<b>✓</b>	<b>*</b>	<b>*</b>	✓	
E1.1.5:	Implement the Fauna Management Policy and priority actions including the fauna monitoring program.	<b>√</b>	<b>*</b>	1	✓	
E1.1.6:	Implement the Natural Areas Plan of Management.	<b>√</b>	✓	<b>*</b>	✓	
Term Ac	chievement	Respon	sible Off	icer		
E1.2: The improve	ne condition and quality of natural waterways and riparian areas have d.	Manager Sustaina	Environm bility	ent and		
Sub - se	ervice	•				
• Catchr	nent and water management and monitoring	1				
Operation	onal Plan Actions	25/26	26/27	27/28	28/29	
E1.2.1:	Maintain cleaning of water sensitive urban design (WSUD) devices in accordance with asset management plan service levels.	<b>*</b>	<b>*</b>	<b>*</b>	✓	
E1.2.2:	Investigate opportunities for swimming in natural places in Ku-ring-gai in line with Sydney Water's Urban Plunge initiative.	<b>√</b>				
E1.2.3:	Implement priority actions from the Water Sensitive City Strategy.	<b>✓</b>	<b>✓</b>	✓	✓	
L 1.2.J.	implement priority actions norm the water Sensitive City Strategy.	,	,			

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Strategy - Community Strategic Plan  E2: Support the community to transition to net zero emissions.							
Term Ac	Term Achievement Responsible Officer						
E2.1: Our community is effectively informed and engaged in activities that are reducing Ku-ring-gai's emissions towards Net Zero.  Manager Environment and Sustainability							
Sub - se	rvice						
• Climate	e change mitigation						
Operation	onal Plan Actions	25/26	26/27	27/28	28/29		
E2.1.1:	Support the community in reaching net zero emissions by 2040 or earlier.	✓	✓	✓	✓		
E2.1.2:	Identify opportunities to support the uptake of low and zero emission vehicles within the community.	✓	✓	✓	✓		

Strategy - Community Strategic Plan  E3: Improve community resilience to the impacts of climate change and extreme weather events.						
Term Ac	Term Achievement Responsible Officer					
<b>E3.1</b> : O	E3.1: Our community is aware of and recognises resilience as a shared responsibility.  Manager Environment and Sustainability					
	Sub - service  • Climate change adaptation					
Operation	Operational Plan Actions 25/26 26/27 27/28 28/3					
E3.1.1:	Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events.	✓	✓	✓	✓	

Strategy	γ - Community Strategic Plan				
E4: Sup	port the community to reduce its consumption of resources and engage in the	circular eco	nomy.		
Term Ac	hievement	Responsible Officer			
E4.1: The community is effectively engaged in improved waste reduction, reuse and recycling.  Manager Waste and C Services			d Cleaning	g	
Sub - se	rvice	"			
• Waste	and recycling		1		
Operation	onal Plan Actions	25/26	26/27	27/28	28/29
E4.1.1:	Deliver effective and efficient waste management services.	<b>✓</b>	✓	<b>*</b>	<b>√</b>
E4.1.2:	Investigate options for the introduction of Food Organics and Garden Organics (FOGO).	<b>*</b>	<b>*</b>		
E4.1.3:	Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract.	1	<b>*</b>	<b>*</b>	✓
E4.1.4:	Implement Agreed Regional Waste Plan Actions.	<b>*</b>	<b>✓</b>	<b>*</b>	<b>✓</b>
E4.1.5:	Deliver community waste education programs.	<b>✓</b>	<b>✓</b>	<b>✓</b>	✓
Term Ac	chievement	Responsible Officer			
	e community is effectively engaged in energy and water conservation and y programs.	Manager Environment and Sustainability			
Sub - se	ervice	•			
• Climate	e change mitigation				
Operation	onal Plan Actions	25/26	26/27	27/28	28/29
E4.2.1:	Implement programs to assist the community to reduce energy and water use.	<b>*</b>	✓	<b>4</b>	✓

0.	r - Community Strategic Plan er a culture of environmental stewardship across the community through educat	tion, engaç	gement a	nd partne	erships.	
Term Ac	hievement	Responsible Officer				
	e community has an enhanced appreciation of local environmental issues and and are provided opportunities to engage with environmental stewardship s.					
Sub - se	rvice					
• Comm	unity engagement and education		1			
Operation	onal Plan Actions	25/26	26/27	27/28	28/29	
E5.1.1:	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information.	✓	<b>✓</b>	<b>*</b>	✓	
E5.1.2:	Deliver the Cultural and Environmental Education Centre at St Ives Showgrounds.	1	1			
E5.1.3:	Deliver environmental resources and programs for residents.	✓	✓	✓	✓	
E5.1.4:	Deliver environmental resources and programs for businesses.	<b>✓</b>	<b>4</b>	✓	✓	
Term Ac	hievement	Respon	sible Off	icer		
	rtnerships are established with educational institutions, businesses, nent agencies and community groups.					
Sub - service						
	Community engagement and education  Operational Plan Actions  25/26 26/27 27/28 28					
E5.2.1:	Proactively pursue partnerships with highly regarded institutions or government agencies on environmental matters that will be of benefit to Kuring-gai.	<b>√</b>	<b>*</b>	<b>✓</b>	✓	

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#### How we will measure our performance

The following performance indicators will be used to measure Council's progress against the Term Achievements under Outcome 1.

Achieve a nevertage gain in Vegetation	Maintain the averall health grade of			
Achieve a percentage gain in Vegetation Integrity Scores across priority bushland	Maintain the overall health grade of waterway sites at an average of B or better.			
reserves.	Source: Council's Water Quality Report Card. (Measure			
Source: Council records, Biodiversity Assessment Method, measured in Spring	at sample sites in Spring and based on physical and chemical condition, bacterial contamination and the presence of water bugs)			
Increase the total kilowatt hours provided through Council's public electric vehicle chargers.	Increase the number of residents actively involved in Council's Climate Wise Communities program above 500 each year.			
Source: Council records	Source: Council records			
Decrease the kilograms of waste generated per resident to below 164kg per year.	Maintain expenditure from Council's community rebate program for smart energy			
Source: Council records	and water saving initiatives at 100% each year.  Source: Council records			
Monitor the number of approvals and partnerships for environmental research projects with Council.	Increase the number of residents involved in Council's community environmental programs and events to above 7,500 each year.			
Source: Council records (includes MOUs, research approvals and collaborations)	Source: Council records			
Monitor the number of hectares of bushland under regeneration.				
Source: Council records				

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#### **Outcome 2: Sustainable urban growth and change**

Council provides the following key services under this outcome. These services and their subservices contribute to the delivery of actions, projects and programs in Council's 2025-2026 Operational Plan and term achievements in Council's four-year Delivery Program.

#### **Key service**

#### Heritage and Urban Planning

Strategic land use planning, zoning and management, heritage planning, development contributions planning and management, strategic and integrated transport planning, public domain planning, open space planning, master planning and consultation, special projects, community engagement and consultation.

#### **Development Assessment**

Assessment and management of development and related applications, specialist landscape, heritage and ecological advice, engineering and traffic advice, Land & Environment Court representation, coordination and support to the Ku-ring-gai Local Planning Panel and Sydney North Planning Panel.

Strategy	y - Community Strategic Plan				
	litate a diverse mix of housing options to accommodate the needs of a growing a density in appropriate locations.	and chang	jing popul	ation, in	cluding
Term Achievement		Responsible Officer			
<b>U1.1:</b> Planning for housing is responsive and addresses the supply, choice, adaptability and affordability needs of the community and the changing population.		Manager Urban and Heritage Planning			
Sub - se	rvice				
• Strateg	gic land use planning				
Operational Plan Actions		25/26	26/27	27/28	28/29
U1.1.1:	Monitor and process proponent led and Council's planning proposals for additional housing.	1	✓	<b>√</b>	✓
U1.1.2:	Implement the Affordable Housing Policy and Affordable Housing Contributions Plan consistent with the Local Strategic Planning Statement (LSPS).	<b>*</b>	<b>✓</b>	<b>√</b>	4
Term Achievement		Responsible Officer			
<b>U1.2:</b> Expanded community engagement in shaping the future of the Ku-ring-gai area provides enhanced opportunities to provide input on strategic planning policy decisions.		Manager Urban and Heritage Planning			
Sub - se	rvice				
• Comm	unity engagement and consultation				
Operational Plan Actions		25/26	26/27	27/28	28/29
U1.2.1:	Undertake engagement activities for indentified strategic land use plans and policies consistent with Council's Community Engagement Strategy.	✓	✓	<b>~</b>	<b>√</b>

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#### Strategy - Community Strategic Plan U2: Ensure land use strategies, plans and processes are in place to protect existing character and effectively manage growth and change. **Term Achievement** Responsible Officer U2.1: Community confidence has continued in our assessment and regulatory Manager Development Assessment processes. Sub - service • Assessment and management of development and related applications 25/26 26/27 27/28 **Operational Plan Actions** 28/29 Development is assessed against all relevant federal, state and local planning policies and their objectives to ensure consistent quality urban design outcomes for the natural and built environment, that ecologically sensitive areas are protected and enhanced and the natural and built heritage of Ku ring gai is conserved and enhanced. U2.1.2: Review and improve development assessment processes to increase efficiency, improve decision times and deliver outcomes consistent with Council's policies. U2.1.3: Facilitate community participation through Council's Community Participation Plan and the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice. Provide regulatory compliance services consistent with state and local U2.1.4: controls including community education and engagement in local policy U2.1.5: Review Council's Compliance Policy and Local Approvals Policy. U2.1.6: Review and monitor Council's design quality and building sustainability ✓ standards **Responsible Officer Term Achievement** U2.2: Ku-ring-gai's visual and landscape character is preserved and enhanced. Manager Environment and Sustainability Sub - service • Tree management, street and public space cleaning, graffiti removal, biodiversity monitoring and protection. 25/26 26/27 27/28 28/29 **Operational Plan Actions** U2.2.1: Administer and implement Council's tree preservation policies and procedures. U2.2.2: Maintain a register of properties under Order to restore tree canopy and report quarterly on compliance progress. U2.2.3: Continue implementation of tree replacement orders and investigation of illegal tree works.

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				1		
U2.2.4:	Oversee implementation of the Urban Forest Strategy.	✓	<b>✓</b>	✓	✓	
U2.2.5:	Progress the urban forest replenishment program for Ku-ring-gai.	<b>✓</b>	<b>✓</b>	<b>*</b>	✓	
U2.2.6:	Undertake priority monitoring from the Urban Forest Strategy.	✓	<b>✓</b>	<b>✓</b>	✓	
U2.2.7:	Develop and implement a volunteer based Treecare program to assist in the protection, enhancement and monitoring of selected indigenous canopy trees in key locations.	<b>✓</b>	✓	<b>✓</b>	✓	
U2.2.8:	Deliver programs to reduce litter and graffiti and provide street cleaning operations to improve drainage and the appearance of Ku-ring-gai.	✓	<b>*</b>	<b>*</b>	✓	
Term Ac	hievement	Responsible Officer				
	rategies, plans and processes are prepared, implemented and reviewed to y manage the impact of new development.	Manager Urban and Heritage Planning				
Sub - se • Strateg	rvice jic land use planning, land zoning (retail, commercial residential, infrastructure, c	pen spac	e)			
Operation	onal Plan Actions	25/26	26/27	27/28	28/29	
U2.3.1:	Continue to review the effectiveness of existing strategies, local	1	1	,		
	environmental plans, development control plans and processes across all programs.			<b>✓</b>	<b>√</b>	
U2.3.2:	environmental plans, development control plans and processes across all	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>	
	environmental plans, development control plans and processes across all programs.  Investigate the inclusion of Local Character Controls within the Ku-ring-gai	<b>✓</b>	<b>✓</b>	·	<b>✓</b>	
U2.3.2: U2.3.3: U2.3.4:	environmental plans, development control plans and processes across all programs.  Investigate the inclusion of Local Character Controls within the Ku-ring-gai Development Control Plan.  Commence review of the implementation of the Local Strategic Planning		·	·	<b>✓</b>	

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### Strategy - Community Strategic Plan

<b>U3:</b> Facilitate the transformation of local centres as vibrant residential, business and community hubs through partnerships and appropriate mixed-use development.						
Term Achievement Responsible Officer						
quality de	ns to revitalise local centres are progressively implemented and achieve sign and sustainability outcomes in collaboration with key agencies, rs and the community.	Manager Urban and Heritage Planning			ı	
Sub - service  • Urban planning • Integrated transport planning • Public domain planning						
Operation	nal Plan Actions	25/26	26/27	27/28	28/29	
U3.1.1:	Integrate all transport modes for the primary local centres through the traffic and transport studies in collaboration with Transport for NSW.	<b>*</b>	✓	<b>✓</b>	✓	
U3.1.2:	Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the streetscape projects.	<b>✓</b>	✓	<b>~</b>	✓	
U3.1.3:	Complete detail design plans for priority streetscapes in Pymble, Roseville, St Ives and Turramurra.	1	✓			
U3.1.4:	Commence stage 3 construction of streetscape improvement works incorporating Heritage Park and Werona Avenue, Gordon.	1	✓			
U3.1.5:	Progress delivery of Lindfield Avenue and Tryon Road streetscape upgrade.	✓	✓	<b>√</b>		

Progress delivery of works for Fitzsimons Lane/Merriwa Street (east)/Pacific

Review the feasibility of the Lindfield Village Hub and if viable, progress

Examine options for progressing development of the Gordon Community

Oversee and monitor the implementation of the Ku-ring-gai Public Domain

Oversee and monitor the implementation of Council's Open Space

Progress the staged delivery of the Turramurra Community Hub.

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U3.1.6:

U3.1.7:

U3.1.8:

U3.1.9:

U3.1.10:

U3.1.11:

Highway (north), Gordon.

Acquisitions Program.

towards securing a development partner.

Term Achievement Responsible Officer							
U3.2: Appropriate place making programs are implemented to suit the needs and character of centres and locations.  Manager Project Services			ervices				
	Sub - service						
Project delivery - design and construction     Operational Plan Actions			26/27	27/28	28/29		
U3.2.1:	Progress delivery of Bedes Forest upgrade.	<b>4</b>	✓				
U3.2.2:	Develop concept plans and deliver improvements to selected neighbourhood centres that achieve place-making objectives, informed by community engagement.	1	1	1	✓		

•	Strategy - Community Strategic Plan  U4: Protect Ku-ring-gai's heritage and character through appropriate planning controls.							
Term Acl	nievement	Respon	sible Off	icer				
U4.1: Strategies, plans and processes are in place to effectively protect, preserve and manage Ku-ring-gai's heritage assets.  Mana Plant			Urban and	d Heritage				
	Sub - service  • Heritage planning							
	nal Plan Actions	25/26	26/27	27/28	28/29			
U4.1.1:	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.	✓	✓	<b>✓</b>	✓			
U4.1.2:	Promote local heritage in consultation with key stakeholders.	✓	✓	<b>✓</b>	<b>✓</b>			
U4.1.3:	Cultural and heritage assets in open space areas are protected, preserved, restored and maintained.	<b>*</b>	<b>*</b>	<b>✓</b>	✓			
U4.1.4:	Implement, monitor and review Ku-ring-gai's heritage planning controls and Heritage Strategy.	✓	<b>✓</b>	<b>*</b>	✓			

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Strategy	- Community Strategic Plan						
U5: Work	with partners to support local businesses and strengthen Ku-ring-gai's local ed	onomic ba	ase.				
Term Achievement			Responsible Officer				
<b>U5.1:</b> Stratime econ	ategies and plans are in place that support business growth, including a night- omy.	Manager	Corporate	Commun	ications		
Sub - ser	vice	•					
<ul> <li>Busines</li> </ul>	s engagement and support						
Operatio	nal Plan Actions	25/26	26/27	27/28	28/29		
U5.1.1:	Investigate opportunities for developing Ku-ring-gai's night-time economy.	<b>√</b>	<b>*</b>				
Term Ach	ilevement	Respon	sible Off	icer			
	ring-gai's business community, government agencies and regional partners ng in an effective and integrated way to strengthen Ku-ring-gai's local	Manager	Corporate	Commun	ications		
Sub - ser							
Busines	s engagement and support						
Operatio	nal Plan Actions	25/26	26/27	27/28	28/29		
U5.2.1:	Continue to engage and collaborate with the local business community on local centre upgrades, economic development priorities, actions and relevant issues.	<b>✓</b>	<b>✓</b>	<b>*</b>	✓		
U5.2.2:	Collaborate with Chamber of Commerce, other local councils, NSW State Government and other stakeholders to identify and implement initiatives to support local businesses.	1	<b>*</b>	<b>*</b>	✓		
U5.2.3:	Continue Council's comprehensive business engagement events program offering a range of in person and online events.	✓	<b>*</b>	<b>*</b>	✓		
Term Act	ievement	Respon	sible Off	icer			
	stination business has been strengthened and expanded through attractions s that draw local and regional visitors.	Manager Events	Visitor Ex	perience a	and		
Sub - ser	vice	-					
Destina	ion attractions and events management including Ku-ring-gai Wildflower Garde	en and St	Ives Shov	vground			
Operatio	nal Plan Actions	25/26	26/27	27/28	28/29		
U5.3.1:	Promote destination-related facilities and events using Council channels including social media.	<b>√</b>	✓	<b>*</b>	✓		
U5.3.2:	Consult, review and update the Destination Management Plan.	<b>✓</b>	✓	<b>✓</b>	✓		
U5.3.3:	Implement an annual program of destination festivals and events, including key destination partners in events programs.	<b>✓</b>	<b>✓</b>	<b>*</b>	✓		
U5.3.4:	Continue to develop and promote the Ku-ring-gai Wildflower Garden and St lves Showground as multi-purpose venues to host community and commercial usage.	<b>✓</b>	<b>✓</b>	<b>*</b>	✓		

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### How we will measure our performance

The following performance indicators will be used to measure Council's progress against the Term Achievements under Outcome 2.

Performance indicators	
Monitor the number of community engagements facilitated by Council that relate to strategic policy decisions.  Source: Council records	Reduce the average determination times for development applications to 105 days or less.  Source: NSW Department of Planning, Housing and Infrastructure, Development Application Lodgement Performance
Maintain the proportion of tree health inspections required annually for replacement tree orders at or above 95%.	Maintain expenditure from Council's Heritage Home Grant contributions at or above 80% each year.
Source: Council records	Source: Council records
Maintain the number of participants involved in Council's business engagement activities facilitated by Council at or above 400 each year.	Increase the number of cars visiting St Ives Showground and Ku-ring-gai Wildflower Garden to above 104,000 each year. Source: Council records
Source: Council records	
Maintain the percentage of tree management requests actioned within agreed service delivery standards at or above 80%.  Source: Council records	

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### Outcome 3: Infrastructure and assets support community needs

Council provides the following key services under this outcome. These services and their subservices contribute to the delivery of actions, projects and programs in Council's 2025-2026 Operational Plan and term achievements in Council's four-year Delivery Program.

#### Key service

#### **Asset management**

Establish review and implement asset management plans for all Council Assets in line with Council's Long Term Financial Plan and Asset Management Strategy.

### Project delivery - design and construct

Deliver projects in accordance with Council's programs for capital works and community engagement.

#### Infrastructure services

Maintenance of roads infrastructure, footpaths, drainage, buildings, parks, open spaces, sportsfields, golf courses, playgrounds, bushland, trees, public place cleansing, litter and fleet. Emergency management including planning and hazard reduction.

### Traffic and transport including road safety

Traffic management, transport planning, parking management, traffic investigations and compliance, stakeholder engagement, secure state and federal funding for infrastructure upgrades and implement road safety programs.

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A1: Stra	r - Community Strategic Plan tegically plan, manage and fund public infrastructure and assets to meet the nee	eds of the	communi	ty, define	ed levels
	e and intergenerational equity.  hievement	Respon	sible Off	icer	
	ans are in place to effectively fund public infrastructure and assets to meet the a growing and changing population.	Manager Planning	Urban and	d Heritage	•
Sub - se	rvice				
• Develo	pment contributions planning and management				
Operation	onal Plan Actions	25/26	26/27	27/28	28/29
A1.1.1:	Continue to progress the review of the s7.11 Contributions Plan.	✓	<b>4</b>	<b>4</b>	✓
A1.1.2:	Oversee the implementation of the s7.12 Contributions Plan.	✓	1	1	1
A1.1.3:	Oversee the drafting and implementation of a s7.32 Affordable Housing Contributions Scheme.	<b>✓</b>	~	<b>✓</b>	✓
Term Ac	hievement	Responsible Officer			
	ssets are managed in accordance with asset management plans and agreed standards.	Manager Assets and Technical Services			
Sub - se	rvice				
• Asset r	nanagement	1			
Operation	onal Plan Actions	25/26	26/27	27/28	28/29
A1.2.1:	Programs to upgrade, renew and maintain infrastructure and assets are developed in accordance with adopted Asset Management Plan, including capital works programs.	<b>*</b>	✓	✓	✓
A1.2.2:	Asset Management Plans are reviewed to align with the Resourcing Strategy.	✓	1	1	✓
A1.2.3:	Plan, design and deliver projects and assets in line with Council's Project Management Framework to ensure best practice in project delivery.	<b>*</b>	<b>✓</b>	1	✓
A1.2.4:	Deliver adopted Road and Carparks Capital Works Programs on time and within budget.	<b>√</b>	<b>✓</b>	<b>√</b>	✓
A1.2.5:	Deliver adopted Stormwater Drainage Capital Works Programs on time and within budget.	✓	<b>✓</b>	<b>√</b>	✓
A1.2.6:	Deliver adopted stormwater relining program to increase the useful life of pipes and reduce future maintenance costs.	<b>*</b>	<b>*</b>	<b>√</b>	<b>√</b>

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Term A	chievement	Responsible Officer					
	ne community is engaged on infrastructure priorities and the design and of new facilities with regular updates on project progress.	Manager Project Services					
Sub - service							
• Comm	unity engagement and consultation						
Operati	onal Plan Actions	25/26	26/27	27/28	28/29		
A1.3.1:	Undertake engagement activities for identified projects consistent with Council's Community Engagement Strategy and provide regular updates on progress.	1	<b>*</b>	1	✓		

### Strategy - Community Strategic Plan

**A2:** Provide, upgrade and maintain open space, recreation and sporting facilities to meet the needs of current and future user groups and a growing population.

Term Achievement	Responsible Officer
<b>A2.1:</b> A program is implemented to provide, improve and maintain open space, recreation and sporting facilities including multi-use facilities.	Manager Project Services

#### Sub - services

• Project delivery - design and construct • Maintenance of parks, open spaces, sportsfields, golf courses, playgrounds, bushland • Open space planning

Operatio	nal Plan Actions	25/26	26/27	27/28	28/29
A2.1.1:	Deliver Council's adopted Open Space Capital Works Program on time and within budget.	✓			
A2.1.2:	Maintain existing recreation and sporting facilities in accordance with the Asset Management Plan.	✓	<b>*</b>	<b>*</b>	<b>√</b>
A2.1.3:	Actively engage with sporting organisations and clubs, user groups and residents during the preparation of plans, policies and strategies for sport and recreation.	<b>*</b>	<b>✓</b>	<b>*</b>	<b>√</b>
A2.1.4:	Progressively review Plans of Management for Community land in consultation with Crown Lands.	1	<b>*</b>	<b>*</b>	✓
A2.1.5:	Implement priority actions from the Recreation in Natural Areas Strategy.	✓	✓	<b>*</b>	<b>√</b>
A2.1.6:	Progress preparation of recreation and open space strategies, plans and policies identified as priorities in the Recreation Needs Study.	1	<b>*</b>	<b>*</b>	✓
A2.1.7:	Explore options for Bannockburn Oval in consultation with user groups including Little Athletics and the local community.	<b>✓</b>	<b>*</b>		
A2.1.8:	Continue to engage with the relevant stakeholders in progressing the development of the North Turramurra Recreation Area grandstand.	<b>✓</b>	<b>✓</b>	<b>*</b>	<b>*</b>
A2.1.9:	Manage water harvesting and reuse sites according to Water Reuse Management Plans.	✓	✓	<b>✓</b>	✓

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A2.2.2:	Facilitate a regular sporting forum and ongoing communication with sporting users.	<b>✓</b>	<b>✓</b>	<b>*</b>	✓
A2.2.1:	Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities.	<b>*</b>	✓	<b>*</b>	✓
Operatio	nal Plan Actions	25/26	26/27	27/28	28/29
• Commu	nity partnerships				
Sub-serv	ice	•			
	tnerships with community groups and organisations assist to optimise the y and use of open space, recreation and sporting facilities.	Manager Infrastructure Services			ces
Term Ach	lievement	Respon	sible Off	icer	
A2.1.16:	Deliver Play Spaces in accordance with the adopted Ku-ring-gai Play Space Strategy.	<b>*</b>	<b>*</b>	<b>*</b>	✓
A2.1.15:	Implement an amenities improvement program to recreational and sporting fields in line with adopted building prioritisation matrix or in conjunction with other funded and programed capital upgrades.	✓	✓	<b>√</b>	✓
A2.1.14:	Monitor and oversight the construction of the indoor sports facility at St Ives High School by School Infrastructure NSW.	<b>✓</b>			
A2.1.13:	Prepare a masterplan for the future recreational use of the Roseville Bowling Club site (former site at 47 Warrane Road, Roseville Chase) consistent with Council resolution.	<b>✓</b>	<b>✓</b>		
A2.1.12:	Prepare a masterplan for the former Gordon Bowling Club site (4 Pennant Avenue, Gordon) for public open space uses consistent with Council resolution.	✓	✓		
A2.1.11:	Complete remaining works for the implementation of the adopted Masterplan at Robert Pymble Park.	✓			
A2.1.10:	Progress preparation of the Green Grid Strategy consistent with Council's Local Strategic Planning Statement (LSPS).	✓	<b>✓</b>		

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#### Strategy - Community Strategic Plan

**A3:** Provide, upgrade and maintain community buildings and facilities to meet the needs of current and future user groups and a growing population.

Term Achievement	Responsible Officer
<b>A3.1</b> The condition, environmental performance and functionality of existing assets is improved, including multipurpose opportunities, and new assets achieve agreed standards.	Manager Assets and Technical Services

#### Sub - services

• Project delivery - design and construct • Maintenance of buildings • Sustainability • Climate change mitigation

Operatio	nal Plan Actions	25/26	26/27	27/28	28/29
A3.1.1:	Develop and implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities.	<b>√</b>			
A3.1.2:	Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program.	<b>*</b>	✓	<b>*</b>	✓
A3.1.3:	Continue to take action to achieve substantial commencement by August 2026 in order to preserve the current Marian Street Theatre development consent.	1	<b>✓</b>	*	<b>√</b>
Term Ac	Term Achievement		sible Off	icer	

Term Ach	ievement	Responsible Officer					
<b>A3.2:</b> Usa	ge of existing community buildings and facilities is optimised.	Manager Services	Assets and	d Technic	al		

#### Sub - services

• Leasing and licensing of Council properties • Recreational services – KFAC and golf courses • Project delivery - design and construct

Operatio	nal Plan Actions	25/26	26/27	27/28	28/29
A3.2.1:	Maximise the use and efficiency of the existing community property portfolio to facilitate greater public access, including multi-use, in line with Council's Management of Community and Recreation Land and Facilities Policy.	✓	✓	<b>✓</b>	✓
A3.2.2:	Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards.	<b>4</b>	✓	<b>*</b>	✓
A3.2.3:	Continue to implement the Ku-ring-gai Fitness and Aquatic Centre (KFAC) management contract to maximise utilisation of this facility.	✓	✓	<b>✓</b>	✓
A3.2.4:	Develop and implement the St Ives High School Indoor Multipurpose Sports Facility management contract to maximise utilisation of this facility.	1	✓	<b>√</b>	✓
A3.2.5:	Align capital works programs with adopted open space and recreational assets management plans to ensure Council's recreation services meet customer needs.	✓	<b>*</b>	<b>*</b>	✓

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- Community Strategic Plan					
	acilities a	nd other r	oad		
Term Achievement Responsible Officer					
	Manager Services	Manager Assets and Technical Services			
nal Plan Actions	25/26	26/27	27/28	28/29	
Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Plan.	1	✓	<b>*</b>	✓	
Deliver Council's annual Capital Works Program for new footpaths within the allocated financial year.	✓				
ievement	Responsible Officer				
• • • • • • • • • • • • • • • • • • •	Manager	Traffic & 7	ransport :	Services	
	traffic faci	lities etc			
nal Plan Actions	25/26	26/27	27/28	28/29	
Obtain endorsement and approval from the Ku-ring-gai Traffic Committee and Council for new or upgraded traffic and pedestrian facilities at identified sites and secure funding.	1	✓	<b>*</b>	✓	
Support monthly meetings of the Ku-ring-gai Traffic Committee or as required.	✓	✓	<b>*</b>	✓	
Deliver road safety education programs and initiatives to the community.	<b>*</b>	✓	<b>√</b>	✓	
	inievement  Infootpath network is expanded and maintained to provide improved ity, safety and accessibility.  Infootpaths • Project delivery - design and construct (new footpaths)  Inal Plan Actions  Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Plan.  Deliver Council's annual Capital Works Program for new footpaths within the allocated financial year.  Inievement  Inievement  Obtain road network and associated traffic facilities are improved and d.  Vices  delivery - design and construct (roads, traffic facilities) • Maintenance of roads, and Plan Actions  Obtain endorsement and approval from the Ku-ring-gai Traffic Committee and Council for new or upgraded traffic and pedestrian facilities at identified sites and secure funding.  Support monthly meetings of the Ku-ring-gai Traffic Committee or as required.	de, upgrade and maintain Ku-ring-gai's local road and footpath network, traffic facilities at ure.  Respon footpath network is expanded and maintained to provide improved ity, safety and accessibility.  Vices ance of footpaths • Project delivery - design and construct (new footpaths)  Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Plan.  Deliver Council's annual Capital Works Program for new footpaths within the allocated financial year.  Deliverent Respon Flocal road network and associated traffic facilities are improved and d.  Vices delivery - design and construct (roads, traffic facilities) • Maintenance of roads, traffic facilities are incompleted and Council for new or upgraded traffic and pedestrian facilities at identified sites and secure funding.  Support monthly meetings of the Ku-ring-gai Traffic Committee or as required.	de, upgrade and maintain Ku-ring-gai's local road and footpath network, traffic facilities and other rure.  Responsible Off footpath network is expanded and maintained to provide improved ity, safety and accessibility.  Wices ance of footpaths • Project delivery - design and construct (new footpaths)  Mal Plan Actions  25/26  Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Plan.  Deliver Council's annual Capital Works Program for new footpaths within the allocated financial year.  Deliverent  Responsible Off Flocal road network and associated traffic facilities are improved and d.  Vices  delivery - design and construct (roads, traffic facilities) • Maintenance of roads, traffic facilities etc  mal Plan Actions  25/26  Obtain endorsement and approval from the Ku-ring-gai Traffic Committee and Council for new or upgraded traffic and pedestrian facilities at identified sites and secure funding.  Support monthly meetings of the Ku-ring-gai Traffic Committee or as required.	de, upgrade and maintain Ku-ring-gai's local road and footpath network, traffic facilities and other road ture.  Responsible Officer  footpath network is expanded and maintained to provide improved (ty, safety and accessibility.)  Vices ance of footpaths • Project delivery - design and construct (new footpaths)  Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Plan.  Deliver Council's annual Capital Works Program for new footpaths within the allocated financial year.  Plocal road network and associated traffic facilities are improved and d.  Vices  delivery - design and construct (roads, traffic facilities) • Maintenance of roads, traffic facilities etc  nal Plan Actions  Obtain endorsement and approval from the Ku-ring-gai Traffic Committee and Council for new or upgraded traffic and pedestrian facilities at identified sites and secure funding.  Support monthly meetings of the Ku-ring-gai Traffic Committee or as required.	

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#### Strategy - Community Strategic Plan A5: Work with the NSW government and partners to improve local integrated transport connections, public transport and the regional road network. **Term Achievement Responsible Officer** A5.1: A network of safe and convenient links to local centres, major land uses and Manager Urban and Heritage recreation opportunities, including active transport, is progressively implemented and promoted to meet the access and travel needs of the community. Sub - services • Integrated transport planning • Project delivery - design and construct (traffic and pedestrian safety facilities) 25/26 26/27 27/28 28/29 **Operational Plan Actions** A5.1.1: Implement the improvement plan for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community. A5.1.2: Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements to allocated budget. A5.1.3: Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with the Local Strategic Planning Statement (LSPS), North District Plan and Future Transport Strategy. A5.1.4: Coordinate the design for traffic signal upgrades in Lindfield. A5.1.5: ✓ ✓ Facilitate the implementation of paid parking in major project car parks. A5.1.6: Deliver community education and awareness programs focused on alternatives to private car use, including walking and cycling. **Term Achievement Responsible Officer** Manager Urban and Heritage A5.2: Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs. Sub - service · Integrated transport planning 25/26 26/27 **Operational Plan Actions** 27/28 28/29 Liaise with Transport for NSW to improve access (via all modes) to rail A5.2.1: stations in Ku-ring-gai. A5.2.2: Advocate to Transport for NSW and bus operators to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale-Macquarie Park route, and Chatswood-Dee Why/Northern Beaches Collaborate with Transport for NSW to co-ordinate and implement A5.2.3: connections and upgrades to bus interchanges.

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Term Ac	nievement	Responsible Officer					
<b>A5.3:</b> A strategic access, traffic and transport plan is being implemented for the Northern Sydney region.			Manager Traffic and Transport Services				
Sub - sei	vice						
<ul> <li>Integra</li> </ul>	ted transport planning (advocacy and collaboration)						
Operatio	nal Plan Actions	25/26	26/27	27/28	28/29		
A5.3.1:	Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with the Local Strategic Planning Statement (LSPS), North District Plan and Future Transport Strategy.	<b>√</b>	<b>V V</b>				
A5.3.2:	Plan for works in response to development in local centres.	<b>✓</b>	✓	<b>*</b>	✓		
A5.3.3:	Continue to implement the 10-year Traffic and Transport Program.	<b>*</b>	✓	<b>*</b>	✓		
Term Ac	nievement	Responsible Officer					
	uncil engages with the State Government to upgrade regional roads and ongestion in the local road network.	Manager Urban and Heritage Planning			<b>)</b>		
Sub - sei	vice						
• Integra	ted transport planning (advocacy and collaboration)						
Operatio	nal Plan Actions	25/26	25/26 26/27 27/28 28/2				
A5.4.1:	Pursue funding opportunities with Transport for NSW for improvement works on regional roads and at blackspot locations.	<b>*</b>	✓	<b>*</b>	✓		

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### How we will measure our performance

The following performance indicators will be used to measure Council's progress against the Term Achievements under Outcome 3.

Performance indicators	
At least 85% of Council's capital works programs for roads, carparks and stormwater drainage are completed each year.	Monitor the number of Council's community engagement activities on infrastructure projects.
Source: Council records	Source: Council records
At least 85% of Council's capital works program for open space assets is completed each year.	At least 85% of Council's prioritised program of improvements to building assets is delivered to agreed milestones each year.
Source: Council records	Source: Council records
Monitor potable water consumption from Council operations.	Monitor electricity consumption of Council's fixed assets.
Source: Council records	Source: Council records
Total greenhouse gas emissions from Council operations are trending downwards on a pathway to Net Zero by 2040.	Monitor the usage of the Ku-ring-gai Fitness and Aquatic Centre recreational facility.  Source: Council records
Source: Council records (tonnes of CO2-e emissions from Council operations including electricity, gas, fleet, street lighting)	Source: Godinal rossina
Complete the construction of at least 2.5kms of new footpaths each year.	Monitor the number of improvements to traffic facilities delivered each year.
Source: Council records	Source: Council records
Monitor the patronage of rail services in Kuring-gai.	Progress at least 2 improvements to regional traffic and transport facilities that benefit Kuring-gai.
Source: Transport for NSW	Source: Council records
Maintain the number of grant applications for blackspot or improvement works submitted by Council at or above 3 each year.	
Source: Council records	

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### Outcome 4: An inclusive, connected and safe community

Council provides the following key services under this outcome. These services and their subservices contribute to the delivery of actions, projects and programs in Council's 2025-2026 Operational Plan and term achievements in Council's four-year Delivery Program.

#### Key service

#### Community development

Community engagement and inclusion initiatives, children's services including early childhood education at Thomas Carlyle Children's Centre, vacation care centres and family day care, targeted youth and aged services, programs and initiatives supporting diversity, vulnerable and disability groups, volunteer support and coordination, active lifestyle and recreation programs, community hall and meeting room bookings, community safety and local crime prevention initiatives.

#### Library services

Local library services provided through central library (Gordon), branch libraries (Lindfield, St Ives and Turramurra), e-Library and home library service. Includes a range of physical and digital resources, local history collection, internet and computer access, programs and events and study/meeting spaces.

### Ku-ring-gai Art Centre

Provision of classes (adult, children and young adult), workshops, school holiday programs and an exhibition space.

#### Visitor experience and events

Ku-ring-gai Wildflower Garden and St Ives Showground destination management and venue hire, Visitors Centre management (Wildflower Garden), community and commercial events and festivals, tours and workshops, environmental education programs, community nursery and citizenship ceremonies.

### Community health, safety and regulation

Public health services, companion animal administration and control, building inspections, building fire safety compliance, development compliance, parking and traffic regulation and control, area rangers, waste investigation, swimming pool safety and compliance, information and advice on environmental health matters, community education and engagement.

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	r - Community Strategic Plan k with partners to promote a diverse and inclusive community that cares and pro	vides for	all resider	nts.	
Term Ac	hievement	Responsible Officer			
<b>C1.1</b> : Ac	cess to services and programs is equitable for all community members.	Manager	Communi	ty Develo	oment
Sub - se • Targete	rvices ed programs • Community engagement and inclusion initiatives, community hall	and meet	ing room	bookings	i.
Operation	onal Plan Actions	25/26	26/27	27/28	28/29
C1.1.1:	Oversee the management and booking of community facilities, including tennis courts, recreational spaces and other venues, and ensure facilities meet the necessary standards to support programs and activities that enhance community well-being.	<b>*</b>	<b>*</b>	<b>*</b>	✓
C1.1.2:	Review and implement the Access, Disability and Inclusion Plan.	✓	<b>✓</b>	<b>✓</b>	✓
C1.1.3:	Resource and support the Ku-ring-gai Dementia Alliance and assist in the implementation of the Dementia Friendly Community Action Plan.	✓	<b>✓</b>	<b>*</b>	✓
C1.1.4:	Strengthen partnerships to support and advocate for vulnerable groups while tailoring services and programs to meet their needs.	1	<b>*</b>	<b>*</b>	✓
Term Ac	hievement	Responsible Officer			
	e development of young people is supported by services and programs d to address their needs and interests.	Manager Community Development			oment
Sub - se	ervice ed programs				
Operation	onal Plan Actions	25/26	26/27	27/28	28/29
C1.2.1:	Develop programs and partnerships that address the evolving needs of young people guided by evidence-based approaches.	✓	<b>*</b>	<b>4</b>	✓
C1.2.2:	Develop and implement the Youth Action Plan.	✓	<b>✓</b>	<b>*</b>	✓
C1.2.3:	Provide professional advice and administrative support for the Youth Advisory Committee.	✓	<b>√</b>	<b>*</b>	✓
C1.2.4:	Coordinate the St Ives and Gordon Youth Hubs.	<b>1</b>	<b>1</b>	<b>*</b>	✓
Term Ac	hievement	Responsible Officer			
C1.3: Pro	ograms that promote gender equality and the prevention of family violence are d.	Manager Community Development			oment
Sub - se	rvice	•			
• Comm	unity engagement and inclusion initiatives				

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Operation	onal Plan Actions	25/26 26/27 27/28			28/29
C1.3.1:	Develop and implement the Action Plan for the Prevention of Violence Against Women.	✓	1	<b>*</b>	✓
C1.3.2:	Provide professional advice and administrative support for the Status of Women's Advisory Committee.	✓	<b>✓</b>	<b>√</b>	✓
Term Ac	Term Achievement		sible Off	icer	
	artnerships assist to promote access to services, active lifestyles and programs port the health and wellbeing of older residents.	Manager Community Development			oment
Sub - se	prvice				
<ul> <li>Active</li> </ul>	lifestyle and recreation programs				
Operation	onal Plan Actions	25/26 26/27 27/28		27/28	28/29
C1.4.1:	Support and resource community organisations, including governance, training and management assistance.	✓	<b>*</b>	<b>*</b>	✓
C1.4.2:	Develop and implement the Senior Support and Engagement Program in collaboration with key partners.	1	<b>*</b>	<b>√</b>	✓
C1.4.3:	Deliver healthy and active lifestyle programs in collaboration with partner agencies.	✓	<b>✓</b>	<b>√</b>	✓
C1.4.4:	Develop programs that address the evolving needs of older residents, guided by evidence-based approaches.	✓	✓	<b>*</b>	✓

Stratogy	- Community Stratogic Plan						
Strategy - Community Strategic Plan  C2: Support communities that understand, value and accept each other and embrace our evolving cultural identities.							
Term Achievement			nsible Of	ficer			
C2.1: Culturally appropriate services and programs are developed and delivered to meet the needs of diverse communities.			Manager Community Development				
Sub - services  • Targeted programs							
Operation	Operational Plan Actions		26/27	27/28	28/29		
C2.1.1:	Deliver culturally appropriate services and programs that cater to diverse communities.	✓	✓	✓	1		
C2.1.2:	Provide professional advice and administrative support for the Multicultural Advisory Committee.	✓	<b>√</b>	<b>√</b>	<b>√</b>		
C2.1.3:	Develop and implement a Multicultural Inclusion Plan to foster diversity and community cohesion.	✓	✓	1	✓		
C2.1.4:	Implement understanding local government for new residents and civic engagement program.	✓	<b>✓</b>	<b>√</b>	1		
C2.1.5:	Deliver cultural and community related festivals and events that celebrate our diversity.	✓	✓	1	✓		

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Term Ac	hievement	Responsible Officer				
	conciliation and acknowledgement of Aboriginal and Torres Strait Islander is advanced.	Manager Events	Manager Visitor Experience and Events			
	Sub - service • Heritage.					
Operation	nal Plan Actions	25/26 26/27 27/28 28			28/29	
C2.2.1:	Develop and implement a Reconciliation Action Plan.	<b>✓</b>	✓	✓	✓	
C2.2.2:	Recognise and promote the histories, cultures and ongoing contributions of Aboriginal and Torres Strait Islander peoples.	1	✓	✓	✓	
C2.2.3:	Deliver Indigenous programs and events at the Ku-ring-gai Wildflower Garden and St Ives Showground.	<b>*</b>	<b>✓</b>	✓	✓	

### Strategy - Community Strategic Plan

**C3:** Facilitate and deliver community risk and safety programs that enhance neighbourhood connections and community responses to emergency events.

Term Achievement	Responsible Officer				
C3.1: Programs are implemented to manage risks and impacts on public safety.	Manager Regulation and Compliance				
Sub – service • Public safety, compliance and regulation					
Operational Plan Actions	25/26	26/27	27/28	28/29	

Operation	onal Plan Actions	25/26	26/27	27/28	28/29
C3.1.1:	Undertake responsibilities for managing regulated premises and maintaining Council's register including stakeholder engagement to update information.	<b>√</b>	✓	<b>√</b>	✓
C3.1.2:	Implement Council's Companion Animals Management Plan 2020-2025, having regard to new controls imposed via amended legislation.	✓	✓	<b>✓</b>	✓
C3.1.3:	Ensure all buildings and multioccupancy residential buildings are compliant with Council's Annual Fire Safety Program, including stakeholder engagement to update information.	<b>√</b>	✓	<b>√</b>	✓
C3.1.4:	Undertake mandatory inspections of swimming pools as prescribed under legislation and stakeholder engagement to ensure information is updated and pool barriers are compliant.	✓	✓	<b>✓</b>	✓
C3.1.5:	Undertake inspections of all premises used for the preparation of food for sale and report findings to NSW Food Authority.	✓	<b>✓</b>	<b>*</b>	✓
C3.1.6:	Prepare new Companion Animals Plan for 2025-2030.	✓			
C3.1.7:	Participate in the NSW Government review of the Companion Animals Act, 1998 in line with Office of Local Government requirements.	✓			

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Term Ac	hievement	Responsible Officer				
	mmunity safety through crime prevention initiatives, events and partnerships all law enforcement is enhanced.	Manager	Communi	ty Develo	pment	
Sub - se	rvice					
• Comm	unity safety and local crime prevention.	_				
Operation	onal Plan Actions	25/26	26/27	27/28	28/29	
C3.2.1:	Facilitate, resource and promote collaborative approaches to community safety that prevent anti-social behaviour and support local crime prevention initiatives.	<b>✓</b>	<b>√</b>	*	<b>*</b>	
C3.2.2:	Attend police community safety meetings, implement safety and security improvements to facilities and public spaces, organise stakeholder meetings to address local issues, and establish regular communication with police to enhance community safety and prevent anti-social behaviour.	<b>√</b>	<i>Y Y Y</i>			
Term Ac	hievement	Respon	sible Off	icer		
	nergency Management Plans are developed and implemented in partnership ergency service agencies and key stakeholders.	Manager	Infrastruct	ure Servi	ces	
Sub - se	ervice ency management					
Operation	onal Plan Actions	25/26	26/27	27/28	28/29	
C3.3.1:	Communicate emergency management plans to residents and the community to improve their preparedness for emergency events.	<b>√</b>	<b>*</b>	<b>4</b>	✓	
C3.3.2:	Integrate Ku-ring-gai's Bushfire Prone Land Map into Council systems.	<b>√</b>	<b>*</b>			
C3.3.3:	Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee.	<b>✓</b>	✓	✓		
C3.3.4:	Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee.	✓	✓	<b>4</b>	✓	
C3.3.5:	Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions.	<b>√</b>	<b>*</b>	<b>*</b>	✓	

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C4: Culti	vate lifelong learning, foster local arts and creativity and celebrate our cultural d	iversity				
C4. Culti	vate illelong learning, loster local arts and creativity and celebrate our cultural d	TVEISILY.				
Term Ac	hievement	Respon	sible Off	icer		
<b>C4.1:</b> En	hanced library services act as hub for lifelong learning and social connections.	Manager	Library Se	ervices		
Sub - se	rvice					
• Library	services	•				
Operation	onal Plan Actions	25/26	26/27	27/28	28/29	
C4.1.1:	Develop and curate diverse information collections, including local studies and electronic resources, that reflect cultural diversity and local community pride.	<b>*</b>	<b>* *</b>			
C4.1.2:	Deliver accessible and inclusive library services, including information and lending, aligned with social justice principles.	<b>✓</b>	<b>✓</b>	*	<b>✓</b>	
C4.1.3:	Provide and promote cultural, creative, literacy and informational programs that encourage lifelong learning and community engagement.	1	1	<b>*</b>	✓	
C4.1.4:	Complete an extended hours library service trial to assess feasibility and appropriate service model.	✓				
Term Ac	hievement	Respon	sible Off	icer		
	e creative arts sector and local artists are provided opportunities to participate il's programs and events that showcase our diverse and talented arts sector.	Director (	Community	1		
Sub - se	rvices					
Arts ar	nd culture support • Ku-ring-gai Art Centre • Visitor experience and events					
Operation	onal Plan Actions	25/26	26/27	27/28	28/29	
C4.2.1:	Provide professional advice and administrative support for the Arts and Culture Advisory Committee.	✓	✓	<b>4</b>	✓	
C4.2.2:	Provide opportunities for the local arts and cultural community through the annual Arts and Culture Festival.	<b>✓</b>	<b>✓</b>	<b>✓</b>	✓	
C4.2.3:	Deliver community education programs, cultural festivals and events that celebrate cultural diversity.	<b>✓</b>	<b>*</b>	<b>√</b>	✓	
C4.2.4:	Promote opportunities to stage or participate in events through Council's destination events program.	✓	✓	<b>√</b>	✓	

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C5: Fos	Strategy - Community Strategic Plan C5: Foster a volunteer community that contributes to shared goals, builds strong social networks and empowers individuals.						
Term Ac	hievement	Respon	sible Off	icer			
<b>C5.1</b> : Inc	crease participation in volunteering and recognition of volunteers.	ation in volunteering and recognition of volunteers.  Manager Community Developm					
Sub - se	ervice eer support and coordination						
Operation	onal Plan Actions	25/26	26/27	27/28	28/29		
C5.1.1:	Coordinate and strengthen the Volunteer Coordination Service and Hub to provide resources, information, training and participation opportunities for volunteers.	<b>√</b>	1	<b>√</b>	✓		
C5.1.2:	Establish formal and informal mechanisms to recognise and celebrate the contributions of volunteers, including those in sporting organisations, natural environment initiatives and volunteer emergency agencies.	<b>√</b>	<b>*</b>	<b>√</b>	✓		
C5.1.3:	Resource and support local volunteer organisations and initiatives through the Community Grants Program.	<b>√</b>	✓	<b>*</b>	✓		
C5.1.4:	Deliver environmental volunteering programs.	✓	<b>*</b>	1	<b>√</b>		

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### How we will measure our performance

The following performance indicators will be used to measure Council's progress against the Term Achievements under Outcome 4.

Performance indicators	
Implement at least 5 accessibility and inclusion initiatives each year.  Source: Council records (Access, Disability and	Increase the number of participants in Council's youth service programs above 6,500 each year.
Inclusion Plan and other strategic plans).	Source: Council records
Implement at least 5 strategies for the prevention of violence against women.  Source: Council records (Action Plan for the Prevention of Violence Against Women)	Increase the number of participants in Council's programs for older residents above 2,800 each year.  Source: Council records
Implement at least 5 diversity and inclusion initiatives each year.	Maintain and update 100% of public registers for swimming pool barriers,
Source: Council records (Multicultural Inclusion Plan and other strategic plans)	cooling towers and fuel vapour collection each year.
	Source: Council records
Implement at least 4 collaborative community safety initiatives in partnership	Complete 100% of the fire trail maintenance program each year.
with key stakeholders including NSW Police each year.	Source: Council records (Bush Fire Risk Management Plan)
Source: Council records	
Increase visitation to Council's libraries above 450,000 each year.	Increase the number of local artists and members of the creative arts sector participating in Council's programs and
Source: Council records	events.
	Source: Council records
Increase the number of volunteers in Council's environmental programs above 800.	Increase the number of participants in Council's events and programs above 60,000 each year.
Source: Council records (includes Bushcare, Streetcare, Parkcare, Trailcare, Treecare, Native Bee Program, Propagating Shed, Streamwatch, EPP monitoring)	Source: Council records (excludes St Ives Showground vehicle counts and Ku-ring-gai Wildflower Garden trail walkers)

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### Outcome 5: Leadership and service excellence

Council provides the following key services under this outcome. These services and their subservices contribute to the delivery of actions, projects and programs in Council's 2025-2026 Operational Plan and Term Achievements in Council's four-year Delivery Program.

#### **Key services**

#### Governance and corporate strategy

Integrated Planning and Reporting, including the Community Strategic Plan and associated plans, performance reporting, service improvement reviews, council meeting support, councillor support and development, policy and procedures review, records management, archival services and information access.

#### Financial management and procurement

Financial planning, budgeting, reporting and compliance, financial advice and support, and procurement.

#### **Property management**

Strategic property management, property acquisition and divestment, statutory land management, leasing and licensing of public assets including commercial, retail, childcare, community, sporting and residential property.

#### People and culture

Workforce management including strategic workforce planning, strategies, policies and compliance, staff recruitment and selection, employee relations, learning and development, payroll management, enterprise risk management, work, health and safety, insurance portfolio management, advisory and support services.

### Information management

ICT infrastructure management, software and systems support, cybersecurity, data management, help desk and technical support, spatial mapping services, IT strategy and planning.

#### Communications and engagement

Internal and external communications, media liaison, website and intranet, social media and e-news, graphic design, digital communications, printing, marketing and promotions, community consultation and engagement coordination.

#### **Customer service**

Direct assistance to customers via customer service desk and phone service, management of complaints and service requests and customer feedback.

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	d maintain	trust and	confider	nce	
<u> </u>	Respon	sible Off	icer		
strategic planning, prioritisation, advocacy, partnerships and reporting to the	Manager Strategy	Manager Governance and Corpora Strategy			
	25/26	26/27	27/28	28/29	
Implement a new integrated planning and reporting framework to support the implementation of Council's strategies and plans, and prioritisation of projects and initiatives based on strategic alignment, community needs and availability of resources.	<b>*</b>	<b>✓ ✓</b>	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓		
Update reports and supporting system to deliver clear and comprehensive reporting to councillors and the community on performance and delivery.	<b>✓</b>	<b>√</b>			
Proactively influence and respond to Commonwealth and NSW policy development and reforms affecting Ku-ring-gai, including the NSW Government's proposed housing policies.	<b>*</b>	✓	<b>*</b>	✓	
Engage with government agencies, community groups and organisations in the development and implementation of plans and policies.	1	<b>*</b>	<b>*</b>	✓	
nievement	Respon	sible Off	icer		
uncil's governance framework supports probity, transparency, compliance with	Manager Governance and Corporat Strategy				
requirements and a culture of ethical conduct and informed decision-making.		Governar	ce and Co	orporate	
		Governar	ce and Co	orporate	
requirements and a culture of ethical conduct and informed decision-making.  vice  ance	Strategy				
requirements and a culture of ethical conduct and informed decision-making.		26/27	27/28	28/29	
requirements and a culture of ethical conduct and informed decision-making.  vice  ance	Strategy				
requirements and a culture of ethical conduct and informed decision-making.  vice ance nal Plan Actions  Review and update Councils Procurement Policy & Procedures in line with	Strategy 25/26				
requirements and a culture of ethical conduct and informed decision-making.  vice  ance  nal Plan Actions  Review and update Councils Procurement Policy & Procedures in line with best practice in procurement and sustainability initiatives.  Address potential Modern Slavery risk in Council's supply chain in line with	Strategy  25/26	26/27			
requirements and a culture of ethical conduct and informed decision-making.  vice  ance  nal Plan Actions  Review and update Councils Procurement Policy & Procedures in line with best practice in procurement and sustainability initiatives.  Address potential Modern Slavery risk in Council's supply chain in line with Modern Slavery Act (2018) requirements.  Improve opportunities for local businesses to work with Council through	25/26 ✓	26/27	27/28		
requirements and a culture of ethical conduct and informed decision-making.  vice  ance  nal Plan Actions  Review and update Councils Procurement Policy & Procedures in line with best practice in procurement and sustainability initiatives.  Address potential Modern Slavery risk in Council's supply chain in line with Modern Slavery Act (2018) requirements.  Improve opportunities for local businesses to work with Council through education and review of procurement information on Council's website.  Coordinate, support and facilitate effective probity around procurement and	25/26	26/27	27/28		
	inievement  Community Strategic Plan drives delivery of community priorities through strategic planning, prioritisation, advocacy, partnerships and reporting to the ty on performance.  Trice  ed planning and reporting  Implement a new integrated planning and reporting framework to support the implementation of Council's strategies and plans, and prioritisation of projects and initiatives based on strategic alignment, community needs and availability of resources.  Update reports and supporting system to deliver clear and comprehensive reporting to councillors and the community on performance and delivery.  Proactively influence and respond to Commonwealth and NSW policy development and reforms affecting Ku-ring-gai, including the NSW Government's proposed housing policies.  Engage with government agencies, community groups and organisations in the development and implementation of plans and policies.	Responsitive community.  Proactively influence and respond to Community or community needs and availability of councillors and the community or performance and reforms affecting Ku-ring-gai, including the NSW Government's proposed housing policies.  Engage with government and implementation of plans and policies.  Responsitive community.  Responsitive responsitive strategic Plan drives delivery of community priorities through strategy strategy strategy and reporting to the the performance.  Proactively influence and respond to Commonwealth and NSW policy development and reforms affecting Ku-ring-gai, including the NSW Government's proposed housing policies.  Engage with government agencies, community groups and organisations in the development and implementation of plans and policies.	Injury Strategic Plan drives delivery of community priorities through strategic planning, prioritisation, advocacy, partnerships and reporting to the ty on performance.  Inplement a new integrated planning and reporting framework to support the implementation of Council's strategic and plans, and prioritisation of projects and initiatives based on strategic alignment, community needs and availability of resources.  Update reports and supporting system to deliver clear and comprehensive reporting to councillors and the community on performance and delivery.  Proactively influence and respond to Commonwealth and NSW policy development and reforms affecting Ku-ring-gai, including the NSW Government's proposed housing policies.  Engage with government agencies, community groups and organisations in the development and implementation of plans and policies.	Responsible Officer  Community Strategic Plan drives delivery of community priorities through strategic planning, prioritisation, advocacy, partnerships and reporting to the ty on performance.  Proce  ed planning and reporting  mal Plan Actions  Implement a new integrated planning and reporting framework to support the implementation of Council's strategies and plans, and prioritisation of projects and initiatives based on strategic alignment, community needs and availability of resources.  Update reports and supporting system to deliver clear and comprehensive reporting to councillors and the community on performance and delivery.  Proactively influence and respond to Commonwealth and NSW policy development and reforms affecting Ku-ring-gai, including the NSW Government's proposed housing policies.  Engage with government agencies, community groups and organisations in the development and implementation of plans and policies.	

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L1.2.7:	Provide legal advice and services that support decision-making, promote the public interest and minimise Council's legal risks and liabilities.	✓	✓	<b>4</b>	✓
L1.2.8:	Improve staff awareness and compliance with information access and privacy legislation, policy and practices.	<b>1</b>	<b>√</b>	<b>*</b>	✓
L1.2.9:	Implement delegations renewal program to ensure all delegations and authorisations are current, accurate and comply with relevant legislation.	1	<b>✓</b>	<b>√</b>	✓
L1.2.10:	Implement a new records management strategy to ensure compliance with recordkeeping requirements and support more efficient business operations.	<b>*</b>	<b>*</b>	<b>✓</b>	✓
Term Ac	nievement	Respon	sible Off	icer	
culture of	uncil's risk management, compliance, and internal control systems foster a safety and accountability while ensuring adherence to legislative ents and alignment with industry best practices.	Manager People and Culture			
Sub - sei	vice anagement and compliance				
Operatio	nal Plan Actions	25/26	26/27	27/28	28/29
L1.3.1:	Manage and coordinate a compliant and effective Enterprise Risk Management system.	<b>✓</b>	<b>√</b>	<b>*</b>	✓
L1.3.2:	Act as a central point of contact to the Internal Audit Shared Service (hosted by NSROC) to support and facilitate Council's internal audit function.	<b>*</b>	<b>✓</b>	<b>*</b>	✓
L1.3.3:	Coordinate, support and facilitate the effective management of Council's Insurance portfolio.	<b>✓</b>	1	✓	✓
L1.3.4:	Manage and coordinate a compliant and effective Workplace, Health and Safety Management System.	<b>✓</b>	<b>✓</b>	<b>✓</b>	✓

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- Community Strategic Plan					
port the long-term financial sustainability of Council through sound financial and	asset mar	nagement			
hievement	Respon	Responsible Officer			
uncil takes action towards financial sustainability.	Manager	Finance			
rvice					
ial management					
onal Plan Actions	25/26	26/27	27/28	28/29	
Ensure financial performance aligns with strategic plans by managing income and expenditure in line with adopted budget.	✓	✓	✓	✓	
Review the Long Term Financial Plan and identify options such as a special rate variation to maintain financial sustainability.	✓	✓	<b>*</b>	✓	
Actively pursue external funding opportunities through grants, partnerships and other external funding sources.	✓	✓	✓	✓	
Ensure compliance with statutory financial reporting requirements, align with external audit requirements and strive for continuous improvements.	✓	<b>√</b>	<b>4</b>	✓	
hievement	Respon	sible Off	icer		
	Manager	Property			
onal Plan Actions	25/26 26/27 27/28 28/			28/29	
Progress Council approved property acquisitions and divestments.	✓	✓	1	✓	
Optimise financial returns from Council's existing property portfolio, given the prevailing market conditions.	✓	✓	<b>✓</b>	✓	
	chievement  concil takes action towards financial sustainability.  crvice  ial management  conal Plan Actions  Ensure financial performance aligns with strategic plans by managing income and expenditure in line with adopted budget.  Review the Long Term Financial Plan and identify options such as a special rate variation to maintain financial sustainability.  Actively pursue external funding opportunities through grants, partnerships and other external funding sources.  Ensure compliance with statutory financial reporting requirements, align with external audit requirements and strive for continuous improvements.  chievement  concil's property assets are managed to achieve Ku-ring-gai's strategies and projects contained within the Community Strategic Plan and Delivery Program.  crvice  ty management  conal Plan Actions  Progress Council approved property acquisitions and divestments.	chievement  concil takes action towards financial sustainability.  Manager  concil takes action towards financial sustainability.  Manager  concil takes action towards financial sustainability.  Description of the concil takes action towards financial sustainability.  Ensure financial performance aligns with strategic plans by managing income and expenditure in line with adopted budget.  Review the Long Term Financial Plan and identify options such as a special rate variation to maintain financial sustainability.  Actively pursue external funding opportunities through grants, partnerships and other external funding sources.  Ensure compliance with statutory financial reporting requirements, align with external audit requirements and strive for continuous improvements.  Chievement  Responsibility of the continuous improvements and manager rejects contained within the Community Strategic Plan and Delivery Program.  Continuous financial returns from Council's existing property portfolio, given the	chievement  Responsible Office  Finance  Responsible Office  Finance  Responsible Office  Finance  Review the Long Term Financial Plan and identify options such as a special rate variation to maintain financial sustainability.  Actively pursue external funding opportunities through grants, partnerships and other external funding sources.  Ensure compliance with statutory financial reporting requirements, align with external audit requirements and strive for continuous improvements.  Responsible Office  Responsible Office  Financial Plan Actions  Responsible Office  Responsible Of	Actively pursue external funding opportunities through grants, partnerships and other external audit requirements and strive for continuous improvements.  Ensure compliance with statutory financial reporting requirements, align with external audit requirements and strive for continuous improvements.  Manager Finance  25/26 26/27 27/28	

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Term Ac	hievement	Respon	sible Off	icer	
<b>L2.3:</b> Co	uncil maintains its commitment to infrastructure asset management priorities.	Manager	Finance		
Sub - se	rvice ial management				
Operation	onal Plan Actions	25/26 26/27 27/28 2			28/29
L2.3.1:	Identify available funding sources in the Long Term Financial Plan for infrastructure renewal.	✓	✓	<b>√</b>	✓
L2.3.2:	Review the Asset Management Strategy, policy and plans and align with Council's infrastructure priorities.	<b>* *</b>		<b>*</b>	✓
Term Ac	hievement	Respon	sible Off	icer	
	ouncil services are progressively reviewed to determine agreed service levels covernents to service efficiency and sustainability within available resources.	Manager Strategy	Governan	ce and Co	orporate
Sub - se	e improvement reviews				
Operation	onal Plan Actions	25/26	26/27	27/28	28/29
L2.4.1:	Prepare a framework (policy and supporting procedures) for service improvement reviews and develop measures and key performance indicators to track and report on service performance and organisation efficiency.	<b>*</b>	<b>✓</b>		
L2.4.2:	Conduct the environment and sustainability programs service review in line with Council's targeted service review program.	1			
L2.4.3:	Conduct the stormwater management service review in line with Council's targeted service review program.	1			
L2.4.4:	Conduct the tree management service review in line with Council's targeted service review program.	1			
L2.4.5:	Conduct the libraries service review in line with Council's targeted service review program, through the participation in the Local Government Professionals "Service Reviews in a Box" program.	<b>*</b>			
L2.4.6:	Complete the community development programs service review in line with Council's targeted service review program.	✓			
L2.4.7:	Continue to integrate sustainability practices into Council's business framework and service delivery.	<b>*</b>	<b>✓</b>	1	✓

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#### Strategy - Community Strategic Plan L3: Deliver services effectively and efficiently on the basis of equity, community priorities and best value within available resources. **Term Achievement** Responsible Officer L3.1: Workforce capacity is strengthened through skill development, continuous Manager People and Culture learning, and the attraction and retention of talented, engaged employees. Sub - service · Workforce management **Operational Plan Actions** 25/26 26/27 27/28 28/29 Effectively deliver learning and development strategies and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy. L3.1.2: Deliver an effective and efficient payroll service. ✓ ✓ L3.1.3: Effectively deliver services across all workforce management areas including recruitment, employee relations and industrial relations. L3.1.4: Continuously improve People & Culture services, business processes and systems. L3.1.5: Design and deliver workforce policies and strategies to support the organisation's culture in line with the objectives of Council's adopted Workforce Management Strategy. L3.1.6 Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy. **Term Achievement Responsible Officer** L3.2: Technology enhances service delivery and improves operational efficiency and Manager Information Management effectiveness while ensuring the security of data. Sub - service • Information management 25/26 **Operational Plan Actions** 26/27 27/28 28/29 L3.2.1: Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements. L3.2.2: Develop, maintain and deliver quality property and geographic information services including advice and training. L3.2.3: Maintain, update and support Council's Information Technology infrastructure and systems.

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UPDATED DRAFT JUNE 2025 - DELIVERY PROGRAM 2025-2029 AND OPERATIONAL PLAN 2025-2026

Coordinate and facilitate the implementation of the ICT and Digital Strategy action plan and initiatives and ensure appropriate funding is identified.

L3.2.4:

ITEM NO: GB.6

<u> </u>	y - Community Strategic Plan ide a high-quality customer experience that meets expectations.				
Term Achievement Responsible Officer					
	est practice customer service is provided to the community through arking, community feedback and complaints management.	rough Manager Corporate Communication			
Sub - se • Custor	ervice ner service		ı		
Operation	onal Plan Actions	25/26	26/27	27/28	28/29
L4.1.1:	Improve the delivery of customer service through regular training, benchmarking and feedback.	✓	<b>✓</b>	<b>✓</b>	<b>✓</b>
L4.1.2:	Continue to benchmark and improve customer service across the organisation.	<b>✓</b>	<b>✓</b>	<b>*</b>	<b>*</b>
L4.1.3:	Report annually to the Audit, Risk and Improvement Committee (ARIC) on complaints as defined by Council's adopted Complaints Policy.	<b>✓</b>	<b>*</b>	✓	<b>4</b>

### Strategy - Community Strategic Plan

L5: Provide high quality community engagement and communications to enhance collaboration, participation and decision-making.

Term Achievement	Responsible Officer
<b>L5.1:</b> Innovative and effective community engagement increases opportunities for participation by all members of the community.	Manager Corporate Communications

### Sub - service

• Community engagement and consultation

Operation	onal Plan Actions	25/26	26/27	27/28	28/29
L5.1.1:	Liaise with staff to ensure the Community Engagement Policy and Community Engagement Strategy is understood and provide support as needed.	<b>*</b>	<b>*</b>	<b>4</b>	<b>√</b>
L5.1.2:	Convene regular meetings of the community engagement champions to report, plan and improve community engagement delivery.	1	1	<b>*</b>	✓
L5.1.3:	Continue to enhance engagement with people with disabilities, culturally and linguistically diverse groups, LGBTQI+ and young people.	✓	✓	<b>*</b>	<b>√</b>
L5.1.4:	Monitor and report on the outcomes of community engagement and consultation.	<b>✓</b>	✓	<b>*</b>	<b>*</b>

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Term Ad	chievement	Responsible Officer					
	ouncil's website and other communication channels provide a reputable source nation on policies, projects and programs.	Manager	Manager Corporate Communication				
Sub - se	ervice rate communications						
Operati	onal Plan Actions	25/26	26/27	27/28	28/29		
L5.2.1:	A wide range of communication channels are used to promote Council services to agreed corporate standards.	<b>*</b>	1	<b>*</b>	✓		
L5.2.2:	Council services, programs, policies and achievements are promoted across all media and outcomes are monitored.	✓	✓	<b>4</b>	✓		
L5.2.3:	Monitor Council's website and report on usage.	✓	✓	<b>✓</b>	✓		
L5.2.4:	Proactively manage Council's reputation through the media and other channels.	<b>*</b>	<b>✓</b>	<b>✓</b>	✓		
L5.2.5:	Promote Council festivals and events using Council communication channels.	1	✓	1	✓		

ITEM NO: GB.6

### How we will measure our performance

The following performance indicators will be used to measure Council's progress against the Term Achievements under Outcome 5.

Doufouse as in diseases	
Performance indicators  Maintain the percentage of planned actions, programs and projects completed or on track in the Operational Plan above 90%.  Source: Council records	Maintain the percentage of policies reviewed by their due date at or above 70%.  Source: Council records
Maintain the Lost Time Injury Frequency Rate (LTIFR) below the national industry average of 13.2.  Source: Council payroll data and Safe Work Australia	Maintain leasing of Council's commercial property portfolio at or above 90%.  Source: Council records (includes properties in a lettable condition only)
Complete or significantly progress 100% of Council's annual service review program each year.	Maintain the turnover rate for permanent employees below the NSW Local Government industry average of 18%.
Source: Council records	Source: Council records, Annual LGNSW HR Metrics Survey
Maintain customer service enquiries responded to within 48 hours at or above 85%.	Monitor the number of participants in community engagement programs.
Source: Council records	Source: Council records
Increase the number of people subscribed to Council newsletters to at least 75,000.  Source: Council records	

EM00046/5 15 May 2025

# MAYOR AND COUNCILLOR FEES - 2025/26 LOCAL GOVERNMENT REMUNERATION TRIBUNAL DETERMINATION

### **EXECUTIVE SUMMARY**

**+PURPOSE OF REPORT:** To determine the mayoral and councillor fees for the

2025/26 financial year.

**BACKGROUND:** Section 241 of the *Local Government Act 1993* (the Act)

requires that the Local Government Remuneration Tribunal determine the minimum and maximum amount of fees to be paid to mayors and councillors of NSW

Councils annually.

**COMMENTS:** The Local Government Remuneration Tribunal has

released its annual review of the minimum and maximum fees that apply to mayors and councillors for 2025/26 [Attachment A1]. The Tribunal has determined that Ku-ring-gai Council remains in the "Metropolitan Medium" category and has determined a 3% per annum

increase in the fees applicable to each category from 1

July 2025.

**RECOMMENDATION:** That effective 1 July 2025:

A. The annual councillor fee be set at \$29,550; and

B. The annual mayoral fee be set at \$78,480, in addition

to the councillor fee.

EM00046/5 15 May 2025

### **PURPOSE OF REPORT**

To determine the mayoral and councillor fees for the 2025/26 financial year.

### **BACKGROUND**

The Local Government Act 1993 requires the Local Government Remuneration Tribunal to report to the Minister for Local Government each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors and councillors.

Section 239 of the Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. The Tribunal last undertook a significant review of the categories and the allocation of councils into each of those categories in 2023.

Section 241 of the Act provides that the Tribunal determine the maximum and minimum amount of fees to be paid to mayors and councillors of councils for each of the categories determined under section 239.

### **COMMENTS**

The Tribunal has released its annual review of the minimum and maximum fees that apply to mayors and councillors for 2025/26 [see Attachment A1].

Section 242A(1) of the LG Act requires: "In making a determination, the Remuneration Tribunal is to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under section 146C of the Industrial Relations Act 1996 when making or varying awards or orders relating to the conditions of employment of public sector employees". The Industrial Relations Amendment Act 2023 repealed section 146C of the Industrial Relations Act 1996, resulting in changes to wages policy and removal of the cap on remuneration increases.

The Tribunal considered a range of factors in determining the amount to increase minimum and maximum fees payable to councillors and mayors. This included economic data, NSW Public Sector increases, and Local Government State Award increases. On this occasion the Tribunal has determined that a 3% increase will apply to the minimum and maximum fees applicable to existing categories.

In its determination, the Tribunal noted the submission received from LGNSW as part of its determination for the categorisation of councils, it should "consider the demographic and economic shifts impacting the complexity of council operations, and the communities that councils serve", including the "NSW Government's Transport Oriented Development Program, where the resulting accelerated growth drastically increases demands on the strategic and infrastructure planning functions of councils affected". The Tribunal noted that it would consider changes to council categories as part of the next review process.

Ku-ring-gai Council remains in the "Metropolitan Medium" category. The minimum and maximum fees for the Ku-ring-gai Council Mayor and councillors have been determined as follows:

EM00046/5 15 May 2025

Category	Councillor Annual Fee		Mayor Additional Fee	
	Minimum	Maximum	Minimum	Maximum
Metropolitan Medium	\$15,830	\$29,550	\$33,630	\$78,480

#### INTEGRATED PLANNING AND REPORTING

### Leadership and Governance

Community Strategic Plan	Delivery Program	Operational Plan
Long Term Objective	Term Achievement	Task
L4.1: The organisation provides	L4.1.2: Council's Governance	L4.1.2.4: Review policies,
ethical and transparent	framework is developed to	delegations and authorisations
decision-making, efficient	ensure probity and	to support good decision-
management, and quality	transparency.	making and compliance with
customer service.		changing legislation and
		guidelines.

#### **GOVERNANCE MATTERS**

The Determination of the Local Government Remuneration Tribunal is made in accordance with sections 239 and 241 of the Act. Under section 248 of the Act, Council must either fix an annual fee in accordance with the appropriate determination of the Remuneration Tribunal, or pay the appropriate minimum fee determined by the Remuneration Tribunal.

#### RISK IMPLICATION STATEMENT

Should Council decide not to accept the annual fee payable to the Mayor and councillors there is some risk that Council is unable to attract quality candidates at local government elections as a result of low remuneration levels.

### **FINANCIAL CONSIDERATIONS**

The Council's budget for 2025/26 accounts for the increase to councillor and mayoral fees.

### **SOCIAL CONSIDERATIONS**

Nil.

### **ENVIRONMENTAL CONSIDERATIONS**

Nil.

## **COMMUNITY CONSULTATION**

Nil.

EM00046/5 15 May 2025

### INTERNAL CONSULTATION

Nil.

### **SUMMARY**

The Local Government Remuneration Tribunal determines the minimum and maximum amount of fees to be paid to mayors and councillors. The Tribunal has released its annual review of the minimum and maximum fees that apply to mayors and councillors for 2025/26 [see Attachment A1]. The maximum fees Ku-ring-gai Council current annual fees are \$29,550 per councillor and an additional \$78,480 for the Mayor.

### **RECOMMENDATION:**

That effective 1 July 2025:

- A. The annual councillor fee be set at \$29,550; and
- B. The annual mayoral fee be set at \$78,480, in addition to the councillor fee.

Eliza Gilbank-Heim Governance Support Officer

Attachments: A1 2025 Local Government Remuneration Tribunal Annual

Determination

2025/156132

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**Local Government Remuneration Tribunal** 

# Annual Determination

Report and determination under sections 239 and 241 of the Local Government Act 1993

17 April 2025



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Local Government Remuneration Tribunal Annual Determination 2025

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# **Executive Summary**

The Local Government Act 1993 (LG Act) requires the Local Government Remuneration Tribunal (the Tribunal) to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, as well as chairpersons and members of county councils.

## **Categories**

Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. A review of categories was last carried out by the Tribunal in 2023.

The Tribunal will next consider the model, the criteria for each group, and the allocation of councils in the 2026 review.

The criteria for each category is published in Appendix 1 of the Determination and remains unchanged from 2023.

It should be noted that the Tribunal determined that one Council - Mid Coast Council - would be re-categorised from a Regional Centre to Regional Strategic Area from 1 July 2025 as a result of meeting the criteria at Appendix 1.

## **Fees**

The Tribunal has determined a **3%** per annum increase in the minimum and maximum fees applicable to each category from **1 July 2025**.

Local Government Remuneration Tribunal Annual Determination 2025

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# Section 1 – Introduction

## **Background**

- Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years.
   The Tribunal last undertook a comprehensive review of the categories and the allocation of councils into each of those categories in 2023.
- The Tribunal will next conduct a full review of the categories and the allocation of councils as required by the LG Act in the 2026 Annual Review.
- Section 241 of the LG Act provides that the Tribunal determine the minimum and maximum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under s.239.
- 4. The Tribunal can also determine that a council be re-categorised into a different category, existing or new, with a higher range of fees.
- 5. The Tribunal's Annual Determination takes effect from 1 July each year.

Local Government Remuneration Tribunal Annual Determination 2025

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# Section 2 – 2024 Determination

## 2024 Annual Determination

- In 2024, the Tribunal received 19 written submissions, which included two requests for re-categorisation.
- 7. The Tribunal found that the current allocation of the councils remained appropriate, with the exceptions outlined below.
- The Tribunal closely reviewed population and data relating to council
  operations in the 2024 Annual Determination process to ensure
  categorisation of councils was consistent with the criteria.
- For reasons explained at paragraphs 35-39 of the Local Government Annual Determination 2024, Hilltops Council and Muswellbrook Shire Council were reclassified as Regional Rural Councils.
- The Tribunal determined that fees would increase by 3.75% for the minimum and maximum fees applicable to each category from 1 July 2024.

Local Government Remuneration Tribunal Annual Determination 2025

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# Section 3 – 2025 Review

## 2025 Annual Review process

- 11. The Tribunal's 2025 Annual Review commenced in October 2024, when it wrote to all councils inviting submissions regarding fees. The Tribunal noted that it is only required to review the categories every three years and will next consider the model, the criteria applicable to each category and the allocation of councils in the 2026 Annual Review.
- 12. The invitation noted that it is expected that submissions are endorsed by respective councils.
- The Tribunal also wrote to the President of Local Government NSW (LGNSW) inviting a submission.
- The Tribunal received 16 written submissions from individual councils and one submission from LGNSW.
- 15. The Tribunal acknowledges and thanks all parties for their submissions.

### Submissions Received – Requests for Re-categorisation

- 16. Seven of the 16 council submissions received requested re-categorisation or changes to current category criteria.
- 17. LGNSW also advocated for changes to factors affecting categorisation of councils.
- 18. Berrigan, City of Parramatta, Gilgandra Shire, Lake Macquarie City, City of Ryde, City of Sydney and Blacktown put forward cases for re-

Local Government Remuneration Tribunal Annual Determination 2025

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categorisation, or changes to category criteria, and the creation of new categories, for the Tribunal's consideration.

## Requests for Re-classification

- 19. Berrigan Shire Council requested re-categorisation from Rural to Rural Large, despite acknowledging that they do not meet all the benchmarks in the criteria for this category.
- 20. The criteria for Rural Large is outlined at Appendix 1 of the 2024 Annual Determination, page 38 which states:

"Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries."

Local Government Remuneration Tribunal Annual Determination 2025

- 21. Council's submission states they are currently at 86% of the population target threshold and 90% of the representation ratio but are meeting other criteria benchmarks.
- 22. Given that Council does not currently satisfy the population and ratio thresholds specified for Rural Large, the Tribunal is not persuaded to include Berrigan Shire Council in Rural Large at this time.
- 23. City of Parramatta Council requested that it be re-categorised to the highest category of general purpose councils, Principal CBD, in order to recognise its size, rate of growth, economic and global influence, operational budget, and strategic and geographical importance.
- 24. Council put forward a similar case for re-categorisation as part of the 2024 annual determination process, which was unsuccessful. In addition to the reasons put forth in paragraph 20 of the 2024 annual determination, the Council has included the following reasons for its re-categorisation request:
  - A local economy that has more than 30% of Australia's top 500 companies with offices in Parramatta, and estimated public and private investments in the next 5 years of \$20 billion
  - It is estimated by 2050 that Parramatta will be a city with a population of more than 500,000 people
  - The expected accessibility of the City, being a 'gateway to Sydney' with more people expected to live west of Parramatta than to its

Local Government Remuneration Tribunal Annual Determination 2025

east by 2050, and being accessible by 2.3 million people within 45 minutes

- Key infrastructure in Parramatta, including but not limited to the Parramatta PHIVE, Commbank Stadium, the new Parramatta Light Rail, the Westmead Institute for Medical Research, Sydney Olympic Park and construction of Powerhouse Parramatta
- Expansion of education and innovation precincts, with Parramatta's education and training sector being valued at \$1.6 billion, and
- Significant operating and capital works budget of \$607 million, including multiple town centres, and sports and cultural hubs.
- 25. The Council also argues that a re-classification would reflect the additional skills and abilities that representing a growth council requires.
- 26. The City of Parramatta notes that the number of electors that each councillor represents is higher than the City of Sydney's. The submission states that the elected councillors represent more than 125,000 enrolled electors, compared to City of Sydney's elected councillors representing 45.891 enrolled electors.
- 27. Parramatta was classified as a Major CBD, following the 2017 Annual Determination. The Tribunal had found that Parramatta Council was significantly different from other large metropolitan councils on the basis of its secondary CBD status, as recognised by the State Government, at paragraph 21 of the 2017 annual determination. As a result, the

Local Government Remuneration Tribunal Annual Determination 2025

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description of Major CBD has remained specific to the City of Parramatta. Similarly, the Principal CBD criteria remained specific to the City of Sydney, since its inception in 2017.

- 28. Given the specific nature of both Major CBD and Principal CBD categories, the City of Parramatta's request for re-categorisation will require a change in the categories' criteria. As stated above, the Tribunal is not considering the criteria applicable to each category in the 2025 Annual Review process. The Tribunal will next consider the categories and criteria as part of the 2026 Annual Review process.
- 29. Gilgandra Shire Council's submission requests that it be re-categorised from Rural to Rural Large. Gilgandra Shire Council's case to be included in Rural Large category is based on two main points. The first point being Council offers a diverse range of services, and secondly these services result in higher levels of accountability and responsibilities for councillors.
- 30. Council submits it offers a diverse range of services over and above traditional local government services, which includes being the primary service provider for the community in the aged care and disability services. These include:
  - · Age care and disabilities services
  - Meals on wheels and community transport
  - Home care package delivery
  - Operation of a villa retirement village
  - Indigenous specific residential age care facility

Local Government Remuneration Tribunal Annual Determination 2025

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- Residential aged care nursing home
- Supported employment service for adults with intellectual disabilities
- Special disability accommodation properties for adults with intellectual disabilities
- Supported Living Services through the National Disability Insurance Scheme, and
- Day activities centre to support clients with unique challenges.
- 31. The submission notes these services not only entail a higher level of accountability and responsibility from Council (due to changes in the regulatory environment) but also generate larger revenue and employment opportunities that is comparable to a Rural Large category.
- 32. Council further submits that when assessing categories to place councils in, the Tribunal should also give due consideration to other factors than those outlined in the s.240 of the LG Act, such as services provided; financial responsibility; scale of operation; and number of employees.
- 33. While the Tribunal notes Council's request, it does not satisfy the population and ratio thresholds specified for the category of Rural Large. Further, the changes to criteria suggested would require a change in categories, which is not being considered this year. For these reasons, the Tribunal is not persuaded to include Gilgandra Shire Council in Rural Large at this time.

Local Government Remuneration Tribunal Annual Determination 2025

- 34. Similar to last year, Lake Macquarie City Council requested that it be recategorised from Regional Strategic Area to Major Strategic Area. Council also advocated for the population threshold of Regional Strategic Area be adjusted from its current threshold of 300,000 down to 200,000.
- 35. Council argues that its population, scale and output of council operations is significantly greater than other councils categorised as Regional Strategic Area, and more aligns with the Central Coast, as the council classified as a 'Major Strategic Area'.
- 36. Lake Macquarie City Council's request for re-categorisation is based on the following:
  - Lake Macquarie being the second largest non-metropolitan council by population in NSW, with a larger population than Newcastle and Wollongong, which are classified as Major Regional Cities.
  - A population density that is 'significantly larger' than other Regional Strategic Areas and supported by 5 precincts in the Lake Macquarie LGA that have been identified for inclusion in the NSW Government Transport Oriented Development Program, which aims to encourage housing development near transport hubs, and are argued to lead to population growth near the hubs; and
  - A Gross Regional Product that is comparable to those of Major Strategic Areas and Major Regional City, rather than other Regional Strategic Areas.

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- 37. Council provided population data to support its case for the population threshold of Regional Strategic Area to be adjusted from its current threshold of 300,000 down to 200,000. The data was also provided as justification for its claim of a 'significant disparity within the Regional Strategic Area category' between Lake Macquarie and other councils:
  - Lake Macquarie: 219,249 residents, 24,769 non-residents
  - Shoalhaven: 108,895 residents, 4,632 non-residents
  - Tweed: 98,967 residents, 7,755 non-residents
  - Maitland: 95,958 residents, 15,305 non-residents
- 38. As stated in paragraph 28 of the 2024 Annual Determination, all categories were determined by extensive evidence examined and considered by the Tribunal. It was determined that the population threshold for the Major Strategic Area was appropriate. As a result, the Tribunal is currently not persuaded to modify the criteria for the Major Strategic Area.
- 39. City of Ryde Council provided a submission requesting it be re-classified from its existing category of Metropolitan Large to Metropolitan Major. Council's case to be re-classified includes:
  - The LGA having an area of 40.651 km<sup>2</sup>, 16 suburbs, 3 wards, a population of 135,000 residents and over 54,000 rateable properties within its boundaries
  - A local economy that consists of 92,000 local jobs, 14,300 businesses and a gross regional product of \$19.2 billion

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- An innovation district within its west ward that has a long history of investment from all tiers of government, ultimately contributing \$13.6 billion annually to the NSW economy
- Future growth opportunities linked to the Governments Transport
  Oriented Development Accelerated Precincts, which Macquarie
  Park is identified as, that will bring increased housing, amenities
  and job retention, and
- Plans to build 2 new schools, 11,600 new homes, the redevelopment of Ryde Hospital and bringing together a range of organisations to create a fully integrated academic health sciences centre at Macquarie University Hospital.
- 40. As stated in Council's own submission, currently it does not satisfy the population threshold criteria required for Metropolitan Major. Accordingly, the Tribunal is not persuaded at this time to include City of Ryde in the category of Metropolitan Major.
- 41. The Tribunal also notes **Wollondilly Council's** submission confirming its adopted position to remain classified as a Regional Centre.
- 42. The Tribunal acknowledges each of the Council's requests for recategorisation. Whilst the Tribunal has not been persuaded at this time to grant these requests, any council that provides a submission in the 2026 annual review, which includes a request for re-categorisation, will of course be considered.

Local Government Remuneration Tribunal Annual Determination 2025

## **Requests for New Classifications**

- 43. The **City of Sydney** Council requested the Tribunal change the classification name from Principal CBD to the previously used term "Principal City".
- 44. The category "Principal City" was last used in the 2016 Determination. It was changed to Principal CBD in 2017 as a result of a review of categories. This review was undertaken in the context of Local Government reform, and council amalgamations, reducing the number of councils from 152 to 128.
- 45. Council's submission outlines the history of boundary changes, including its expansion of the City of Sydney as a consideration in reverting to the 2016 category name.
- 46. Sydney City Council contends that reverting to the category term "Principal City" recognises that the council's significance and contribution extends beyond the Sydney CBD.
- 47. The Tribunal notes the City of Sydney's request would constitute modification to the category of "Principal CBD". As stated above, the category "Principal CBD" is specific to City of Sydney and the Tribunal is not considering changes to the criteria applicable to each category in the 2025 Annual Review.
- 48. **Blacktown Council** requested re-categorisation from its current category of Metropolitan Major to a newly created category of "Metropolitan Major High Growth".

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- 49. Council's case to be re-categorised to a newly created category is based on the following:
  - Council asserts that it is the largest and one of the fastest growing local government areas in NSW, and
  - It undertakes several transformational projects, including projects funded from NSW Government and Western Sydney Infrastructure Grants.
- 50. Further, Council submits that the category of Metropolitan Major fails to account for the transformational nature of projects undertaken by Council, including the economic and strategic impacts for NSW, and impact on its local government area (LGA), which results in attracting new residents and people to the LGA.
- 51. The Tribunal notes that a new category, Metropolitan Major, was introduced in 2023, to address generally the issues raised in the current submission.
- 52. As explained in the Tribunal's letter inviting submissions, the Tribunal is required to review the categories at least once every three years. The Tribunal will next consider the model, the criteria applicable to each category and the allocation of councils in the 2026 Annual Review process.
- 53. As such, the Tribunal is not persuaded at this time to create a new category.

Local Government Remuneration Tribunal Annual Determination 2025

- 54. LGNSW submitted that the Tribunal should, as part of its determination for the categorisation of councils, consider the demographic and economic shifts impacting the complexity of council operations, and the communities that councils serve.
- 55. The LGNSW submission provides examples of recent demographic shifts the Tribunal should consider, as factors affecting categorisation of councils, including:
  - The NSW Government's Transport Oriented Development Program, where the resulting accelerated growth drastically increases demands on the strategic and infrastructure planning functions of councils affected
  - The Renewable Energy Zones, which drive tens of billions of dollars of investment in rural and regional LGAs, and creates additional impacts in said councils, including population growth and growing infrastructure for transport and utilities, or
  - The Renewable Energy Planning Framework, which includes benefit sharing guidelines for councils to ensure their communities share the benefits of the project and require additional responsibility and management from affected councils.
- 56. Section 240 of the LG Act notes that the Tribunal is to determine categories for councils and mayoral offices according to prescribed matters. One such matter is the 'nature and extent of the development of areas', which could reasonably be accepted to include the items listed by LGNSW.

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57. However, this matter would also require a change to the categories' criteria, in order to identify areas of high development. As stated above, the Tribunal is not considering any modifications to the categories as part of the 2025 Annual Review process. However, the Tribunal will consider proposed modifications to categories as part of the 2026 Annual Review process.

## Reclassification due to population thresholds

- 58. As was the case last year, the Tribunal reviewed applicable data as part of this review, to determine if any councils have met relevant benchmarks, therefore requiring a move in category.
- 59. The Tribunal identified that Mid-Coast Council met the population benchmark to be considered a Regional Strategic Area. As a result, Mid-Coast Council will be classified as a Regional Strategic Area in the 2025 Annual Determination.
- The Tribunal will continue to monitor and review applicable data to ensure categorisation of councils remain consistent with the current criteria.

## Submissions Received – Remuneration Structure

61. The current state of the remuneration structure continues to be a key issue of concern raised in submissions. A significant number of submissions received provide commentary on the structure, including examples of how it could be improved. These are addressed in the points below.

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## **Fees for Deputy Mayors**

- 62. The issue of fees for deputy mayors was once again raised.
- 63. Three submissions asserted that the position of deputy mayor should attract its own distinct independent fee, beyond the fee provided for in s.249(5) of the LG Act.
- 64. The Tribunal dealt with this issue in its 2024 Annual Determination at paragraph 53-55. It was noted that the Tribunal lacked the powers to implement changes to the fee structure that would include a distinct independent fee for the position of deputy mayor.
- 65. There has been no change to the legislation to permit such a change. Therefore, the Tribunal is currently unable to introduce a remuneration structure that would include a distinct independent fee for the position of deputy mayor.

## **Changes to the role of Mayors and Councillors**

- 66. It was suggested that the current remuneration structure is not fit for purpose as it no longer recognises the roles and responsibilities required of councillors and mayors.
- 67. Multiple submissions, including the LGNSW's submission, highlighted how the role of the councillor and mayor have changed over the past 9 years. Submissions identified a variety of factors that have impacted the roles of councillors and mayors, including the impact of NSW Government

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- priorities and investments, and amendments to the LG Act (e.g. via the Local Government Amendment (Governance and Planning) Bill 2016).
- 68. It has been suggested that these changes have impacted the volume, nature and workload of the role, whilst remuneration has not been increased accordingly.
- 69. The recent submissions to the Tribunal, along with its own observations, highlight that the role of mayor in civic leadership, advocacy and representation has become more complex and demanding – an issue that must be addressed.
- 70. Community expectations are increasing on the mayor from both the council and the community to be seen and immediately present during times of natural disasters, major events or crisis.
- 71. Additionally, the disparity in the council categorisation between the annual fees for councillors and the mayor needs to be more consistent, so as not to be seen to be devaluing the role of mayor in some circumstances.
- 72. The Tribunal is not suggesting a fundamental review of the role of mayors and notes that people that enter local government representation do so from a sense of civic service, rather than remuneration.
- 73. However, the Tribunal has a statutory function, and not unlike the governing body of a council, mayors and councillors, its role, responsibility and functions are clear. The same can be said in relation to the clear functions of the general manager of a council.

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74. As previously stated, many of the matters raised in both council and LGNSW submissions are beyond the remit of the Tribunal, and to a degree, were addressed in the 2023 determination.

## Regional and Rural mayors and councillors

- 75. Several submissions, including LGNSW, also raised concerns regarding the inadequacy of the remuneration structure, for rural and regional councils.
- 76. Specifically, that the remuneration provided to regional and rural councillors does not reflect the significant stressors that regional and rural councils in NSW face and that consideration should be given to the additional demands placed on mayors and councillors in rural and regional councils.
- 77. One submission suggested that fees for rural councils should be commensurate with fees for regional and metropolitan councils – arguing that mayors and councillors, regardless of their location, are required to possess a wide range of skills and knowledge.

## Fees set by councils

78. Submissions received by the Tribunal regarding the current state of the remuneration framework raised concerns about councils setting their own fees, asserting that it could potentially be seen as a conflict of interest.

Local Government Remuneration Tribunal Annual Determination 2025

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- 79. It was suggested that a possible solution would be for the Tribunal to determine a fixed annual fee for mayors and councillors.
- 80. Whilst the Tribunal acknowledges and understands the concern raised, as explained in the 2024 Annual Determination at paragraph 68-69, such a change to the framework, to determine a fixed annual fee for mayors and councillors, would require legislative change.
- 81. As there has been no changes to the legislative scheme, it is not within the Tribunal's remit to determine a fixed annual fee for mayor and councillors' remuneration.

## Request for a Review of the Remuneration Structure

- For the reasons outlined above, several submissions suggested the Tribunal undertake a comprehensive review of the framework.
- 83. One submission went so far as to request the Tribunal recommend to the Minister for Local Government that a comprehensive review of the framework and LG Act be undertaken. Others suggested the Tribunal actively seek a referral from the Minister to undertake such a review.
- 84. The LG Act does not specify that the Tribunal is able to carry out a comprehensive review of the framework. As such, it is not within the Tribunal's remit to undertake such a review, unless such a function is conferred or imposed on it by the Minister, as per s.238(2) of the LG Act.
- 85. Should such a function be conferred on the Tribunal, it will of course carry out its functions and undertake a review.

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## Section 4 – 2025 Fees

## Submissions - 2025 Fees

- 86. LGNSW's submission to the Tribunal advocated for an increase in the minimum and maximum fees payable to mayors and councillors of at least 4%, to:
  - Assist in reversing the fee erosion which occurred under the previous NSW Public Sector Wages Policy
  - Mitigate economic pressures and the rising cost of living
  - Ensure councillors and mayors receive fair and reasonable remuneration for the work they perform, and
  - Address historic undervaluation of the work performed by elected representative in local government in NSW.
- 87. Economic data provided to the Tribunal by LGNSW to support their claim for an increase of at least 4% included:
  - An annual Consumer Price Index (CPI) increase of 3.8% for the 12 months to June 2024
  - The Fair Work Commission (FWC) awarding a 3.75% increase to the minimum pay for modern awards, and increasing the national minimum wage to \$915.90, as well as the FWC's comments regarding the growing cost of living and deterioration of disposable income, and
  - The rate peg for the 2025-26 financial year being between 3.6%-5.1%.

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- 88. LGNSW also noted that the annual wage review, state wage case, award increases and the Independent Pricing and Regulatory Tribunal all had a clear theme on the increasing financial pressures on councils and its officers, which warrant increases in revenue and wages.
- 89. During its meeting with the Tribunal and assessors, LGNSW asserted that the current fees paid to mayors and councillors do not reflect their responsibilities. Nor do the current level of fees contribute to attracting a diverse range of candidates to stand for local government elections.
- 90. LGNSW also raised the issue of superannuation. It was contended that the payment of superannuation be mandated. Current arrangements require that a council pass a resolution at an open meeting to make such payments.
- 91. Four submissions received from individual councils directly addressed the issue of quantum increase to the minimum and maximum fees. These submissions sought an increase ranging from 3% to 10%.
- 92. The City of Sydney Council notes in its submission that it was not seeking an increase in fees payable for the Lord Mayor of Sydney.
- 93. The Tribunal is empowered under the s.241 of the LG Act to set minimum and maximum fees payable. It is then up to council to fix payment of annual fees for the mayor as outlined in s.249 of the LG Act.
- 94. It was suggested that the current fees, particularly in rural and remote communities, do not recognise or value the role of mayor and councillor,

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with fees set at a level that is commensurate to unqualified or inexperienced personnel.

- 95. The Tribunal was provided with a number of examples to demonstrate the financial impact, by way of lost wages, under the current fee rates.
- 96. Furthermore, 4 submissions compared the remuneration for NSW mayors and councillors with mayors and councillors in Victoria and Queensland as well as state Members of Parliament. The figures were provided to the Tribunal to demonstrate that the remuneration for NSW mayors and councillors is lower than all comparison examples provided.
- 97. It was also asserted that the low level of fees set for mayors and councillors devalues the importance and responsibility of the roles, diminishing the work undertaken on behalf of the community and is a significant barrier as to why people do not run for council.
  - "If councillors were paid a full-time wage I would have run again. Nothing surer."
- 98. Another submission suggested that fees need to reflect the part-time or full-time nature of the work carried out by mayors and councillors. The setting of fees at such a rate would appropriately recognise and value this important work, whilst also mitigating any financial loss incurred by those members of the community elected to carry out these critical functions.
- 99. Nine submissions supported an increase, whilst not making a direct comment on the quantum. Other submissions advocated for remuneration to be set at a level that:

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- Is in line with responsibilities and challenges councillors' face
- Reflects the public profile and exposure of the role
- Reflects the growing complexity of the role
- Reduces the gap between minimum and maximum fees for each category
- Accounts for the rising cost of living challenges
- Reflects the commitment, accountability, workload, skills and knowledge required to perform the role of councillor and mayor regardless of location
- Establishes and maintains parity with mayors and councillors in other States and Territories
- Is 'determined outside of council so as councillors are not determining their own payments', and
- Overcomes economic barriers that prevent diverse members of the community from participating as a mayor or councillor.

## **Fee Increase**

- 100. The Tribunal considered a range of factors in determining the amount to increase minimum and maximum fees payable to councillors and mayors. This included a wide range of economic data such as:
  - Consumer Price Index for the 12 months to December each year
  - Wage Price Index for the 12 months to December each year

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- Full-time average weekly ordinary time earnings for the 12 months to November each year
- NSW Public Sector Salaries increases
- Local Government State Award increases
- IPART Rate Peg Base Cost Change
- Public Service Senior Executive remuneration determinations, by the Statutory and Other Offices Remuneration Tribunal, and
- State Members of Parliament Basic Salary remuneration determinations by the Parliamentary Remuneration Tribunal.
- 101. On this occasion the Tribunal has determined that a **3%** increase will apply to the minimum and maximum fees applicable to existing categories.

Local Government Remuneration Tribunal Annual Determination 2025

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## Conclusion

- 102. The Tribunal's determination has been made with the assistance of the Assessors, Ms Kylie Yates and Mr Brett Whitworth.
- 103. Determination 1 sets out the allocation of councils into each of the categories as per s.239 of the LG Act.
- 104. Determination 2 sets out the minimum and maximum fees paid to councillors and mayors and chairpersons of county concills as per s.241 of the LG Act.
- 105. The Tribunal acknowledges and thanks the Remuneration Tribunal secretariat for its exellent research and support to facilitate the successful completion the 2025 Annual Determination.

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**Local Government Remuneration Tribunal** 

Dated 17 April 2025

# Section 5 – Determinations

Determination No. 1 – Allocation of councils into each of the categories as per section 239 of the LG Act effective 1 July 2025

## **General Purpose Councils - Metropolitan**

## **Principal CBD (1)**

Sydney

### Major CBD (1)

Parramatta

### Metropolitan Major (2)

- Blacktown
- · Canterbury-Bankstown

### Metropolitan Large (10)

- Bayside
- Cumberland
- Fairfield
- Inner West
- Liverpool
- Northern Beaches
- Penrith
- Ryde
- Sutherland

#### The Hills

## Metropolitan Medium (8)

- Campbelltown
- Camden
- Georges River
- Hornsby
- Ku-ring-gai
- North Sydney
- Randwick
- Willoughby

#### Metropolitan Small (8)

- Burwood
- Canada Bay
- Hunters Hill
- Lane Cove
- Mosman
- Strathfield
- Waverley
- Woollahra

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## **General Purpose Councils - Non-Metropolitan**

### Major Regional City (2)

- Newcastle
- Wollongong

## Major Strategic Area (1)

Central Coast

## Regional Centre (22)

- Albury
- Armidale
- Ballina
- Bathurst
- Blue Mountains
- Byron
- Cessnock
- Clarence Valley
- Coffs Harbour
- Dubbo
- Eurobodella

## Regional Strategic Area(5)

- Lake Macquarie
- Maitland
- Mid-Coast
- Shoalhaven
- Tweed
- Hawkesbury
- Lismore
- Orange
- Port Macquarie-Hastings
- Port Stephens
- Queanbeyan-Palerang
- Shellharbour
- Tamworth
- Wagga Wagga
- Wingecarribee
- Wollondilly

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## Regional Rural (14)

- Bega
- Broken Hill
- Goulburn Mulwaree
- Griffith
- Hilltops
- Kempsey
- Kiama

- Lithgow
- Mid-Western
- Muswellbrook
- Nambucca
- Richmond Valleys
- Singleton
- Snowy Monaro

## Rural Large (16)

- Bellingen
- Cabonne
- Cootamundra-Gundagai
- Cowra
- Federation
- Greater Hume
- Gunnedah
- Inverell

- Leeton
- Moree Plains
- Murray River
- Narrabri
- Parkes
- Snowy Valleys
- Upper Hunter
- Yass

## **Rural (38)**

- Balranald
- Berrigan
- Bland
- Blayney
- BoganBourke
- Brewarrina

- Carrathool
- Central Darling
- Cobar
- Coolamon
- Coonamble
- Dungog
- Edward River

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- Forbes
- Gilgandra
- Glen Innes Severn
- Gwydir
- Hay
- Junee
- Kyogle
- Lachlan
- Liverpool Plains
- Lockhart
- Murrumbidgee
- Narrandera

- Narromine
- Oberon
- Temora
- Tenterfield
- Upper Lachlan
- Uralla
- Walcha
- Walgett
- Warren
- Warrumbungle
- Weddin
- Wentworth

## **County Councils**

## Water (4)

- Central Tablelands
- Goldenfields Water
- Riverina Water
- Rous

## Other (6)

- Castlereagh-Macquarie
- Central Murray
- Hawkesbury River
- New England Tablelands
- Upper Hunter
- Upper Macquarie

Local Government Remuneration Tribunal Annual Determination 2025

## Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2025

The annual fees to be paid in each of the categories to Councillors, Mayors, Members, and Chairpersons of County Councils effective on and from 1 July 2024 as per section 241 of the *Local Government Act 1993* are determined as follows:

## **Table 4: Fees for General Purpose and County Councils**

### **General Purpose Councils – Metropolitan**

## Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Principal CBD	31,640	46,420
Major CBD	21,120	39,100
Metropolitan Major	21,120	36,970
Metropolitan Large	21,120	34,820
Metropolitan Medium	15,830	29,550
Metropolitan Small	10,530	23,220

## Mayor/Chairperson Additional Fee\* (\$) effective 1 July 2025

Category	Minimum	Maximum
Principal CBD	193,650	254,810
Major CBD	44,840	126,320
Metropolitan Major	44,840	114,300
Metropolitan Large	44,840	101,470

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Metropolitan Medium	33,630	78,480
Metropolitan Small	22,420	50,650

## **General Purpose Councils - Non-Metropolitan**

## Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Major Regional City	21,120	36,690
Major Strategic Area	21,120	36,690
Regional Strategic Area	21,120	34,820
Regional Centre	15,830	27,860
Regional Rural	10,530	23,220
Rural Large	10,530	18,890
Rural	10,530	13,930

## Mayor/Chairperson Additional Fee\* (\$) effective 1 July 2025

Category	Minimum	Maximum
Major Regional City	44,840	114,300
Major Strategic Area	44,840	114,300
Regional Strategic Area	44,840	101,470
Regional Centre	32,940	68,800
Regional Rural	22,420	50,680
Rural Large	16,820	40,530
Rural	11.210	30.390

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## **County Councils**

## Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Water	2,090	11,620
Other	2,090	6,930

## Mayor/Chairperson Additional Fee\* (\$) effective 1 July 2025

Category	Minimum	Maximum
Water	4,490	19,080
Other	4,490	12,670

\*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

Viv May PSM

**Local Government Remuneration Tribunal** 

Dated: 17 April 2025

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# **Appendices**

## Appendix 1 Criteria that apply to categories

## **Principal CBD**

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

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# **Major CBD**

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

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### **Metropolitan Major**

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$300M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

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### **Metropolitan Large**

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- · high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Local Government Remuneration Tribunal Annual Determination 2025

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### **Metropolitan Medium**

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

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### **Metropolitan Small**

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

• total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

# **Major Regional City**

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development

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- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

# **Major Strategic Area**

Councils categorised as Major Strategic Area will have a minimum population of 300,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

# **Regional Strategic Area**

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

## **Regional Centre**

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- · the highest rates of population growth in regional NSW

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

## **Regional Rural**

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

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Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

# **Rural Large**

Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

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### Rural

Councils categorised as Rural will typically have a residential population less than 10,000.

### **County Councils - Water**

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

# **County Councils - Other**

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015.

Local Government Remuneration Tribunal Annual Determination 2025

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Item GB.8

FY00623/7 2 June 2025

# **INVESTMENT REPORT AS AT 31 MAY 2025**

# **EXECUTIVE SUMMARY**

**PURPOSE OF REPORT:**To present Council's investment portfolio performance

for May 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 May 2025 was \$9,364,000, against the revised budget of \$8,409,000 giving a year-to-date favourable

variance of \$955,000.

**RECOMMENDATION:** That the summary of investments performance for May

2025 be received and noted; and that the Certificate of the Responsible Accounting Officer be noted and the

report adopted.

FY00623/7 2 June 2025

### PURPOSE OF REPORT

To present Council's investment portfolio performance for May 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.

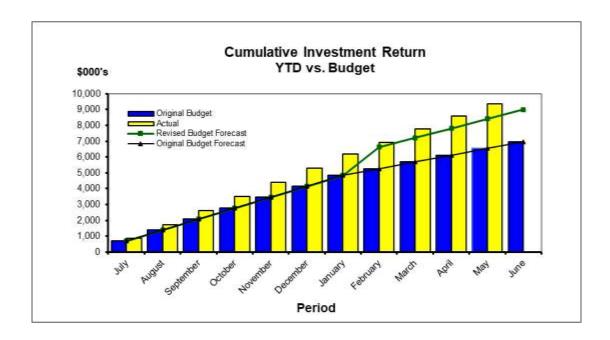
Performance Indicator & Policy Targets	Indicator	Details
Portfolio Performance vs. Benchmark	>	Council's investment performance aligned with the Industry benchmark
Monthly Investment Income vs. Revised Budget	~	Council's income from investments exceeded monthly revised budget
Investment Policy Compliance:		
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 May 2025 is \$9,364,000, compared to the revised budget of \$8,409,000, resulting in a favourable year-to-date variance of \$955,000. 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	May-25	May-25 Year To Date
Investment Return	786	9,364
Revised Budget	445	8,409
Variance	341	955

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 31 May 2025 was \$197,801,000 compared to \$193,344,000 at the end of April 2025. A net cash inflow of \$4,457,000 was mainly due to fourth instalment of rates income.

During the month, five investments have matured, three new investments were made.

Investment Name	Investment Rating (S&P)	New/Re- Investments \$' 000	Investments Matured/Sold \$' 000	Interest Rate %
Royal Bank of Canada 3 Year Fixed Cover Bonds	AAA	0	4,600	3.79
Rabobank Australia 1 Year Term Deposit	A+	0	5,000	5.31
Rabobank Australia 1 Year Term Deposit	A+	0	5,000	5.31
NAB 3 Year Fixed Senior Bond	AA-	0	4,600	3.95
Mutual Bank 1 Year Floating Bond	BBB+	0	3,000	90 DAY BBSW + 105 bps
Mutual Bank 3 Year Floating Bond	BBB+	3,000	0	90 DAY BBSW + 150 bps
AMP Bank 6 Month Term Deposit	BBB+	6,000	0	4.45
Rabobank Australia 6 Month Term	A+	4,000	0	4.33
TOTAL		13,000	22,200	

FY00623/7 2 June 2025

# Investment Performance against Industry Benchmark

Overall, the investment performance in May 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 MAY 2025 YTD Return	Annualised Industry Benchmark	Variance
	%	%	%
At Call/Cash/Term Deposits/FRNs (Benchmark is AusBond Bank Bill Index)	4.84	4.43	0.41

Table 2 below provides a summary of all investments by type and performance during the month.

Table 2 - Investments Portfolio Summary during May 2025

Investment Name	Investment Rating	Invested at 31-May-2025 \$000's	Month Return (%)	Annualised YTD Return (%)	Total Invested (%)	Market Value at 31-May-2025 \$000's	Maturity
At Call/Cash Account**							
Westpac At-Call	AA-	2,176	0.00	0.00	1.10	2.176	At Call
Westpac Bank Deposit Max-I Investment	AA-	15,720	0.81	5.62	7.95	15,720	At Call
Westpac Bank Deposit Transport NSW Grant (LCH)	AA+	63	0.08	1.21	0.03	63	At Call
Sub Total		17,959				17,959	
Term Deposits							
Northern Territory Treasury Corporation Bond 4 Year	AA-	3,500	0.09	1.10	1.77	3,500	Jun-25
ING Bank 2 Year Term Deposit	A	5,000	0.44	5.41	2.53	5,000	Jun-25
Rabobank Australia 1 Yera Term Deposit	A+	5,000	0.45	5.50	2.53	5,000	Jun-25
Rabobank Australia 1 Year Term Deposit	A+	6,000	0.44	5.38	3.03	6,000	May-25
National Australia Bank 1 Year Term Deposit	AA-	5,000	0.44	5.37	2.53	5,000	Jun-25
Bank of Queensland 3 Year Term Deposit	BBB+	4,000	0.36	4.40	2.02	4,000	Jul-25
Bank of Queensland 3 Year Term Deposit	BBB+	4,000	0.37	4.50	2.02	4,000	Aug-25
National Australia Bank 1 Year Term Deposit	AA-	6,000	0.41	5.00	3.03	6,000	Aug-25
Rabobank Australia 6 Month Term	A+	4,000	0.35	4.33	2.02	4,000	Nov-25
AMP Bank 6 Month Term Deposit	BBB+	6,000	0.36	4.45	3.03	6,000	Nov-25
Bank of Queensland 3 Year Term Deposit	BBB+	5,000	0.40	4.95	2.53	5,000	Feb-26
ING Bank 1 Year Term Deposit	A+	4,000	0.38	4.66	2.02	4,000	Mar-26
ING Bank 3 Year Term Deposit	А	5,000	0.43	5.30	2.53	5,000	Jun-26
P&N Bank 3 Year Term Deposit	BBB	5,000	0.45	5.50	2.53	5,000	Jul-26
Westpac 5 Year Term Deposit	AA-	4,000	0.21	2.50	2.02	4,000	Feb-27
Rabobank Australia 3 Year Term Deposit	A+	5,000	0.42	5.12	2.53	5,000	May-27
Macquarie Bank 5 Year Term Deposit	A	1,000	0.37	4.55	0.51	1,000	Sep-27
Macquarie Bank 5 Year Term Deposit	A	1,000	0.37	4.55	0.51	1,000	Sep-27
ING Bank 5 Year Term Deposit	Α	5,000	0.42	5.13	2.53	5,000	Feb-28
ING Bank 5 Year Term Deposit	A	5,000	0.42	5.20	2.53	5,000	Jun-28
Rabobank Australia 5 Year Term Deposit	A+	5,000	0.42	5.20	2.53	5,000	Feb-29
Rabobank Australia 5 Year Term Deposit	A+	6,000	0.42	5.15	3.03	6,000	Feb-29
ING Bank 5 Year Term Deposit	A+	5,000	0.42	5.13	2.53	5,000	Feb-29
Rabobank Australia 5 Year Term Deposit	A+	3,000	0.44	5.35	1.52	3,000	Apr-29
Rabobank Australia 5 Year Term Deposit	A+	6,000	0.40	4.85	3.03	6,000	Aug-29
Rabobank Australia 5 Year Term Deposit	A+	6,000	0.42	5.10	3.03	6,000	Feb-30
Rabobank Australia 5 Year Term Deposit	A+	4,000	0.41	5.02	2.02	4,000	Mar-30
Rabobank Australia 5 Year Term Deposit	A+	4,000	0.38	4.70	2.02	4,000	Apr-30
Sub Total		127,500				127,500	

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nvestment Name	Investment Rating	Invested at 31-May-2025 \$000's	Month Return (%)	Annualised YTD Return (%)	Total Invested (%)	Market Value at 30-Apr-2025 \$000's***	Maturity
Fixed & Floating Rate Notes (FRNs)							
JBS 5 Year FRN	A+	1,300	0.40	5.31	0.66	1,302	Jul-25
Commonwealth Bank 3 Year Fixed Senior Note	AA-	3,500	0.35	4.32	1.77	3,530	Aug-25
Suncorp Bank 3 Year Fixed Senior Note	A+	2,000	0.37	4.50	1.01	2,000	Aug-25
Mystate Bank 3 Year Senior FRN	BBB+	1,500	0.44	5.77	0.76	1,500	Oct-25
Suncorp-Metway Ltd 3 Year Fixed Covered Bond	AAA	2,200	0.41	4.96	1.11	2,211	Oct-25
Bendigo Bank 5 Year FRN	BBB+	1,700	0.39	4.93	0.86	1,713	Dec-25
Suncorp-Metway Limited 5 Year FRN	AA-	4,500	0.39	5.22	2.28	4,598	Jan-27
Commonwealth Bank 5 Year Fixed Senior Note	AA-	3,495	0.37	4.55	1.77	3,562	Aug-27
AMP Bank 3 Year FRN	BBB+	3,400	0.45	5.74	1.72	3,417	Aug-27
ANZ Bank 5 Year Senior FRN	AA-	800	0.43	5.55	0.40	800	Mar-28
Bank of Queensland 5 Year Floating Covered Bond	AAA	1,750	0.43	5.62	0.88	1,766	May-28
Mutual Bank 3 Year Floating Bond	BBB+	3,000	0.32	3.86	1.52	3,000	May-28
Bendigo Bank 5 Year Floating Covered Bond	AAA	2,800	0.44	5.61	1.42	2,825	Jun-28
Suncorp Metway 5 Year Floating Covered Bond	AAA	3,000	0.42	5.51	1.52	3,018	Jul-28
Commonwealth Bank of Australia 5 Year Senior FRN	AA-	5,000	0.41	5.36	2.53	5,077	Aug-28
ANZ 5 Year FRN Senior	AA-	4,200	0.42	5.38	2.12	4,222	Sep-28
Rabobank Australia 5 Year Fixed MTNs	A+	4,000	0.42	5.15	2.02	4,130	Feb-29
Suncorp Metway 5 Year Fixed MTNs	AA-	1,597	0.40	4.89	0.81	1,630	Mar-29
Rabobank Australia 5 Year Senior MTN	A+	2,600	0.41	5.34	1.31	2,598	Jul-29
Sub Total		52,342				52,899	
Total Portfolio		197,801		*4.94	100.00	198,358	
Matured/Traded Investments - Weighted YTD Average	Return (%)			4.66			
Weighted Average Overall Return Year To date (%)				4.84			

Weighted Average Overall Return Year To date (%)

# 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%	8%	92%
AA+ to AA- Category	100%	26%	74%
A+ to A Category	100%	50%	50%
A- Category	40%	0%	40%
BBB+ to BBB Category	30%	16%	14%
BBB- & Lower	5%	0%	5%

<sup>\*</sup> Government guaranteed ADI deposits (first \$250,000 investment that Council holds with any bank, credit union, and building society)

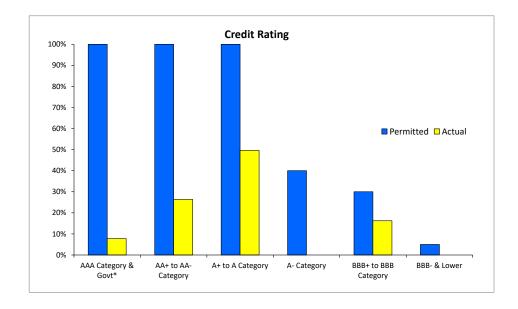
<sup>\*</sup> Weighted average returns.

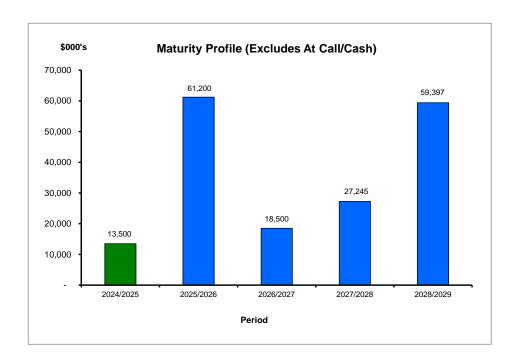
<sup>\*\*</sup> Funds in at-call/short term accounts are working funds kept for the purpose of meeting short term cash outflow requirements. At-call investments portfolio is being monitored on a regular basis to ensure funds are reinvested at higher rates when opportunities arise, whilst also keeping and adequate balance for short-term cash outflows.

<sup>\*\*\*</sup> Market Values as at 31 May 2025 were not available at the time of writing the report.

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# INTEGRATED PLANNING AND REPORTING

Leadership & Governance

Community Strategic Plan Long	Delivery Program	Operational Plan
Term Objective	Term Achievement	Task

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L2.1 Council rigorously manages	Council maintains and improves	Continue to analyse
its financial resources and assets	its long-term financial position	opportunities to expand the
to maximise delivery of services	and performance	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.

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### 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 31 May 2025:

- Council's total cash and investment portfolio as was \$197,801,000, an increase of \$4,457,000 was mainly due to fourth instalment of rates income.
- The net return on investments for the financial year to the end of May 2025 \$9,364,000, compared to the revised budget of \$8,409,000, resulting in a favourable year-to-date variance of \$955,000. 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 May 2025 be received and noted.
- B. The Certificate of the Responsible Accounting Officer be noted and the report adopted.

Tony Ly Financial Accounting Officer

Ann Wang A/Manager Finance

Angela Apostol

Director Corporate

# DCP HOUSEKEEPING AMENDMENT ENVIRONMENTAL SENSITIVITY AND SUSTAINABILITY TOWARDS NET ZERO

# **EXECUTIVE SUMMARY**

**PURPOSE OF REPORT:** To have Council consider an update on Environmental

Controls for Council's Development Control Plan.

**BACKGROUND:** At the Ordinary Meeting of Council on 16 July 2024,

Council considered a Notice of Motion on "Giving Residents Choice in Household Energy". Council resolved to investigate ways to encourage the uptake of induction cookers, consider standards in other local council Development Control Plans, and the use of solar

panels in heritage conservation areas.

**COMMENTS:** Research has been conducted on the sustainability

controls implemented in other Local council

Development Control Plans, including meeting with Waverly Council which has led innovation in this space. This report presents those findings and notes Council's rebate program. Further steps are proposed to increase

education and draft new development controls appropriate to the Ku-ring-gai locality. These will contribute to achieving Council's net zero target as stated in the *Ku-ring-gai Council Climate Change Policy* 

(July 2020).

**RECOMMENDATION:** That Council note the findings presented in this Report

[Refer to the full Recommendation at and endorse the continued investigation into

the end of this report)

Development Control Plan sustainability provisions to be included in the drafting of controls for TOD and LMD.

included in the drafting of controls for TOD and LMR

building typologies.

### 20250617-OMC-Crs-2025/174002/416

### PURPOSE OF REPORT

To have Council consider an update on Environmental Controls for Council's Development Control Plan.

### **BACKGROUND**

At the Ordinary Meeting of Council on 16 July 2024, Council considered a Notice of Motion on "Giving Residents Choice in Household Energy" and resolved:

- A. Council's Energy Smart rebate program be amended to also support up to \$500 for the installation of an electric induction cooktop.
- B. Council staff investigate updates to the Ku-ring-gai DCP to require new developments to provide kitchens that are electric induction ready with design and construction (provision for conduits, switchboards, electrical capacity etc) to enable installation of induction cooktops that are linked to each individual dwelling electricity meter. Staff are to report back to Council within the next twelve months on the potential DCP housekeeping amendments.
- C. As part of preparing the DCP housekeeping amendments, Council staff will also consider additional measures to improve environmental sensitivity and sustainability towards Net Zero. In particular, the staff will consider the appropriateness of incorporating elements such as:
  - i. controls from other council DCPs including Lane Cove (Sustainability Review 2023) and Parramatta (6.8); and
  - ii. the possibility of allowing solar panels to be visible from the street front in Heritage Conservation Areas.

### **COMMENTS**

### **Background**

The *Ku-ring-gai Council Climate Change Policy* (July 2020) timetables Council's pathway to achieving its net zero target by 2040:

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

Table 1 Emission Reduction and Renewable Energy Targets

It is recognised that these targets can only be achieved through a collaborative approach that looks to emission reduction on multiple fronts.

A transition to net zero buildings plays an important role in this process as the cumulative energy usage of buildings is recognised as the largest contributor to greenhouse emissions. The removal of fossil fuel gas appliances from new development is an identified, feasible, and cost-effective way to reduce emissions, particularly with the electricity grid rapidly moving towards renewable energy. Failure to do this will entrench ongoing greenhouse gas emissions from fossil fuels in the built environment; therefore, electrification of buildings is of very high importance

Changes in Green Building Council of Australia (GBCA) Green Star and National Australian Built Environmental Rating System (NABERS) tools now support higher scores for electrified buildings in their building sustainability assessments, and the National Construction Code is setting a path for buildings to be electric. These regulators recognise that new gas connections are adding to a significant cumulative emissions liability that will make it challenging and costly to meet and maintain any net zero target. Fossil fuels like gas have historically been used for heating, energy, and cooking. Electrification will diminish building operation reliance on fossil fuels.

Most Tier 1 developers and the industry at large have been delivering all electric developments for several years as they strive to deliver best practice sustainable solutions. Moving towards electrification will not be new to the development industry, and they will have the opportunity to make submissions to Council when any new controls are publicly exhibited.

The key benefits of all-electric buildings include:

- Healthier homes with less indoor air pollution and less chronic diseases such as asthma, which has both an individual and societal cost.
- Lower energy costs as houses electrify and supply energy from renewable sources.
- Reduction in greenhouse gas emissions and facilitation of the community to move towards net zero greenhouse gas emissions.
- Avoiding future transition costs as retrofitting gas infrastructure is more expensive than avoiding it at development onset.

### Challenges to electrifying new development:

- Premium cost of storage space: currently instantaneous gas hot water systems are space
  efficient. A logical replacement is an electric storage hot water system, however, this unit
  requires storage space and has a higher cost for developers.
- Noise of heat pump hot water systems need to be mitigated when developers build to the boundary, particularly for single dwellings.
- Lack of billing infrastructure when replacing centralised gas hot water systems with centralised electric hot water systems in strata.
- Developers are defaulting to electric instantaneous hot water systems in apartment buildings. This is of concern due to the high peak demand of these units and as there are potentially more efficient and cost effective options available

### Local Sydney Councils

The NSW Government has a legislated target to achieve net zero emissions by 2050 and committed to deliver a NSW gas decarbonisation roadmap by late 2026; however, despite evidence on the impact of gas use on emissions, it has yet to commit to banning new gas connections, leaving local councils to introduce their own guidelines and controls for the developments they approve.

Across Australia and internationally, multiple jurisdictions have implemented bans or phasedowns on fossil fuels to reduce gas use in buildings as this is considered a key contributor to emissions.

Preliminary research on other Local Councils that have included provisions relating to electrification of buildings and the reduction of gas use is summarised in the below table. The planning controls apply only to new buildings and alterations/additions above a specified budget, they do not affect existing gas connections to existing buildings.

In general, the majority of Councils seek to prevent indoor gas use in residential buildings, arguing on air quality grounds. Lane Cove and Parramatta Councils extend the ban on gas use to outdoor areas and to non-residential buildings. Most Councils only 'encourage' electrification of outdoor appliances like hot water units and seek retrofitting provisions for future electric hot water systems where gas units are used. City of Sydney has recently completed its exhibition of a discussion paper which included commentary on electrification of commercial buildings.

COUNCIL	Γ	DCP CONTROLS - OVERVIEW
Waverley	•	Solid fuel and gas cooktops, ovens, heaters not permitted in any residential
Council		development.
	•	Outdoor electric hot water systems are strongly encouraged; if gas hot water is
		proposed, provisions must be included to enable future installation of an electric hot
		water system.
Lane Cove	•	The electric recreation and here recreations a distance of the property of the
Council		outdoor barbeques.
	•	Gas/wood fuel permitted where required for a specific use not able to be served by
		electricity.
	•	Recommends against gas water heating for new swimming pools.
Parramatta	•	All new residential and non-residential buildings (in the city centre only) are to be all-
City		electric.
Council	•	Promotes minimising use of non-renewable energy sources.
	•	Fossil fuel equipment only permitted where demonstrated that electrification is
		possible.
North	•	Solar powered water heaters with no more than 50% gas or electric boost.
Sydney	•	Where solar is not possible, heat pump or natural gas systems permitted.
Council	•	Encourages developers to obtain a NABERS rating (Greenhouse gas emissions) for
		commercial buildings.
City of	•	Energy efficiency provisions for office buildings including removal of all natural gas
Sydney		appliances.
	•	Recent exhibition: Discussion Paper Electrification of new development seeking
		feedback on all electric buildings, including non-residential, and associated controls to
		prevent gas use.
Hornsby	•	
Shire		ovens, and heaters to be electric; does not apply to commercial, industrial, or outdoor
Council		cooking and heating

Local Council DCP approaches to electrification of buildings.

The growing preference for electrification by local councils has been driven by the need for sustainable building practices in response to climate change and evolving building owner, consumer and investor expectations.

The benefits of all-electric buildings, from reduced long term operational costs to healthier spaces for occupants, are well recognised. There is a growing body of evidence demonstrating negative health impacts from indoor gas appliances, both from the combustion products from burning gas such as nitrogen dioxide, formaldehyde and carbon monoxide, and from leaking unburnt gas when not in operation. There is evidence the presence of an indoor gas stove in the home increases risk of asthma in children by 42%.

Delivery of standards requiring all-electric buildings will avoid costly retrofitting during the 75-150 year life span of the new building, and future proofs buildings for a decarbonised world, particularly if energised from renewable sources such as solar or earth energy.

### **NSW State Policy**

State Environmental Planning Policy (Sustainable Buildings) 2022 (SEPP) prevents local planning controls in the Local Environmental Plan (LEP) and DCP from including measures to reduce greenhouse gas emissions or improve the thermal performance of residential developments. It requires the use of the Building Sustainability Index (BASIX) tool that mandates standards to lower water and energy consumption and reduce greenhouse gas emissions in residential development. It also requires a "net zero statement" for commercial development, aiming to strongly discourage gas use in these developments.

Since the Sustainable Buildings SEPP prevents Local Environmental Planning controls from including overlapping provisions regarding greenhouse gas emissions, to avoid inconsistency with the SEPP, several NSW councils have introduced DCP controls that prevent gas appliances by using health and economic justifications, supported by legal advice from the Environmental Defenders Office.

Whilst it is important that councils pursue household electrification through local government planning controls, the preferable regulatory framework for the removal of gas in new homes and alterations and additions is the Sustainable Buildings SEPP through BASIX.

BASIX has the technological capability to exclude gas appliances from drop down menus and only generate a BASIX Certificate once the development is all electric. If this electrification policy sat in the BASIX tool, it would reduce the need for Council's development assessment officers to manually check the BASIX certificate is in line with any DCP electrification policies. Moreover, it delivers the electrification gains in a piecemeal way with greater burden on local councils to check at DA stage.

Some councils, including Waverley and City of Sydney, have directly approached the NSW Department of Planning, Housing and Infrastructure team responsible for the Sustainable Buildings SEPP, requesting the SEPP include provisions for electrification and removal of gas use across all building types (except where fossil fuel has a specific use). The key reason for this approach is to deliver a consistent approach across all NSW and capture all development pathways, particularly Complying Development which delivers the majority of dwelling development. Complying development has no restrictions and only relies on meeting the requirements of the SEPP.

There are many more developments going through the Complying Development pathway rather than the Development Application process. Based on Ku-ring-gai Council's Annual Report (2021-2022), approximately 64% of applications were approved through a Complying Development Certificates versus 36% through Council's Development Assessment process.

### Response to the Notice of Motion resolutions

# Energy Smart Rebate Program

Council continues to be active in the sustainability space, conscious of the need to achieve the net zero target. Council's website provides extensive education on sustainable practices and offers rebates to encourage existing homeowners to retrofit their building with renewables and electrical appliances and systems.

These rebates and programs are important as the Development Control Plan can only capture new development and some alterations/additions. The Development Control Plan has no access to the majority of established and operating Ku-ring-gai homes.

Council will be encouraging residents to 'Go Electric' with a revised rebate offering launching on 1 July 2025. The new-look Energy Smart program will continue to focus on supporting residents to buy/replace key appliances within their home with cleaner, more efficient electric options.

The current rebates offered for solar PV, solar batteries, electric heat pump hot water systems, insulation and certain windows will be extended to include a new rebate for induction cooktops.

Ku-ring-gai Development Control Plan

The Ku-ring-gai DCP contains widespread sustainability controls, including requirements for:

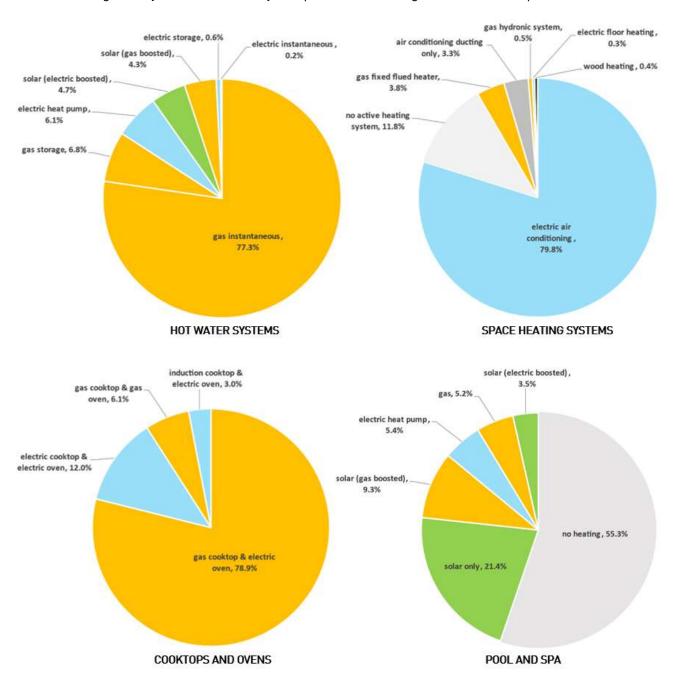
- EV ready parking bays in medium density and high density development, to encourage use of EV and reduce the burden of high vehicular related emissions;
- deep soil and tree planting thresholds to ensure the integrity of soil structure and the water table is maintained, this being vital to the longevity of the significant and threatened species across Ku-ring-gai;
- roof top and podium landscaping to assist in lowering heat island effects generated from heat radiation from hard surfaces;
- requirements for all new non-residential development to include Ecologically Sustainable Design (ESD) measures; and
- green building certification of non-residential buildings through the Green Building Council of Australia for buildings above 2000sqm.

The DCP does not, at present, have specific controls regarding electrification of buildings.

Figures obtained from BASIX (2011-2020) on new houses in Ku-ring-gai indicate the following patterns (these are generally reflective of the patterns of use across all residential types):

- Hot water heating: gas instantaneous systems are a significant majority.
- Space heating (living and bedrooms): electric air conditioning is the most common system.
- Cooktops and ovens: a significant majority have a combination gas cooktop/electric ovens.

• *Pool and spa heating*: most properties do not have heating systems, those that include heating mainly utilise solar (only) for pools and solar (gas boosted) for spas.



Ku-ring-gai's figures indicate that hot water systems should be prioritised in any electrification guideline as they use substantially more gas than space heating and cooking. Only electrifying internal cooking and space heating (through an indoor air quality provision) will not capture the largest greenhouse gain from electrification of hot water. Further investigation and consultation with other local councils is required to understand how to justify external device electrification as air quality justifications do not apply.

In pursuing electrification controls in the DCP, Council can leverage off other local councils that already have controls that mandate the use of electric appliances and building services in new developments, over those powered with gas.

Council staff are continuing to consult with other local councils that have implemented controls for electric appliances and building services to replace gas use, particularly looking at co-benefits of all-electric buildings, factors for effective implementation, and any relevant interactions with state level planning provisions. In depth discussion with Waverley Council has taken place including understanding their justifications under health, indoor air quality, and economic grounds, and to align with State planning legislation.

Council staff will continue to investigate DCP provisions that enable induction cooktop ready kitchens, including engagement with a building services engineer for technical information on space requirements (areas for units) and electrical requirements (conduits, switchboards, electrical capacity).

### Solar Panels in Heritage Conservation Areas

A memo in relation to the 19 March 2024 OMC report was circulated in response to Councillor questions on solar panels within heritage conservation areas and on heritage items (Attachment A1). It reiterated the planning requirements for merit assessment on all aspects that impact the visual quality of heritage conservation areas and items, as visual integrity is key to the identity of the heritage character.

The DCP needs to achieve the objectives of the LEP, including the conservation of heritage conservation areas and heritage items, specifically the fabric, views and setting of these listed places. Permitting solar panels on the street presentation of heritage items or heritage conservation areas would be inconsistent with the LEP objectives for heritage conservation.

Front solar panels in heritage conservation areas and heritage items are not generally supported by State Government policy or approved because of their heritage impact and because alternative locations with less heritage impact are available. Owners can still install solar panels in other locations not visible to the street, including to rear roofs with props to capture sunlight angles and on roofs of outbuildings.

Solar panels to street frontages in a heritage context will detract from the main building face where the most prominent roof feature and roofscapes are visible from a distance along streetscapes. Visibility is not the only issue, the impact on the roof fabric, form and features is also an important consideration. The impact is cumulative when continued along streetscapes, eroding the integrity and presentation of historic areas.

The acceptable locations for solar devices are determined by the State Government's planning policy for exempt development: State Environmental Planning Policy (Transport and Infrastructure) 2021. This prevents solar panels on front roof planes in heritage conservation areas. Solar panels that do not comply with these State requirements are unlikely to have an acceptable heritage impact.

The Development Application or Minor Works Application process is available for residents to seek Council's merit assessment and approval for the exceptional circumstances where there is no alternative possible location for solar panels. The DCP provisions cover the typical circumstances, rather than these exceptional circumstances which require merit assessment.

Solar technology and solutions can change rapidly as technology evolves. Staff will continue to ensure the DCP controls and investigation process continues to accommodate evolving technology in this field.

### **Next Steps**

Following the preliminary research noted in this report, the below steps are proposed to progress further sustainability measures that will support Council's actions towards its net zero target:

- Include education for building professionals and general public on electrification benefits, for example: benefits of electrification for different types of buildings; education away from fossil gas technologies; advantages of future proofing buildings through installation of technologies such as heat pumps, induction cooktops, solar and battery storage.
- Conduct further investigation on DCP controls to electrify new buildings in Ku-ring-gai, with
  the aim to draft air quality controls that deliver health benefits by preventing the
  installation of gas appliances.
- Include new electrification controls to all new Transit Orientated Development (TOD) and Low & Mid-Rise Housing (LMR) building typologies and existing development types.
- Work with other groups to assist in lobbying State government to amend the State Environmental Planning Policy (Sustainable Buildings) 2022 to include electrification across all building types and for all planning pathways.

### INTEGRATED PLANNING AND REPORTING

Theme 3: Places, Spaces and Infrastructure

Community Strategic Plan	Delivery Program	Operational Plan
Long Term Objective	Term Achievement	Task
P3.1: The built environment	P3.1.1: A high standard of	P3.1.1.1: Review and monitor
delivers attractive, interactive,	design quality sympathetic to	Council's design quality and
healthy and sustainable living	local character and building	building sustainability
and working environments.	environmental performance is	standards.
	achieved in new and existing	
	development.	

### **GOVERNANCE MATTERS**

The process for the preparation and implementation of the Development Control Plan is directed by the provisions contained in the *Environmental Planning and Assessment Act 1979* and the *Environmental Planning and Assessment Regulation 2000*. Any Development Control Plan provisions must not be inconsistent with *Ku-ring-gai Local Environmental Plan 2015* provisions.

### **RISK IMPLICATION STATEMENT**

Continued investigation and inclusion of Development Control Plan standards seeking electrification of new buildings is required to future proof buildings in an increasingly decarbonised world where technologies are moving away from fossil fuel use. If Council does not consider ways to educate the community, encourage electrification through rebates and mandate electrification through controls, then Council's net zero targets will not be achieved as buildings are a key contributor to emissions.

### FINANCIAL CONSIDERATIONS

Council will be encouraging residents to 'Go Electric' with a revised rebate offering launching on 1 July 2025, this will be funded through Council's Environmental Levy. The costs of preparing Council's DCP provisions are covered by the Urban Planning & Heritage Budget.

### SOCIAL CONSIDERATIONS

The key benefits of all-electric buildings include healthier homes with less indoor air pollution and less chronic diseases such as asthma, which has both an individual and societal cost.

### **ENVIRONMENTAL CONSIDERATIONS**

The key benefits of all-electric buildings include healthier homes with less indoor air pollution and less chronic diseases such as asthma, which has both an individual and societal cost, lower energy costs as houses electrify and supply their energy from cheaper cleaner renewable sources and a reduction in greenhouse gas emissions and facilitation of the community to move towards net zero greenhouse gas.

### **COMMUNITY CONSULTATION**

This is not required at this stage. Consultation will occur when the final DCP amendments as part of the TOD Alternative DCP amendments are prepared. They will be reported back to Council seeking endorsement for formal public exhibition.

### INTERNAL CONSULTATION

Where relevant other staff within the Strategy Department have been consulted in the preparation of this Report and further consultation with other Departments will take place in preparing DCP amendments along with the other TOD related amendments.

# **SUMMARY**

At the Ordinary Meeting of Council on 16 July 2024, Council considered a Notice of Motion on "Giving Residents Choice in Household Energy". Council resolved to investigate ways to encourage the inclusion of induction cookers, consider standards in other Local Council Development Control plans, and the use of solar panels in heritage conservation areas.

Research has been conducted on the sustainability controls implemented in other local Council Development Control Plans, including meeting with Waverly Council which has led innovation in this space.

This report presents those findings and notes Council's rebate program. It proposes further steps to develop education and development controls, appropriate to the Ku-ring-gai locality and building typologies, that will contribute to achieving Council's net zero target as stated in the *Ku-ring-gai Council Climate Change Policy* (July 2020).

### RECOMMENDATION:

- A. That Council note the findings presented in this Report and endorse the continued investigation into Development Control Plan sustainability provisions to be included in the update of controls for the TOD and LMR building typologies.
- B. That a report be brought back to Council to consider amendments to the Ku-ring-gai Development Control Plan prior to public exhibition.

Rathna Rana Peter Vun

Executive Urban Planner Program Leader – Energy Management and

Net Zero Strategy

Craige Wyse Antony Fabbro

Team Leader Urban Planning Manager Urban & Heritage Planning

Jacob Sife Andrew Watson

Manager Environment and Sustainability Director Strategy & Environment

Attachments: A1 Memo -19 03 2024 - Solar Panels, Batteries and Electric Vehicle 2025/168233

Charges in Heritage

ITEM NO: GB.9

S13127 / 2024/066420 12 March 2024

### **MEMORANDUM**

TO: Acting General Manager

Mayor Councillors

COPY TO: Directors

Governance

FROM: Manager Urban and Heritage Planning

SUBJECT: OMC 19 March 2024 QN.2 - Solar Panels, Batteries and Electric Vehicle

**Chargers in Heritage Conservation Areas** 

At the OMC of Council being held on 19 March 2024, the Mayor raised the following Question with Notice:

1. Can you please update the table below (or similar) to explain to residents what they can or cannot do in Ku-ring-gai?

# Table – What residents can or cannot do in a Heritage Conservation Area / Heritage Item

	Heritage Conservation Area	Heritage Item
Install Solar Panel out of sight		
Install Solar Panel visible from		
street		
Install EV Charger out of sight		
Install EV Charger visible from		
street		
Install Battery out of sight		
Install Battery visible from street		

2. Can you please confirm whether the constraints from question 1 above come from a State law or standard, or whether it is within Ku-ring-gai's power to change the restrictions by updating the DCP?

# **Answered by Director Strategy & Environment**

1. There is no formula for acceptable solar panels, beyond what state planning policy exempts for solar panels away from front roof planes. This is because alterations to sensitive locations and features require merit assessment.

/1

Residents need to check the state policy for exempt locations and requirements for solar equipment. If proposed works are not exempt, residents need to apply to Council to find out if they can be approved – through a minor works or development application. Residents can also seek advice on appropriate solar works from a heritage consultant.

This is because the heritage impacts need to be assessed on a case-by-case basis to take into account different site circumstances. Council can approve solar panels in non-exempt locations in exceptional circumstances where the works have an acceptable heritage impact.

Table – What residents can or cannot do in a Heritage Conservation Area / Heritage Item

	Heritage Conservation Area	Heritage Item
Install Solar Panel out of	Sometimes – exempt or	Sometimes – requires
sight	requires application	application
Install Solar Panel visible	Sometimes – requires	No generally – requires
from street	application	application
Install EV Charger out of	Sometimes – exempt or	Sometimes – requires
sight	requires application	application
Install EV Charger visible	Sometimes – requires	No generally – requires
from street	application	application
Install Battery out of sight	Sometimes – exempt or	Sometimes – requires
	requires application	application
Install Battery visible	Sometimes – requires	No generally – requires
from street	application	application

Front solar panels are not generally supported by government policy or approved because of their heritage impact and because alternative locations with less impact are available. Front solar panels detract from the main building face, the most prominent roof feature and roofscapes visible from a distance along streetscapes. Visibility is not the only consideration, but also the impact on the roof fabric, form and features. The impact is cumulative when continued along streetscapes, eroding the integrity and presentation of historic areas. A recent Council staff survey of isolated examples confirmed this impact, shown below. This survey also confirmed the lesser impact of alternative solar panel locations.





/2





2. Can you please confirm whether the constraints from question 1 above come from a State law or standard, or whether it is within Ku-ring-gai's power to change the restrictions by updating the DCP?

The acceptable solar locations are determined by the state planning policy for exempt development – known as the State Environmental Planning Policy (Transport and Infrastructure) 2021. No DCP provisions can guide these works managed under a separate state policy without Council input or approval. Solar panels that do not comply with these state requirements are unlikely to have an acceptable heritage impact.

It would be possible to change the DCP to support front solar panels or works outside of these exempt locations. However, this is not recommended due to the resulting negative heritage impact that is inconsistent with the LEP objectives to conserve heritage items and conservation areas. The DCP provisions for solar panels have already been updated in the latest review to refer to the above planning policy.

Instead, the minor works or development application process is available for residents to seek Council approval for non-exempted works in exceptional circumstances where these may have an acceptable impact. The DCP provisions cover the typical circumstances, rather than the exceptional circumstances.

Antony Fabbro

Antony Fabbro

Manager Urban & Heritage Planning

/3

Item GB.10 S14545

# SUBMISSION ON THE EXPLANATION OF INTENDED EFFECT: CHANGES TO DETER ILLEGAL TREE AND VEGETATION CLEARING

# **EXECUTIVE SUMMARY**

**PURPOSE OF REPORT:** To approve a submission to the NSW Department of

Planning, Housing and Infrastructure (DPHI) in response to the *Explanation of Intended Effect: Protecting Our Trees – Changes to Deter Illegal Tree and Vegetation* 

Clearing.

**BACKGROUND:** DPHI has released a draft Explanation of Intended Effect

(EIE) proposing amendments to strengthen penalties and enforcement mechanisms under the Biodiversity

Conservation SEPP and related planning instruments, with the aim of reducing illegal vegetation clearing in

urban and non-rural zones.

**COMMENTS:** Ku-ring-gai Council has prepared a draft submission

(Attachment A2) that is broadly supportive of the

proposed reforms. The submission welcomes the intent to improve deterrents, increase accountability, and align

enforcement pathways. However, it also identifies

several areas where clarification or further

consideration is requested, particularly in relation to resourcing, interpretation of exemptions, integration across SEPPs, and the role of councils in enforcement.

**RECOMMENDATION:** That Council approve the draft submission to DPHI on

the Explanation of Intended Effect: Changes to Deter Illegal Tree and Vegetation Clearing, provided at

Attachment A2.

### PURPOSE OF REPORT

To approve a submission to the NSW Department of Planning, Housing and Infrastructure (DPHI) in response to the *Explanation of Intended Effect: Protecting Our Trees – Changes to Deter Illegal Tree and Vegetation Clearing.* 

Item GB.10 S14545

### **BACKGROUND**

The Explanation of Intended Effect (EIE) was released by the NSW Government in April 2025 and outlines a suite of reforms intended to deter illegal clearing of trees and vegetation in non-rural areas. The EIE proposes amendments to the BC SEPP, Codes SEPP, and related legislation. Early consultation was also sought on where amendment to other Acts would further deter illegal vegetation clearing, noting that these matters were beyond the current reforms scope.

These include increased penalties, clarification of exemptions, additional enforcement powers for councils, and better integration of vegetation protection across the planning framework. The DPHI consultation period closes on 5pm on Wednesday, 4 June 2025. The draft EIE and supporting materials are included at **Attachment A1**.

Council officers from Environment and Sustainability, Development Assessment and Operations teams have reviewed the EIE and collaborated on a coordinated response.

Due to submission time frames, the draft EIE is to be submitted to DPHI with the caveat of withdrawal should this report's recommendations not be adopted.

### COMMENTS

The draft submission (Attachment A2) is broadly supportive of the EIE's direction and objectives. Key points include:

- Support for increased penalties and tiered offences, with recommendations for higher fines, indexation and adoption of fines proportionality based on land value or development yield.
- Requests for clarity on terminology such as "imminent risk" and "vegetation", and consistency with industry standards (e.g. ISA TRAQ).
- Support for additional enforcement tools (e.g. stop work and restore works orders), but concern over resourcing implications for local government.
- Recommendations for improving the transparency and usability of planning certificates (section 10.7(2)) by including information about confirmed illegal clearing.
- Feedback on the intersection of complying development pathways with vegetation protection, including suggested reforms to the Codes SEPP to improve consistency and reduce administrative burden on councils.
- Suggestions for improved community education, alignment of definitions, and coordination between councils and DCCEEW.
- Advocacy for changes to the BC Act, Codes SEPP, SEPP (Housing) and SEPP (Transport and Infrastructure) 2021 to further deter illegal vegetation clearing and impact to Ku-ring-gai Urban Forest. Provided for early consultation, as matters beyond the scope of the EIE.

# INTEGRATED PLANNING AND REPORTING

Theme: Leadership

Item GB.10 S14545

Community Strategic Plan	Delivery Program	Operational Plan
Long Term Objective	Term Achievement	Task
collaboration and	L1.1.2: Council leads the community by advocating, influencing, collaborating and partnering to the benefit of the local area.	L1.1.2.1: Proactively influence and respond to Commonwealth and NSW policy development and reforms affecting Ku-ring-gai, including environmental protection reforms.

### **GOVERNANCE MATTERS**

Vegetation protection and enforcement are managed under a combination of the BC Act, EP&A Act, and associated SEPPs. This submission ensures that Council's statutory obligations are balanced with appropriate operational responsibilities.

### RISK IMPLICATION STATEMENT

Failure to engage in the consultation process may result in reforms that do not reflect local government operational realities or community expectations. The submission seeks to mitigate this by advocating for practical, balanced changes.

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

Nil at this stage. However, future implementation may have resourcing implications depending on the nature of the reforms adopted.

### INTERNAL CONSULTATION

The EIE has been distributed to the *Urban Forest/Tree Canopy Working Group* and the *Environmental Assessment Group*, with the submission reviewed by relevant officers across the Environment and Sustainability, Development Assessment and Infrastructure Services.

### **EXTERNAL CONSULTATION**

Council feedback has also been informed through attendance at online Local Government NSW and a Northern Regional Organisation of Councils (NSROC) Urban Forest/Tree Canopy Group meeting held in May 2025, to enable collaborative feedback to both agencies individual submissions. The draft EIE has been provided to NSROCs to further inform their submission.

### SUMMARY

Council has prepared a draft submission in response to DPHI's *Explanation of Intended Effect:* Changes to Deter Illegal Tree and Vegetation Clearing. The submission supports the intent of the proposed reforms and provides detailed recommendations to improve clarity, enforceability, and integration across planning instruments.

### **RECOMMENDATION:**

Item GB.10 S14545

A. That Council approve the draft submission to the NSW Department of Planning, Housing and Infrastructure's *Explanation of Intended Effect: Changes to Deter Illegal Tree and Vegetation Clearing*, at **Attachment A2**.

B. That Council also share the submission with NSROC to assist in preparation of a separate coordinated submission.

Penny Hemsworth
Strategic Projects Partner

Jacob Sife

Manager Environment and Sustainability

Andrew Watson

Director Strategy & Environment

Attachments: A11 Explanation of intended effect: Changes to deter illegal tree and

2025/123984

vegetation clearing April 2025

A2. Draft Ku-ring-gai Council Submission on the Explanation of intended effect: Changes to deter illegal tree and vegetation

2025/169937

clearing .pdf

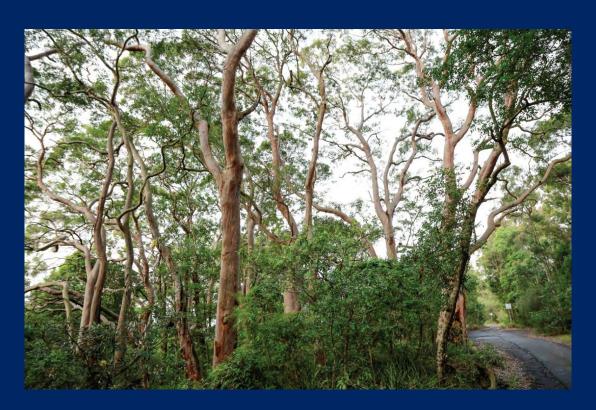
Department of Planning, Housing and Infrastructure

dphi.nsw.gov.au



# Explanation of intended effect: Changes to deter illegal tree and vegetation clearing

April 2025





## **Acknowledgement of Country**

The Department of Planning, Housing and Infrastructure acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land, and we show our respect for Elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

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Explanation of intended effect: Changes to deter illegal tree and vegetation clearing

First published: April 2025

Department reference number: SF25/49860

#### More information

Written by the Department of Planning, Housing and Infrastructure's Environment Policy team

### Acknowledgements

Thank you to all the stakeholders who have given feedback on issues that have informed the policy proposals in this document.

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DPHI-MC-R-DC-V1.0

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# **Abbreviations**

Abbreviation	Term
BC SEPP	State Environmental Planning Policy (Biodiversity and Conservation) 2021
Codes SEPP	State Environmental Planning Policy (Exempt and Complying Development Codes) 2008
EP&A Act	Environmental Planning and Assessment Act 1979
EP&A Regulation	Environmental Planning and Assessment Regulation 2021
SEPP	state environmental planning policy

## 1 Introduction

The Department of Planning, Housing and Infrastructure is proposing changes to the planning system to discourage people and industry from illegally clearing trees and vegetation. The Department will do this by:

- improving the penalty and compliance framework and closing potential loopholes
- recognising the positive local values trees can provide by providing practical guidance that supports consistent decision making about tree clearing requests.

## 1.1 Summary of the reforms

The reforms aim to improve the operation of Chapter 2 (Vegetation in non-rural areas) of State Environmental Planning Policy (Biodiversity and Conservation) 2021 – also known as BC SEPP, Chapter 2.

#### Policy proposals in this explanation of intended effect

- Deter illegal clearing by increasing penalties and clarifying that regulatory authorities can issue one fine per tree cleared.
- Deter illegal clearing by making sure existing restrictions on complying development where illegal clearing has happened can be enforced.
- Improve compliance and enforcement outcomes by making the policy easy to understand and through enhanced stop work and replanting orders.
- Tighten exemptions for dead, dying and dangerous vegetation to close potential loopholes.
- Encourage people to keep vegetation by adding a new aim to the BC SEPP.
- Provide standard matters councils must consider when they issue permits to clear vegetation.
- Require permits to include conditions for replacing cleared vegetation.

The Department proposes making these changes in mid-late 2025, pending the outcome of consultation.

This explanation of intended effect also sets out non-regulatory enhancements, including guidance, templates and training or support that could be prepared to complement the above.

## 1.2 Engagement to date

The Department has engaged with council practitioners about the current regulatory framework over the last 12 months, including:

- one-on-one meetings with over 20 councils
- workshops with approximately 300 attendees from 68 councils from across NSW
- a council survey, which received 92 responses.

This consultation has informed and shaped the proposed reforms in this document. Please refer to **Appendix A** of this document for a summary of the issues raised by councils and the Department's proposed response.

## 1.3 Potential future enhancements

This document's proposed changes are aimed at improving deterrence and compliance and better recognising the local values that trees can deliver. Engagement with council and the community has also highlighted potential constraints around establishing offences "beyond reasonable doubt" – the level of proof currently required to issue penalties or take court action.

The main purpose of this document is to consult the community, councils and industry on proposed changes to environmental planning instruments and the Environmental Planning and Assessment Regulation 2021 – also known as the EP&A Regulation. However, the Department is also seeking feedback on whether amendments to the *Environmental Planning and Assessment Act 1979* (EP&A Act) or other Acts may be appropriate to deter illegal vegetation clearing. This is not in scope for the current reforms, however, is a matter that could be further investigated following this work's delivery.

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## 1.4 Have your say

The Department welcomes community and stakeholder feedback on this explanation of intended effect. Your feedback will help us better understand the views of the community and will inform the proposals in this document.

## Give your feedback by Wednesday 4 June 2025

Please make a submission through the Department's 'Have your say' webpage, <a href="https://www.nsw.gov.au/have-your-say">www.nsw.gov.au/have-your-say</a>, by 5 pm Wednesday 4 June 2025.

We will publish a response to submissions after the exhibition period ends.

We have included 'Have your say' questions at the end of each chapter to support discussion about the proposed changes. These are prompts only. In your submission, you can address any issues that you believe are important in relation to this document.

Appendix C of this document lists the 'Have your say' questions.

# 2 Illegal clearing and vegetation management

## 2.1 How the current framework operates

Chapter 2 of the BC SEPP sets up the regulatory framework for the clearing of vegetation in NSW where the proposed clearing is not part of a development application and is not exempt development or complying development on the following land:

- all land within Greater Sydney and Newcastle, and
- land zoned for urban and environmental purposes in the rest of the State.

In Chapter 2 of the BC SEPP, 'clearing' includes:

- destroying vegetation by cutting it down, killing it, poisoning it, ringbarking, burning it or other means
- lopping or removing a substantial part of the vegetation.

Chapter 2 of the BC SEPP allows councils to protect vegetation and regulate vegetation clearing in their local government area. This is through a permit system. Chapter 2 of the BC SEPP also allows certain routine clearing activities on land used for primary production that is not in a rural zone.

For clearing that exceeds the Biodiversity Offset Scheme thresholds (defined under Part 7 of the Biodiversity Conservation Regulation 2017), the Biodiversity Offset Scheme applies. People applying to clear vegetation in these cases must get approval from the Native Vegetation Panel.

#### **Biodiversity Offset Scheme thresholds**

The Biodiversity Offset Scheme thresholds are a trigger to decide if a development or activity is likely to significantly affect threatened species. If the thresholds are exceeded, then the law assumes that this is likely. In this case, the landowner must get a biodiversity development assessment report for their development application or environmental impact statement.

The Biodiversity Offsets Scheme thresholds are:

- Clearing on land within the Biodiversity Values Map (section 7.3 of the Biodiversity Conservation Regulation 2017); and/or
- Clearing of an area of land that exceeds the following thresholds (section 7.2 of the Biodiversity Conservation Regulation 2017)

Minimum lot size of land applicable to land	Area of clearing
Less than 1 hectare	0.25 hectares or more
Less than 40 hectares but not less than 1 hectare	0.5 hectares or more
Less than 1,000 hectares but not less than 40 hectares	1 hectare or more
1,000 hectares or more	2 hectares or more

## 2.2 Deter illegal clearing

#### 2.2.1 Introduce tiered penalties

The Department has received feedback that that the current on-the-spot penalties (penalty notices) are not enough to deter illegal clearing under Chapter 2 of the BC SEPP, especially in metropolitan areas with significant land values. Schedule 5 of the EP&A Regulation includes penalty notice amounts for offences under section 4.3 (development that is prohibited) of the EP&A Act. The penalties are \$3,000 for individuals and \$6,000 for corporations (refer to Table 1).

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Councils can issue these penalty notices to people or corporations who clear vegetation without a required permit or approval on public or private land. They allow a council or other authorised person to impose a penalty for breaking the law, without beginning criminal prosecution proceedings.

If the council chooses to prosecute and secures a conviction, the maximum penalty that a court can impose is \$1 million for an individual or \$5 million for a corporation if proceedings are brought in the Land and Environment Court, or \$110,000 if proceedings are brought in the local court.

Table 1. Current penalties for illegal clearing

Type of penalty	Individual	Corporation
On-the-spot penalties	\$3,000	\$6,000
Land and Environment Court conviction (maximum)	\$1,000,000	\$5,000,000
Local court conviction (maximum)	\$110,000	\$110,000

The current system of on-the-spot fines applies the same penalty in all cases, no matter how severe the environmental damage caused by the illegal clearing is. Unfortunately, a landowner or developer can benefit greatly from illegal clearing. It can increase the land's value, for example, by improving water views. Removing vegetation may also allow the landowner to use a simpler approval pathway for development, such as complying development.

These benefits can be much greater than the current penalties. It has been reported that in some cases, landowners and developers see the penalties as a 'cost of doing business.'

The Department proposes to introduce penalties specific to illegal tree clearing, that is, penalties for prohibited development that is a contravention of section 2.6 of the BC SEPP. In addition, it is proposed these penalties are tiered to allow a greater penalty to be issued for more significant clearing events. A similar approach has been applied to other penalties in Schedule 5. For example, penalties for offences under section 4.2(1) of the EP&A Act differ depending on the:

- · class of the building
- applicable approval pathway at the time of the offence
- person who issues the penalty notice.

Table 2 lists the revised penalties that the Department proposes.

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Table 2. Proposed revised penalties

Tier	Criteria	Individual penalty	Corporation penalty
Base penalty	Clearing that does not meet any of the higher penalty criteria (or where it is not known if any higher penalty criteria apply).	\$3,000	\$9,000
Higher penalty	Vegetation clearing that meets one or more of the following criteria:  Larger trees	\$6,000	\$18,000
	1. the vegetation has a height greater than or equal to 10 m, or  2. the vegetation has a diameter at breast height (or diameter at base, if diameter at breast height cannot be measured) greater than or equal to 30 cm, or  Larger areas  3. an area greater than or equal to 50 m² of vegetation (other than trees) is cleared or underscrubbed (that is, removal of shrub layer), or  Repeat offenders  4. the incident is a second or later offence, or  Significant vegetation  5. the vegetation is listed on a significant tree register, or  6. the vegetation is on land included in the biodiversity values map, or  7. the vegetation is on land that is zoned C2, C3 or C4, or  8. the vegetation is on land mapped in an environmental planning instrument as a:		
	<ul> <li>heritage area or heritage item</li> <li>natural, biodiversity or other conservation area</li> <li>foreshore or riparian area</li> <li>open space</li> <li>scenic protection area</li> <li>nature reserve</li> <li>buffer area.</li> </ul>		

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### Principles for proposed penalties

In developing the above, the Department has considered council feedback that:

- tiers should be easy to understand and apply
- fines should be higher when people clear more significant vegetation or larger trees
- repeat offenders should face higher fines
- there should be higher fines for corporations to discourage illegal practices across multiple sites
- the penalties for clearing public or private land should be the same, as all vegetation gives the same benefits to people and the environment
- tiers should not stop councils from issuing multiple fines on a tree-by-tree basis if more than one tree has been cleared in a single event
- in some regional areas, the existing penalties are high enough and raising the base penalty
  for individuals may have unintended outcomes (for example, councils may not be willing to
  issue penalty notices because higher fines are more likely to be challenged in court).

We may also need to help councils identify repeat offenders. Some councils may already have systems in place in their own local government area.

## 2.2.2 Clarify penalties can apply for each tree cleared

Even with higher fines and a tiered penalty framework, there may be some instances where the perceived benefit from clearing multiple trees is sufficient incentive to consider acting illegally. The Department understands that some councils are already issuing per-tree fines to reduce these incentives.

The Department proposes issuing guidance confirming this as a valid regulatory pathway a council may choose to pursue and offering information to support consideration of where such an approach could be appropriate given the scale or significance of the event.

### Example

In this example, an individual clears the following vegetation without the required council permit:

- 2 large trees that meet the higher penalty criteria because of their size
- over 50 m<sup>2</sup> of shrubs
- one small tree that does not meet the higher penalty criteria.

In this scenario, the total penalty the council could issue would be:

- 2 × higher individual penalty (for the large trees)
- + 1 × higher individual penalty (for the area of shrubs)
- +  $1 \times$  base individual penalty (for the small tree)
- = \$21,000

Councils will continue to decide if they will issue a penalty notice and, if appropriate to the circumstances, if they will issue a separate penalty notice for each tree.

# 2.2.3 Ensure councils can enforce complying development restrictions on land where illegal clearing has happened

Unfortunately, illegal clearing can create development opportunities for landowners. The feedback from councils is that owners will illegally clear private land so they can use a complying development code and avoid lodging a development application.

There are existing provisions (legal conditions) that stop owners from carrying out complying development on land if it involves removing or pruning a tree or other vegetation without a permit, approval, development consent or other permission from council.

Table 3 lists these existing provisions.

Table 3. Provisions that prevent complying development involving tree or vegetation clearing without a clearing permit, approval, development consent or other permission

Policy	Section/s
State Environmental Planning Policy (Transport and Infrastructure) 2021	2.22(2)(g) and 3.18(2)(e)
State Environmental Planning Policy (Exempt and Complying Development Codes) 2008	1.18(1)(h)
State Environmental Planning Policy (Precincts –Central River City) 2021	5.47(2)(g)
State Environmental Planning Policy (Precincts – Regional) 2021	4.13(2)

If a landowner does not get the mandatory permit or approval under the BC SEPP and clears vegetation to make development possible, the development would not meet the complying development requirements in these provisions. In such a case, the council may be able to

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challenge the validity of a complying development certificate before the Land and Environment Court.

The Department would like to ensure landowners, prospective buyers, planners and certifiers are aware of previous illegal clearing that may prevent someone from carrying out complying development. To achieve this, we propose changing the requirements for planning certificates issued under section 10.7(2) of the EP&A Act. Under the proposal, planning certificates would need to include:

- any instances of proven illegal clearing on the subject land
- the location of the clearing within the lot
- the date (or estimated date) of the illegal clearing.

### Have your say

#### Chapter 2.2 Deter illegal clearing

We welcome feedback and suggestions on the proposed tiered penalty system, such as:

- 1. Are the proposed tiered penalties appropriate? They would apply to illegal clearing on both public and private land.
- 2. Do you support increasing the penalties for corporations to be triple those for individuals, rather than double?
- 3. Are the criteria for the higher penalty tier appropriate and practical?
- 4. Do the significant vegetation categories sufficiently cover relevant mapped areas or land and vegetation of higher biodiversity, environmental or social significance?

## 2.3 A clearer compliance and enforcement framework

## 2.3.1 Clarify when clearing is "prohibited development"

Councils have told the Department that the current regulatory framework around what constitutes 'prohibited development", such as non-compliance with the conditions of a tree clearing permit, is unclear.

Section 2.10(4) of the BC SEPP allows councils to set conditions as part of issuing tree clearing permits. For example, a council can order the landowner to plant replacement trees after another tree has been legally removed. If the owner does not follow the permit conditions, this is the offence of prohibited development under s 4.3 of the EP&A Act (see section 2.6(6) of the BC SEPP). Clearing without a required permit is also an offence under s 4.3 of the EP&A Act.

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To ensure consistent interpretation and application, the Department is proposing to update the wording of s 2.6(6) of the BC SEPP so that it clear that:

- clearing vegetation without a required permit or approval under Chapter 2 of the BC SEPP is prohibited development; and
- clearing vegetation not in accordance with the conditions of a permit or approval received under Chapter 2 of the BC SEPP is prohibited development.

# 2.3.2 Clarify how Chapter 2 of the BC SEPP applies to clearing on public land

Chapter 2 of the BC SEPP is intended to apply to public and private land. However, councils have told us there is uncertainty about how the offences for clearing without an appropriate permit or approval apply to public land.

The Department is proposing to review Chapter 2 of the BC SEPP and change it where necessary to clarify that it is an offence to illegally clear trees on public land (such as a reserve adjoining private property), or any land for which a person is not legally entitled to obtain a permit for that clearing (such as poisoning a tree on a neighbour's property).

Possible updates to Chapter 2 of the BC SEPP include:

- clarifying in section 2.3 of the BC SEPP that the Chapter applies on both public and private land
- clarifying in section 2.6 of the BC SEPP that the offence of prohibited development applies on both public and private land.

#### 2.3.3 Clarify stop work and replanting orders

Stop work and replanting orders form part of the tools used by regulatory officers to address illegal tree clearing. The Department understands that given uncertainty around how these powers work, some councils may be using these regulatory tools less than is optimal.

Section 9.34(2) of the EP&A Act provides that the Department can make amendments by regulation to the development control orders (in Schedule 5 of the EP&A Act).

The Department is proposing to make necessary changes to empower councils to issue orders to:

- make landowners or those responsible for clearing replant vegetation that has been illegally cleared (using the 'restore works order') on both public and private land.
   This may include specifying that:
  - vegetation clearing is a type of 'work' in section 3(4) of the EP&A Regulation
  - a restore works order can be issued to a person who carried out illegal clearing

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- replanting should reinstate mature trees of an appropriate size and species
- stop illegal clearing works that are being carried out (using a 'stop work order' or similar).

The Department may need to amend when a 'stop work order' can be issued so that vegetation clearing is included.

The Department will give councils guidance on when and how to use these orders to support these provisions' implementation.

# 2.3.4 Clarify when permits are needed for clearing associated with complying development

The Department understands there is some confusion about if and when a tree permit or Native Vegetation Panel approval is required to clear vegetation for complying development.

Certain sections of the Codes SEPP (sections 3.33, 3A.7, 3B.61, 3C.36, 3D.64) state that a complying development certificate is taken to satisfy any requirement under the Codes SEPP for a permit or approval to remove or prune a tree (or other vegetation) if the tree:

- is not on a register of significant trees, and
- will be within 3m of a building with an area over 25m², and
- has a height less than 8m if the development is the erection of a dwelling house, or 6m in any other case.

The existing policy intent is that a permit or approval is still required under Chapter 2 of the BC SEPP. Sections 3.33, 3A.7, 3B.61, 3C.36 and 3D.64 of the Codes SEPP do not change this.

The Department will amend the provisions of the Codes SEPP and/or BC SEPP to make this clear.

The Department will also issue guidance clarifying this matter.

#### 2.3.5 Can technology solutions help improve compliance outcomes

In some instances, it can be hard to prove an illegal clearing event "beyond reasonable doubt". Chapter 3 asks about potential legislative change to lower this burden of proof. Technology provides another avenue to help ensure regulators have access to appropriate evidence to support successful regulatory action. The Department is not aware of similar uses in urban areas within Australia, however, some organisations are now exploring whether monitoring and Al learning can be deployed to help real time monitoring and evidence collection. There may be opportunity to explore some of these approaches in the NSW urban context.

### Have your say

Chapter 2.3 A clearer compliance and enforcement framework

- 5. Would additional measures or information help reduce illegal tree clearing on public land?
- 6. What guidance is needed in relation to issuing replanting orders and stop work orders?
- 7. What guidance is needed to support replanting mature trees of an appropriate size and species?
- 8. What type of educational material could we prepare to support the proposed clarifications to permitting and conditioning requirements in the BC SEPP?
- 9. Are there any known technologies that could be used to improve compliance with the provisions of Chapter 2 of the BC SEPP?

# 2.4 Support legitimate removal of dead, dying and dangerous vegetation while removing loopholes

## 2.4.1 Tree Pruning

In NSW, tree pruning is generally managed through local council Development Control Plans (DCPs) and tree management policies. The Department is not proposing any changes relating to tree pruning (i.e. removal of part of a tree such as a branch). For example, DCPs and council policies can set out whether tree pruning requires a permit and if so, associated limitations. These can include pruning to a certain height above the ground or a set percentage of the crown or canopy (among other issues). The Department expects tree pruning to continue to be done in line with Australia Standard 4272-2007 Pruning of Amenity Trees or requirements under Council DCPs.

# 2.4.2 Exemptions for vegetation that is an imminent risk to life or property

Under section 2.7(3) of the BC SEPP, a landowner does not need a permit or approval to remove vegetation if council is satisfied that the vegetation is 'a risk to human life or property'. The Department proposes changing this, so it reads 'an **imminent** risk to human life or property'.

The Department also proposes another change: that under this provision, the landowner can remove only the minimum amount of vegetation necessary to minimise the imminent risk to

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human life or property. That is, wherever possible, the tree should be pruned rather than removed. Hollows and other habitat features should be retained as much as possible.

As is currently the case, councils will decide what evidence they need to be satisfied that the vegetation is an **imminent** risk to life or property. Some councils have already adopted language of 'immediate' or 'imminently dangerous' risk in their Development Control Plans. Examples of definitions used in these cases include: structural defects that are immediately hazardous such as splitting branches and storm damage, or obvious instability of the root system. The Department will give councils guidance to help them consider 'imminent' risk to life or property. We will also supply information councils can use to educate landowners about their obligations.

### 2.4.3 Dead and dying trees

Under sections 2.7(4) and (5) of the BC SEPP, a landowner does not need a permit or approval to remove vegetation if council or the Native Vegetation Panel is satisfied that the vegetation:

- is dying or dead, and
- is not required as habitat of native animals.

Councils have reported that the current arrangements are being used by some as a loophole to inappropriately remove trees. In some cases, landowners and others are illegally poisoning vegetation, then removing it as the vegetation is dying or dead. Councils have also told us that the community is unsure what 'dead' means. In some cases, people mistakenly believe that vegetation that is senescing (changing as it grows old) or deciduous is dead and they remove it under the exemption.

Similarly, a tree or vegetation can take many years to die, and it is not clear when it should be considered 'dying'. Dead and dying trees and vegetation can provide significant ecosystem benefits (for example, by continuing to provide habitat such as tree hollows) and local amenity. If the dead or dying tree or vegetation is an imminent risk to life or property, section 2.7(3) of the BC SEPP would apply.

The Department is seeking to strike the right balance between ensuring dead or dying trees can be removed safely while removing a loophole that can result in healthy trees or habitat trees being removed unnecessarily. The Department would like to hear from Councils regarding the best way to achieve this based on their on-ground experience.

Two possible pathways include amending the BC SEPP so that landholders who wish to clear dead or dying vegetation would need certification from a qualified arborist that the vegetation is dead or dying and is not required for habitat or other significant ecosystem benefits.

This would be consistent with requirements in some Council DCPs that require evidence for exemptions to be provided to Council. Alternatively, the BC SEPP could be amended so that

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landholders who wish to clear dead or dying vegetation would need to apply for a council permit or Native Vegetation Panel approval under Chapter 2. This would allow councils or the Native Vegetation Panel to assess the state of the vegetation before deciding if they will issue a permit or approval.

#### Have your say

Chapter 2.4 Support legitimate removal of dead, dying and dangerous vegetation while removing loopholes

- 10. Do you support limiting the exemption from permit or approval requirements for dangerous vegetation to only vegetation that is an **imminent** risk?
- 11. What are the risks or challenges associated with limiting the exemption to only vegetation that is an **imminent** risk?
- 12. What are the opportunities associated with this proposal?
- 13. Do you think requiring people to get a qualified arborist to certify that vegetation is dead or dying before clearing it would improve outcomes? Can you see any risks or challenges associated with this approach?
- 14. Do you think making people get a permit or approval before clearing dying or dead vegetation would improve outcomes? Can you see any risks or challenges associated with this approach?
- 15. An alternative to removing the exemption for dead vegetation would be to limit the exemption so it only applies if the council or Native Vegetation Panel is satisfied that the vegetation has not been poisoned or otherwise illegally killed. In this case, we would add a definition of 'dead'. Would you prefer this approach?

## 2.5 Encourage people to keep and replace vegetation

### 2.5.1 Add an aim to protect and improve tree canopy

To better reflect the value of keeping vegetation for biodiversity, climate change and mitigating urban heat, the Department proposes adding an aim under section 2.1 of the BC SEPP:

To maintain and enhance canopy cover and other vegetation in nonrural areas to realise their benefits, including mitigating urban heat, impacts of climate change, providing local amenity, reducing air pollution and improving community health and wellbeing.

# 2.5.2 Provide a framework to support consistent assessment of tree clearing applications

The Department has received feedback that the BC SEPP is currently focused on tree removal, and that there is no guidance on how to consider the broader merits of an application, including if the tree's removal would negatively affect local environmental, social or cultural values.

To help provide balance in the decision-making process, the Department proposes to add a list of factors that councils must consider when assessing these applications. These include:

- vegetation characteristics such as health, age and size
- the significance of the vegetation, including cultural, heritage, historical, aesthetic and landscape significance and listing on a significant tree register
- contribution of the tree to the environment including its biodiversity value, urban tree canopy, local amenity and urban cooling benefit
- impact of the tree on property, infrastructure and residential amenity and health
- if the landowner has considered alternatives to the proposed clearing
- any other factors or requirements in a relevant development control plan or relevant policy documents.

This list would complement existing criteria that some councils include in their development control plans or policy documents. It would not prevent councils from considering other factors.

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### 2.5.3 Planting a new tree to replace the one removed

Under section 2.10(4) of the BC SEPP, councils can issue permits to clear vegetation subject to conditions. As part of issuing permits, some councils require that that landowners must replace any trees they remove with equivalent ones. Depending on the reason for removing the tree, the replacement may be in the same place, or elsewhere on the property. Replanting should be of mature trees of an appropriate size and species.

Trees and canopy cover give us environmental, biodiversity, urban heat and amenity benefits. Because of this, the Department proposes making it mandatory for councils to make landowners replace trees as a condition of their permits.

In limited circumstances, such as where a tree cannot be planted onsite, other approaches may be needed. For example, the landowner contributing towards offsite tree replacement could be a suitable alternative if onsite replacement is not possible.

The Native Vegetation Panel assesses clearing that will exceed the Biodiversity Offsets Scheme threshold. The landowner's application for a permit must be supported by a biodiversity development assessment report and by retiring credits to offset the impacts on biodiversity values. The Department does not propose changing this arrangement as the vegetation lost will be offset.

#### Have your say

Chapter 2.5 Encourage people to keep and replace vegetation

- 16. Does the list of proposed factors support an appropriate merit-based approach to assessing a request to clear existing trees?
- 17. If the landowner cannot plant a replacement tree on the site, what alternative approaches could be implemented?
- 18. Should requirements be specified for replacement trees (e.g. mature trees of an appropriate size and species)?

## 2.6 Housekeeping amendments

The Department also proposes minor changes to a range of environmental planning instruments. The aim of these is to:

- correct outdated references to old SEPPs
- update local government area names in section 2.3 of the BC SEPP to reflect council amalgamations
- update notes.

Appendix B of this document summarises the housekeeping changes that we propose.

# 2.7 Support a clearer framework: non-regulatory measures

The changes proposed in this EIE are seeking to increase deterrence, improve compliance and encourage tree retention. The Department recognises councils will be the primary point of contact with landowners, and will work with councils to support the proposed amendments implementation through jointly developed guidance and education materials. Some of these potential supporting materials are briefly outlined below.

### 2.7.1 Guidance and templates

The Department will work with councils to prepare guidance material and templates to support councils in applying Chapter 2 of the BC SEPP. This will also improve community and industry awareness of their responsibilities.

Guidance material is likely to cover:

- · how Chapter 2 of the BC SEPP works
  - how the clearing permit system works
  - interactions with other legislation
  - roles and responsibilities
- using and enforcing Chapter 2 of the BC SEPP and broader vegetation management issues for councils
- guidance in plain English and community languages for communities and industry on:
  - their responsibilities
  - consequences of illegal clearing
  - the value of vegetation

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- templates for councils, including:
  - tree clearing permits and conditions
  - penalty notices
  - development control orders
- a model development control plan chapter on vegetation protection.

## 2.7.2 Training and support

Councils have asked the NSW Government for greater support in investigating illegal clearing events. The Department will continue to work with councils to develop and provide regulatory resources and support. In particular, the Department will consider the results of a pilot program under the Cumberland Plain Conservation Plan Compliance Strategy to give councils support through central coordination of compliance officers.

## 2.7.3 Innovative joint management models

Communities that are involved in management of trees and vegetation are more likely to comply with regulations relating to their preservation or removal. Local, place-based solutions may offer opportunities for different stakeholders to find a balance between environmental outcomes and amenity (e.g. preserving views and view corridors). Joint management models can also help develop a sense of ownership by having local residents engage in activities to maintain and manage their local natural areas. The Department will work with councils to explore place-based solutions involving innovative joint management arrangements between councils and different stakeholders in the community to prevent unlawful tree clearing and preserve biodiversity and mature trees.

### Have your say

Chapter 2.7 Support a clearer framework: non-regulatory measures

- 19. Which of the guidance materials or templates would most help you use the provisions of Chapter 2 of the BC SEPP?
- 20. Are there any types of guidance material or templates not listed above that would help you?
- 21. We will release guidance material and templates in stages, based on urgency and priority. Which guidance and/or templates would you like us to release first?
- 22. What types of innovative joint management arrangements should be explored to prevent unlawful tree clearing and preserve biodiversity and mature trees?

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# 3 Possible future legislative changes

The Department has received feedback that some councils are not issuing penalties where they believe they are warranted given concerns around establishing offences "beyond reasonable doubt." While the primary purpose of this EIE is to consult on proposed amendments to the BC SEPP, the Department is also seeking feedback on if it would be appropriate to amend the EP&A Act (or other Acts) in the future to further deter illegal vegetation clearing. The changes would aim to help councils and may include introducing a:

- deeming provision, which means the landholder must prove they were not responsible for clearing on their land
- civil penalty framework with a lower burden of proof ('balance of probabilities').

The Department is also considering if it would be appropriate to introduce jail terms to further deter vegetation clearing offences.

These matters are not in scope for the current reforms and are set out in this explanation of intended effect **for early consultation only**. Any changes to the EP&A Act or other Acts would need to be introduced in NSW Parliament as a Bill.

# Appendix A: Council consultation summary

Table A1. The Department's responses to feedback on illegal clearing

Feedback from councils during consultation	Proposed amendment or other response	Chapter of this document
<ul> <li>Penalty notices ('on-the-spot' fines) are important for enforcing compliance, but in some cases, penalty notice amounts are too low to deter illegal clearing</li> <li>This includes where clearing allows a landowner to improve views or development potential</li> <li>Industry must be more accountable for illegal clearing, and there should be higher penalties for repeat offences</li> </ul>	<ul> <li>Provide tiers of escalating penalties</li> <li>Clarify penalties can apply for each tree cleared</li> <li>Ensure complying development restrictions can be enforced on land where illegal clearing has happened</li> <li>The Department may consider changing legislation in the future to introduce jail terms</li> </ul>	<ul><li>2.2.1</li><li>2.2.2</li><li>2.2.3</li><li>3</li></ul>
Councils are unsure of:  • what the offences are  • how they apply to public land  • what they can do in response to illegal clearing incidents	<ul> <li>Clarify the offences that apply, and how they apply to public and private land</li> <li>Clarify development control orders so councils can issue orders to stop clearing works and order landowners or those responsible for clearing to replace illegally cleared trees</li> <li>Give councils guidance on the measures they can use in response to clearing incidents on public and private land</li> </ul>	<ul><li>2.3.1 and 2.3.2</li><li>2.3.3</li><li>2.7</li></ul>

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Feedback from councils during consultation	Proposed amendment or other response	Chapter of this document
<ul> <li>The 'danger to human life or property' exemption is too broad. The Department should tighten it to only apply to risk above a certain level. Some landowners are using the exemption as a loophole to remove vegetation without appropriate council assessment</li> <li>In some cases, the risk can be reduced without removing the entire tree (or vegetation). This should be encouraged to retain habitat trunks or hollows as much as possible</li> </ul>	Update the current exemption from needing a permit or approval and limit the exemption to vegetation that is an imminent risk to life or property     Give councils guidance on assessing imminent risk	<ul><li>2.4.1</li><li>2.7</li></ul>
<ul> <li>Some landowners are using the 'dead and dying' exemption to clear trees that may continue to provide amenity and biodiversity benefits for many years. They are also using it to remove trees that had been poisoned</li> <li>In some cases, people are mistaking deciduous or senescing trees for dead or dying ones and removing them</li> </ul>	Remove the exemptions from needing a permit or approval for 'dead' and 'dying' vegetation	2.4.2
Chapter 2 of the BC SEPP should reflect the benefits of vegetation for climate change adaptation and urban cooling, and encourage people to preserve tree canopy	<ul> <li>Add new aims to reflect the role of Chapter 2 of the BC SEPP in promoting canopy cover</li> <li>Add new factors to guide councils when they assess applications for tree clearing permits</li> <li>Make landowners replace trees they remove with a permit, if the site allows</li> <li>Give the community and industry guidance about the benefits of vegetation</li> </ul>	<ul><li>2.5.1</li><li>2.5.2</li><li>2.5.3</li><li>2.7</li></ul>

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Feedback from councils during consultation	Proposed amendment or other response	Chapter of this document
Councils, industry and communities need more guidance about when and how the vegetation management framework under Chapter 2 of the BC SEPP applies, including roles and responsibilities	<ul> <li>Give councils guidance and templates</li> <li>Give industry and communities guidance and education materials</li> </ul>	2.7
It is difficult to prove offences to a criminal standard (beyond a reasonable doubt). This is particularly in cases involving vegetation poisoning or ringbarking, in remote areas or where there are no witnesses	The Department may consider changing legislation in the future to introduce a deeming provision or civil penalty framework	3

# Appendix B: Summary of proposed housekeeping amendments

Table B1. Summary of the housekeeping amendments the Department proposes

Relevant policy	Housekeeping amendment
Biodiversity and Conservation SEPP	<ul> <li>Section 2.2 - Definitions: change reference in biodiversity offsets scheme threshold from clause 7.3(4) of the Biodiversity Conservation Regulation 2017 to section 7.3(4)</li> <li>Section 2.2 - Definitions: remove reference to Part 2.4 in the private land definition</li> <li>Section 2.3 - Land to which Chapter applies: update the list of local government areas to which Chapter 2 applies to reflect amalgamated councils and current names</li> </ul>
State Environmental Planning Policy (Precincts — Central River City) 2021	<ul> <li>Appendix 5 section 3.1 – update note to refer to State Environmental Planning Policy (Biodiversity and Conservation) 2021, Chapter 2</li> <li>Appendix 10 section 3.1 – update note to refer to State Environmental Planning Policy (Biodiversity and Conservation) 2021, Chapter 2</li> </ul>
State Environmental Planning Policy (Precincts — Regional) 2021	<ul> <li>Section 5.19 – update note to refer to State Environmental Planning Policy (Biodiversity and Conservation) 2021, Chapter 2</li> <li>Schedule 10 Dictionary for Chapter 5 – update definition of 'clearing vegetation' to refer to State Environmental Planning Policy (Biodiversity and Conservation) 2021, Chapter 2</li> </ul>
State Environmental Planning Policy (Precincts — Western Parkland City) 2021	<ul> <li>Section 4.25(6) – update to refer to State Environmental Planning Policy (Biodiversity and Conservation) 2021, Chapter 2</li> <li>Section 5.26(8) – update to refer to State Environmental Planning Policy (Biodiversity and Conservation) 2021, Chapter 2</li> </ul>
State Environmental Planning Policy (Transport and Infrastructure) 2021	Section 3.16(3)(g) - update note to refer to State Environmental Planning Policy (Biodiversity and Conservation) 2021, Chapter 2

## Appendix C: Consultation questions

The 'Have your say' questions in this document are below. These are prompts only.

#### Chapter 2.2 Deter illegal clearing

We welcome feedback and suggestions on the proposed tiered penalty system, such as:

- 1. Are the proposed tiered penalties appropriate? They would apply to illegal clearing on both public and private land.
- 2. Do you support increasing the penalties for corporations to be triple those for individuals, rather than double?
- 3. Are the criteria for the higher penalty tier appropriate and practical?
- 4. Do the significant vegetation categories sufficiently cover relevant mapped areas or land and vegetation of higher biodiversity, environmental or social significance?

#### Chapter 2.3 A clearer compliance and enforcement framework

- 5. Would additional measures or information help reduce illegal tree clearing on public land?
- 6. What guidance is needed in relation to issuing replanting orders and stop work orders?
- 7. What guidance is needed to support replanting mature trees of an appropriate size and species?
- 8. What type of educational material could we prepare to support the proposed clarifications to permitting and conditioning requirements in the BC SEPP?
- 9. Are there any known technologies that could be used to improve compliance with the provisions of Chapter 2 of the BC SEPP?

# Chapter 2.4 Support legitimate removal of dead, dying and dangerous vegetation while removing loopholes

- 10. Do you support limiting the exemption from permit or approval requirements for dangerous vegetation to only vegetation that is an **imminent** risk?
- 11. What are the risks or challenges associated with limiting the exemption to only vegetation that is an **imminent** risk?
- 12. What are the opportunities associated with this proposal?
- 13. Do you think requiring people to get a qualified arborist to certify that vegetation is dead or dying before clearing it would improve outcomes? Can you see any risks or challenges associated with this approach?

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- 14. Do you think making people get a permit or approval before clearing dying or dead vegetation would improve outcomes? Can you see any risks or challenges associated with this approach?
- 15. An alternative to removing the exemption for dead vegetation would be to limit the exemption so it only applies if the council or Native Vegetation Panel is satisfied that the vegetation has not been poisoned or otherwise illegally killed. In this case, we would add a definition of 'dead'. Would you prefer this approach?

#### Chapter 2.5 Encourage people to keep and replace vegetation

- 16. Does the list of proposed factors support an appropriate merit-based approach to assessing a request to clear existing trees?
- 17. If the landowner cannot plant a replacement tree on the site, what alternative approaches could be implemented?
- 18. Should requirements be specified for replacement trees (e.g. mature trees of an appropriate size and species)?

### Chapter 2.7 Support a clearer framework: non-regulatory measures

- 19. Which of the guidance materials or templates would most help you use the provisions of Chapter 2 of the BC SEPP?
- 20. Are there any types of guidance material or templates not listed above that would help vou?
- 21. We will release guidance material and templates in stages, based on urgency and priority. Which guidance and/or templates would you like us to release first?
- 22. What types of innovative joint management arrangements should be explored to prevent unlawful tree clearing and preserve biodiversity and mature trees?

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## Ku-ring-gai Council Submission

Explanation of Intended Effect: Changes to Deter Illegal Tree and Vegetation Clearing

Contact: Penny Hemsworth

Reference: 2025/127115

Date: 28 May 2025

Ku-ring-gai Council welcomes the opportunity to respond to the NSW Government's Explanation of Intended Effect (EIE): Protecting Our Trees – Changes to Deter Illegal Tree and Vegetation Clearing, released in April 2025. Council supports the EIE's intent to strengthen vegetation protections, streamline compliance processes, and reduce the incentive for unlawful clearing through stronger enforcement tools.

This submission responds to the consultation questions in Appendix C of the EIE and offers further recommendations to enhance clarity, enforceability, and integration with existing local frameworks.

#### Chapter 2.2 - Deter Illegal Clearing

#### 1. Are the proposed tiered penalties appropriate?

Council commends the creation of a tiered penalty system that applies to both public and private land. To further improve its effectiveness the following points of clarification, support and recommendation are provided:

- Council supports that tiers should not stop councils from issuing multiple fines on a tree-by-tree basis if more than one tree has been cleared in a single event.
- Further advice on the ability to fine both the property owner and contractor for the same offence is requested.
- Clarification regarding the intended definition of vegetation and Trees is needed.
   The assumed intention is for relevant Councils Development Control Plan (DCP) definitions to apply.
- Council supports larger fines for clearing on Council land, to reflect the fact that the trees are a community asset.
- Penalties should be indexed to remain effective over time.
- That sole traders be addressed as corporations rather than individuals.
- That penalties are made applicable to Private Accredited Certifiers. Increased
  accountability for Private Accredited Certifiers is required, as evidence suggests that
  illegal works are often facilitated through their approvals.

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 The base and higher penalties should be higher for individuals (starting at least at \$10K per tree) and for corporations (starting at least \$20K per tree).

Unless the fines are of a value that sufficiently reduce / remove the profitability of the illegal clearing works, illegal clearing will continue. One avenue to address this more equitably is to consider fines proportionate to the value of the property or any proposed development.

To further support the tiered penalty system, Council recommends that for clear cases of poisoning or deliberate damage, the burden of proof shift from 'beyond reasonable doubt' to 'balance of probabilities' to facilitate prosecution and increase deterrence.

# 2. Do you support increasing the penalties for corporations to be triple those for individuals?

Council agrees with higher fines for corporations to discourage illegal practices across multiple sites. It is however suggested that the penalties for corporations are double rather than triple than those for individuals, but that the penalties for both are increased.

Doubling rather than tripping penalties for corporations provide more parity with the penalties for corporations, disincentivizing owner occupiers from offending in the same was as a company.

#### 3. Are the criteria for the higher penalty tier appropriate and practical?

Whilst Council commends the criteria for the higher penalty tier, the following recommendations are provided to improve its interpretation and enforceability.

Inserting 'or' between the subpoints of Criterion 8 to reduce misinterpretation.

A statewide **Register of Convicted Tree Removal Offences** (covering BC SEPP areas) should be established and shared among councils and the Department of Climate Change, Energy, the Environment and Water (DCCEEW).

# 4. Do the significant vegetation categories sufficiently cover relevant mapped areas?

Council supports the use of mapped categories but requests clarity on the definitions of 'vegetation', including whether a minimum height applies and if grasses are included. It is assumed that local Development Control Plan (DCP) definitions will continue to apply; if not, clarification is required.

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#### Additional Feedback -

# A. Inclusion of Tree Clearing Information on Planning Certificates (Section 10.7(2) of the EP&A Act)

Council supports the proposal to include verified instances of illegal vegetation clearing on planning certificates issued under section 10.7(2) of the *Environmental Planning and Assessment Act 1979*. Council believes this has strong potential to:

- Strengthen the enforcement of complying development restrictions,
- · Improve transparency around site history, and
- Inform decision-making on future development proposals.

Council requests further consideration be given to the following preconditions for effective implementation:

- The creation of a **Register of Convicted Tree Removal Offences**, as referenced in response to Question 3, maintained under the BC SEPP;
- Inclusion of key details on the planning certificate, such as the species removed, the location and date of the offence, and any enforceable orders or restoration requirements; and
- Clarification of what statutory planning implications may arise from the notation
  of a clearing offence on a certificate, particularly in relation to future land use and
  development.

Council suggests that notations on planning certificates could be used to **limit the benefits gained from unlawful clearing**, such as through mandatory retention of areas as deep soil zones or requiring restoration plantings.

#### For example:

- A planning proposal may require tree retention and a split driveway.
- The trees are later poisoned and die.
- Although illegal clearing is proven and the trees are removed, a DA is then lodged seeking a standard driveway in their place.
- If the certificate included a clearing offence notation, Council could seek to enforce
  the original planning intent through restoration of the split driveway and tree
  replacement.

Council also highlights the current absence of **information sharing mechanisms** between local government and DCCEEW, which limits the ability to track and respond to vegetation-related offences, particularly where conditions have been imposed under legislation such as

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the *Biodiversity Conservation Act 2016*. This issue becomes critical in the context of ongoing or future DAs.

If planning certificates are unable to support enforceable restrictions, Council requests consideration be given to alternative mechanisms, such as applying a restriction on use under section 88B of the NSW Conveyancing Act 1919.

Additionally, Council recommends that notations be used to **inform offsetting** within areas where poisoning or vandalism has occurred, especially for Threatened Species or Threatened Ecological Communities; either through preventing offsetting or by applying a **multiplier (e.g. 4:1)**, to discourage degradation for financial or planning gain.

# Chapter 2.3 – A Clearer Compliance and Enforcement Framework 5. Would additional measures or information help reduce illegal tree clearing on public land?

Council supports the EIE's objective to improve enforcement mechanisms and reduce illegal clearing, particularly on public land. Council requests further consideration be given to the introduction of a **Development Control Order under Schedule 5 of the EP&A Act**, which would enable councils to formally **require the retention of a vandalised tree** where a risk assessment confirms it does not pose an unacceptable hazard.

This approach would help reinforce the principle that damage to vegetation does not result in automatic removal or development advantage.

Council also supports additional provisions that would allow:

- **On-site signage and visual barriers** at vandalised tree locations to raise community awareness and act as a deterrent;
- Use of naming and shaming measures, consistent with existing privacy and procedural fairness standards; and
- A government-led public education campaign to highlight the importance of tree
  protection and the consequences of illegal clearing.

Such initiatives would complement regulatory tools by engaging the community and shifting social norms toward stronger stewardship of urban vegetation.

#### Chapter 2.3 – A Clearer Compliance and Enforcement Framework

# 6. What guidance is needed in relation to issuing replanting orders and stop work orders?

Ku-ring-gai Council already utilises Tree Replanting Orders under Schedule 5 of the *Environmental Planning and Assessment Act 1979*. Council supports the proposed extension

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of **Restore Works Orders** to cover replanting activities and requests further consideration be given to expanding order capabilities to include:

Requiring that **tree risk assessments be conducted by an AQF Level 5 arborist** using recognised methodologies such as TRAQ (Tree Risk Assessment Qualification) or QTRA (Quantified Tree Risk Assessment), with results submitted to Council;

- Requiring remedial pruning of damaged trees, where damage has compromised structural integrity or long-term health;
- Requiring removal of trees deemed unrecoverable or unsafe, with associated replanting as appropriate.

Council recommends that clear guidance and standardised templates be provided to councils to ensure consistency in applying these orders, including procedural fairness and mechanisms for appeal.

# 7. What guidance is needed to support replanting mature trees of an appropriate size and species?

Council acknowledges the importance of reinstating canopy cover and supports the intent to require replanting of mature trees of an appropriate size and species. However, Council requests further clarity on:

- Who determines what constitutes "appropriate size and species"—whether this is a matter for councils or whether guidance will be provided at the State level (e.g. species lists aligned to bioregions, soil conditions, or landscape character);
- The expected **pot size**, **form**, **and performance standards** for advanced tree stock.
- Council also highlights the practical challenges of mandating large tree replanting, including:
- Limited access or deep soil availability on development sites;
- Increased public liability risks where mature trees are planted in suboptimal locations;
- Establishment difficulties and increased mortality rates;
- Scarcity of advanced stock in the commercial nursery supply chain.

Given these constraints, Council recommends an alternative approach:

- Emphasise ongoing establishment and monitoring (where feasible) over initial tree size;
- Consider introducing a **statutory maintenance period** until the replacement tree qualifies as a "Protected Tree" under a local DCP or equivalent instrument;

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 Provide flexibility for councils to apply replanting requirements based on local site context.

This would balance the policy objective of maintaining canopy cover with the practical realities of replanting and establishment success.

### 8. What type of educational material could we prepare to support the proposed clarifications to permitting and conditioning requirements in the BC SEPP?

Council supports the development of targeted educational resources to clarify obligations under the Biodiversity Conservation State Environmental Planning Policy (BC SEPP).

#### Council recommends:

- Development of training materials for arborist contractors, including case studies and decision trees, with a clear explanation that Development Control Plans (DCPs) vary between councils and must be considered alongside the BC SEPP;
- Fact sheets or explainer guides for property buyers and developers, outlining
  permit requirements, penalties for non-compliance, and the importance of early
  engagement with council vegetation controls;
- Incorporation of this information into real estate industry materials, including legal due diligence templates and contract checklists, to improve visibility during property transactions.

Council notes that reaching **prospective buyers and developers** can be challenging, as they may not be local ratepayers or aware of area-specific vegetation requirements. Embedding educational tools early in the property cycle would reduce accidental noncompliance and promote proactive tree protection.

### 9. Are there any known technologies that could be used to improve compliance with the provisions of Chapter 2 of the BC SEPP?

Council acknowledges the growing use of digital platforms, including social media, to **share and promote unauthorised tree removal techniques**. This undermines the deterrent effect of penalties and contributes to cultural normalisation of vandalism.

Council recommends that the Department:

- Provide resourcing to support councils in monitoring online content, including community groups and forums where illegal practices are encouraged;
- Establish a shared reporting and response mechanism between councils, regulatory bodies, and digital platforms;

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 Consider co-investment in AI-enabled scanning tools to identify emerging trends and hotspots.

Proactive digital engagement, combined with education and enforcement, would strengthen compliance and reinforce the policy intent of the BC SEPP.

#### Additional Feedback -

#### B. Clarifying Permit Requirements for Tree Removal under Complying Development

Council notes ongoing confusion and inconsistency regarding when a tree permit or Native Vegetation Panel approval is required for vegetation removal associated with a Complying Development Certificate (CDC) under the *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008* (the Codes SEPP).

Council requests that the Department provide:

- Clear and consistent guidance on the interface between tree removal provisions in the Codes SEPP and the Biodiversity Conservation SEPP (BC SEPP); and
- Clarification of roles and responsibilities between local councils and certifiers
  when non-exempt vegetation is proposed to be removed for complying
  development.

Council continues to raise concerns about the proposed use of Tree Permit in support of a CDC where the vegetation is not exempt under the Codes SEPP. This creates two key issues:

- A resourcing burden on councils that are not the certifying authority; and
- An **equity issue** within council's permit system, creating a dual standard—one for BC SEPP permits and one for CDC-related approvals.

Council maintains that vegetation removal to facilitate complying development should be:

- Assessed under a separate State-managed Codes SEPP vegetation permit system, or
- Captured within a broader Development Application (DA) for the proposed development, enabling a holistic assessment of site layout and opportunities for tree retention.

#### **Suggested Amendments to Improve Clarity**

Council requests further consideration be given to amending the structure of key exemptions in the Codes SEPP, including **Sections 3.33, 3A.7, 3B.61, 3C.36 and 3D.64**. The current order of subsections increases the likelihood of misinterpretation—particularly by

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Private Accredited Certifiers—who may assume that if a tree is not listed on Council's significant tree register (currently point (c)), it is automatically exempt, without considering height or proximity to structures.

To improve interpretation and compliance, Council recommends **swapping points (a) and (c)** in the clause to reflect a clearer decision pathway.

Chapter 2.4 – Support Legitimate Removal of Dead, Dying and Dangerous Vegetation While Removing Loopholes

10. Do you support limiting the exemption from permit or approval requirements for dangerous vegetation to only vegetation that is an imminent risk?

Council supports the intent to tighten exemptions for dangerous vegetation and agrees that clear definitions are essential to ensure the exemption is not misused.

Council requests further consideration be given to aligning the definition of "imminent risk" with **industry-recognised risk assessment frameworks**, such as the **International Society of Arboriculture (ISA) Tree Risk Assessment Qualification (TRAQ)** system. Under this system, a tree is considered an *extreme risk* only if:

- Failure is imminent, and
- A high-value target is present.

Council notes that the word "imminent" on its own refers only to the **likelihood of failure**, without accounting for the **potential consequences**. This may lead to inconsistent interpretations and misuse of the exemption.

Council recommends that any exemption be:

- Limited to vegetation assessed as posing an extreme risk under recognised methodologies;
- Supported by clear guidance for both property owners and professionals (e.g. arborists); and
- Subject to appropriate documentation and evidence (e.g. photographic records, written assessments) to ensure the exemption is used appropriately and enforceably.

This will maintain public safety while closing loopholes that currently allow for pre-emptive clearing under vague or inconsistent risk claims.

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## 11. What are the risks or challenges associated with limiting the exemption to only vegetation that is an imminent risk?

People will remove a tree based on their own perceptions of risk. These perceptions are not measured against internationally recognised tree risk assessment methodologies. For example, the Sydney Morning Herald article 5th May 2025 property owner made comment "While we urgently did what was necessary for our safety after the storm..... we felt the ongoing risk to our home was too high to wait".

Council has no objection to limiting the exemption to only vegetation that is an imminent risk. Ku-ring-gai currently requires applicants to contact Council so they can advise the applicant, of its satisfaction of tree risk. An arborist's report and testing may be required for significant trees.

Should the exemption be limited to only vegetation that is an imminent risk the challenge remains for obtaining proof from the property owner and arborist to validate that imminent risk existed prior to tree removal. One solution may be to have legislative provisions in the BC SEPP that provide minimal requirements to mitigate extreme risk and obligate the contractor or property to be able to provide upon request sufficient evidence to demonstrate the tree was an extreme risk or a penalty can be issued (burden of proof). This may include photographic evidence and substantiated ISA risk rating.

Property owners have a duty of care to manage their own trees. Trees have inherent risks with them, and it is the reason why Council's encourage land managers to have trees regularly assessed. This approach allows landowners to address risk posed by trees before they become imminent and provides a "reasonable" timeline for land managers to engage a qualified level 5 Arborist to assign a risk rating that can be prioritised, if necessary, through council. It is acknowledged that this approach:

- Is beyond BC SEPP controls, but could potentially be considered within future state government promotional material; and
- Has its challenges, including its voluntary application and potential increased financial burden for the property owner with additional costs associated with the assessment process prior to lodging an application for other risk categories.

#### 12. What are the opportunities associated with this proposal?

By defining the level of risk there is less opportunity to have trees removed under the guise of a generalised risk.

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13. Do you think requiring people to get a qualified arborist to certify that vegetation is dead or dying before clearing it would improve outcomes? Can you see any risks or challenges associated with this approach?

Ku-ring-gai Council requires confirmation that the tree is dead. We offer free service review to determine if the tree is dead using photos. If we can't determine if it is dead from the photo's or Arborist information then they are required to lodge an application.

Currently exemptions sit with each individual Council's DCP regarding requiring this approval / confirmation. It is believed that a requirement for approval is a more appropriate approach rather than an arborist report. As in this instance the requirement of an arborist report, may have the potential to open issues as the industry is unregulated some "dodgy" arborists can falsify the vigour/condition of the tree.

An Arborist approval process may:

- Enable removal of a tree that should not have been removed;
- Cause issues for Council should their assessment vary from that of the arborist;
- Increase the likelihood of removing live deciduous trees.

Additionally certain dead or dying Trees require approval, including Threatened Species or Threatened Ecological Communities under the *NSW Biodiversity Conservation Act 2016* (BC Act) or other trees under respective Council's DCP. A requirement for arborist assessment would necessitate the arborist to have technical expertise regarding listings under the BC Act and knowledge of permit / licence requirements under the BC Act or respective DCP for their area.

14. Do you think making people get a permit or approval before clearing dying or dead vegetation would improve outcomes? Can you see any risks or challenges associated with this approach?

We believe that requiring an approval before clearing dying or dead vegetation would improve outcomes, but that a permit is however beyond what is required.

Ku-ring-gai Council requires this to be confirmed via an approval, so we have the capacity to manage the following:

- Addressing the fact that some mortality spirals are quite extended and can be managed over extended periods of time. Veteran trees with long life spans fit into this category.
- The ability to assess if a potentially illegal action such as tree poisoning has taken place.
- Ensuring application of threatened species legislation covered by BC Act.

Whilst we believe there are benefits for enabling assessment, there are provisions in the existing BC SEPP that enable Councils to required approvals or permits to protect

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dead/dying trees within their respective DCPs. We don't believe that it is beneficial or necessary to have a fixed position in the BC SEPP, or that if a fixed position is added it should focus on the requirement for an approval not a permit.

15. An alternative to removing the exemption for dead vegetation would be to limit the exemption so it only applies if the council or Native Vegetation Panel is satisfied that the vegetation has not been poisoned or otherwise illegally killed. In this case, we would add a definition of 'dead'. Would you prefer this approach?

Council does not support this proposed alternative as the preferred approach.

While the intent to prevent misuse of the exemption is acknowledged, Council notes that landowners are increasingly sophisticated in disguising evidence of poisoning or illegal damage, including methods that do not leave visible signs such as drill holes or chemical residue.

Although **tree testing** can be used to detect poisoning, it is typically **expensive**, **time-consuming**, and requires a carefully controlled sampling and analysis process. Most councils do not have the **resourcing or technical capacity** to carry out or oversee such investigations at scale.

Council believes this approach would place an **unreasonable enforcement burden** on local government without guaranteeing effective deterrence. Instead, Council prefers the approach outlined in our response to Question 14, which focuses on **requiring prior approval for the removal of dead or dying vegetation**, supported by documentation from a qualified arborist.

This ensures vegetation loss is only permitted where death or decline is confirmed, while avoiding the administrative complexity and evidentiary limitations associated with post-hoc assessments of illegal poisoning.

#### Additional Feedback –

C. The Department is not proposing any changes relating to tree pruning (i.e. removal of part of a tree such as a branch)

Council agrees with this approach. Each Council can specify exemptions and permit requirements around pruning through their respective DCP's. As such, illegal works by default can be managed and does not require BC SEPP changes.

Technically there should be no difference between illegal pruning and illegal tree removal as pruning has the capacity to ultimately require tree removal.

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#### Chapter 2.5 Encourage people to keep and replace vegetation

## 16. Does the list of proposed factors support an appropriate merit-based approach to assessing a request to clear existing trees?

Ku-ring-gai Councils Tree Management teams currently employ guidelines and assessment approaches that cover the proposed criteria. In our opinion however each council currently has the provisions to manage this through their own DCP's and underlying guidelines.

Council supports inclusion of the proposed factors but believe application should be subject to Councils DCP provisions; Providing guidance whilst enabling Councils to tailor their merit based approach to meet local need.

Advice regarding applying these proposed factors within assessments should also be included within supportive and training material.

17. the Department proposes making it mandatory for councils to make landowners replace trees as a condition of their permits. If the landowner cannot plant a replacement tree on the site, what alternative approaches could be implemented?

Within Ku-ring-gai Council's existing Tree Permits, replacement is conditioned where space permits. Future shortages in available planting space within private land is considered likely to increase as a result of recent changes to planning controls, allowing increased development within the LGA. This is further exacerbated by limited available planting space within public land under Council's Care and Control.

Council supports the idea of the landowner contributing towards offsite tree replacement where onsite options are not available; however, the following needs to be considered:

- In recognition of planting location shortages within some LGAs, this may need to be a
  pooled non rural area Tree Replacement Funds separated by BioRegion or IBRA subregion that feeds some form of grant funding (with streamlined application and
  reporting to minimise administration costs). Grant applicants however would need to
  demonstrate that planting is in addition to existing planting commitment for it to be
  value add.
- Issues with offset value determination, management and resourcing also exist. Any
  offsetting process would need to ensure it is not overly onerous and costly to either
  Council or the public / tree owner and would need to reflect the significance of the
  removal (such as weed species removal verse a large mature oak).
- Some form of audit / reporting may be required to ensure the offsetting outcomes are being achieved.
- Any offsetting approach would need to consider integration with tree / vegetation removals undertaken under the BC Act that do not currently trigger offsetting under the BC Act.
- Offsite offsetting should be a last resort.

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As an alternative to offsite offsetting, where on or off-site planting within an LGA is not
feasible, a biodiversity enhancement approach may be considered. Such as a minimum
number and diversity of species planted on site across a range of vegetation strata.

Ku-ring-gai Council believe that a mandatory replacement planting is not feasible unless a centralised regional streamlined offset fund approach (managed by an agency other than councils) is provided. Until such a process is established, we believe that the determination to replace trees as a condition of permits should be matter for each Council, as currently provided for within the existing BC SEPP.

### 18. Should requirements be specified for replacement trees (e.g. mature trees of an appropriate size and species)?

Should mandatory tree replacement specifications be implemented, the focus should be on the number of trees removed, their habitat qualities and if they are native.

The species type is more appropriately applied to support the planting location. Local natives should be offset with local natives, whilst non local natives can be offset by non local or exotics or natives, even if offset within the broader Bioregion or IBRA sub-region.

Including mandatory replacement specifications around maturity is impossible to enforce. This is done through pot size. Additionally, some site conditions would preclude replanting with more mature trees.

The BC SEPP already provides provisions to place conditions on your permit system for replanting. As such, Councils can address replanting through this, enabling provision in their DCP's. Council believe that it is important to retain this flexibility through our own DCP to determine where planting is and isn't appropriate and what that planting will look like. Making it mandatory through the SEPP will be impossible to enforce, creating significant resourcing requirements and will not be tailored to individual LGA's.

Additionally, questions regarding who is responsible for determining "appropriate size and species" are also raised, as referred to within Question 7.

#### Chapter 2.7 Support a clearer framework: non-regulatory measures

### 19. Which of the guidance materials or templates would most help you use the provisions of Chapter 2 of the BC SEPP?

Interactions with other legislation. We rightfully exempt Threatened Species and Threatened Ecological Communities from our DCP Tree and Vegetation protection approval process as it is covered by BC Act. Improved educated within DCCEEW about their responsibilities around this is required. Councils experience has been that they do not appreciate the nuance between different DCP's and their responsibilities under their own licencing system.

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Further training and support for staff beyond the proposed guidance materials or templates would be of assistance. Potentially including training workshops or contact lines.

### 20. Are there any types of guidance material or templates not listed above that would help you?

Promotion that each Councils DCP may be different, and that public, contractors, private certifiers and other Government organisations need to be aware of this.

#### 21. We will release guidance material and templates in stages, based on urgency and priority. Which guidance and/or templates would you like us to release first?

Release of information addressing how the clearing system works. Particularly for consultants / contractors, as they are advising their clients. This is particularly important for targeting contractors that are doing the wrong thing (although the difficulties in doing this are acknowledged).

## 22. What types of innovative joint management arrangements should be explored to prevent unlawful tree clearing and preserve biodiversity and mature trees?

Ku-ring-gai Council are already identifying and triaging unauthorised tree work involving threatened communities and threatened species that is not covered by the Ku-ring-gai DCP, to ensure that the appropriate agency's (i.e. DCCEEW) are receiving unauthorised actions that fall under their mandate as quickly as possible. At the same time DCCEEW is creating a compliance unit specifically for threatened communities, to be promoted across relevant stakeholders.

#### Additional Feedback -

### D. On the proposed amendments the EP&A Act (or other Acts) in the future to further deter illegal vegetation clearing?

#### (from Chapter 3 Possible future legislative changes)

Changing the existing beyond reasonable doubt burden of proof to a Balance of Probability is the most important deterrent from a PIN perspective. Whilst it is understood that changes to the EP&A Act require additional / alternative consultation and approval processes, Council stress the importance of such an action.

There are concerns that with increased fines and a significant increase in local Court appeals for PIN"S may occur; unless the burden of proof changes from Beyond Reasonable Doubt to Balance of Probability.

Further consideration of the issues associated with adopting a burden of proof approach is required. For example, the potential for increases in offences carried out in spite. Such as

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within a neighbour dispute, where one neighbour poisons a tree on the neighbouring property in order to get them in strife.

#### NSW Biodiversity Conservation Act 2016 (BC Act)

Consideration of additional Biodiversity Offset Scheme (BOS) criteria for lands containing Tree clearing information on their planning certificates (issued under section 10.7(2) of the EP&A Act) (or on the **Register of Convicted Tree Removal Offences** if created). Additional criteria may include restriction on offsetting or an additional offering multiplier.

State Environmental Planning Policy (Exempt and Complying Development Codes) 2008.

State Environmental Planning Policy (Housing) and State Environmental Planning Policy (Transport and Infrastructure) 2021

There is a need for increase collaboration between Councils and State Government, when reviewing SEPP (Exempt and Complying Development Codes) 2008, SEPP (Housing) - Chapter 5 Transport Oriented Development (the Housing SEPP) as well as the SEPP (Transport and Infrastructure) 2021. These SEPPs have and will continue to considerably impact to our urban canopy cover, through tree removals. It is recommended that consideration for consistent vegetation protections across all SEPPs be considered to help simplify application and improve tree protection.

The introduction of the Complying Development pathway has already resulted in the removal of large trees and canopy, with landowners clearing land to enable the application of the Complying Development pathway, and Private Accredited Certifiers condoning tree removal in those applications. Recent planning reforms, extending the complying development pathway to greater density development, continues to systematically erode the ability to enforce and monitor tree retention and protection in established areas. Under the proposed housing reforms, Ku-ring-gai is set to lose approximately half of its existing canopy with the planning standards.

There is an issue of indirect tree clearing resulting from poorly managed Complying Development Certificate's (CDC) (under SEPP [Exempt and Complying Development Codes] 2008), resulting from a lack of tree protection. Under this process there is a lack of tree consideration at the planning and design phase. There is no accountability within this framework for the Principal Certifying Authority private accredited certifier to be accountable, past examples of fraudulent plans being accepted and lack of regulation from complaints lodged with the Department of fair trading around non-compliant CDC's, this needs to be addressed by the department. Trying to address tree removal within the CDC process post clearing (which is often happening), is irrelevant because the vegetation is gone and too costly to take to court).

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The Complying Development pathway should state where trees are illegally removed, the Complying Development pathway should enable immediate cancellation and a requirement for a full development application to be submitted that includes full consideration and replanting of any removed trees. Additionally fines for Private Accredited Certifiers who permit illegal clearing should be implemented (as addressed within Question 3).

Below are a number of example changes recommended for the Codes SEPP:

- See Question 11 regarding the removal of non-exempt trees and tree permit under the Codes SEPP.
- Codes SEPP exemptions in subsection (3) (Sections 3.33, 3B.61, 3C.36, 3D.64) should be reduced. 150mm of cut or fill is impossible to 'police' and given the possibility for driveways to impact a significant portion of the Tree Protection Zone, they should not be allowed within 3m of any tree to be retained without Arborist advice.

# RESPONSE TO NOTICE OF MOTION - DOGGY DAYCARE AND 'ANIMAL BOARDING OR TRAINING ESTABLISHMENTS'

#### **EXECUTIVE SUMMARY**

**PURPOSE OF REPORT:** For Council to consider the outcomes of investigation

into the feasibility of allowing 'animal boarding or training establishments' within the E1 Local Centres and

MU1 Mixed Use zones.

**BACKGROUND:** On 16 July 2024 in response to a Notice of Motion regarding doggy daycare, Council resolved:

A. Council staff investigate the feasibility (including any concerns) of allowing 'Animal boarding or training establishments' to be permitted with consent in E1

Local Centre and MU1 Mixed Use zones.

B. Subject to feasibility and the provision of appropriate controls, that staff report back to Council within the next twelve months and as part of LEP housekeeping on the opportunity to update the Ku-ring-gai Local Environment Plan 2015 to allow 'Animal boarding or training establishments' to be permitted with consent in E1 Local Centre and MU1 Mixed Use zones. Relevant changes to Council's Development

Control Plan should also be considered.

COMMENTS: An investigation has been undertaken into the land use 'animal boarding or training establishment' including:

- Review of adjoining Council Land Use Tables;
- potential impacts and implications; and
- potential Development Control Plan controls.

#### **RECOMMENDATION:**

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

It is recommended that Council does not amend the KLEP 2015 to permit 'animal boarding and training establishments' within the E1 Local Centre and MU1 Mixed Use zones.

#### PURPOSE OF REPORT

For Council to consider the outcomes of investigation into the feasibility of allowing 'animal boarding or training establishments' within the E1 Local Centres and MU1 Mixed Use zones.

#### **BACKGROUND**

At OMC 16 July 2024, in considering a Notice of Motion from Councillor Ngai which outlined that within the community there are people who would love to drop their pets at Doggy Day Care while they attend work, Council resolved:

- A. Council staff investigate the feasibility (including any concerns) of allowing 'Animal boarding or training establishments' to be permitted with consent in E1 Local Centre and MU1 Mixed Use zones.
- B. Subject to feasibility and the provision of appropriate controls, that staff report back to Council within the next twelve months and as part of LEP housekeeping on the opportunity to update the Ku-ring-gai Local Environment Plan 2015 to allow 'Animal boarding or training establishments' to be permitted with consent in E1 Local Centre and MU1 Mixed Use zones. Relevant changes to Council's Development Control Plan should also be considered.

#### **COMMENTS**

#### **Doggy Daycare**

Doggy daycare provides a service for owners who during working hours or due to other circumstances would be required to leave pets at home for extended periods each day. Doggy daycare is usually provided as an ancillary to other uses including vets, dog grooming or animal retail premises.

#### **Permissibility**

Under the Standard Instrument LEP definitions, doggy daycare would be defined as 'animal boarding or training establishment' which means a building or place used for the breeding, training, keeping or caring of animals for commercial purposes (other than for the agistment of horses), and includes any associated riding school or ancillary veterinary hospital.

Currently within the *Ku-ring-ai Local Environmental Plan 2015' animal boarding or training establishments'* are permitted with consent with the E3 Productivity Support zone. Within Ku-ring-gai this zone only applies to land within the Pymble Business Park.

'Animal boarding and training establishments' are currently a prohibited land use within the E1 Local Centre and MU1 Mixed Use zones.

In considering whether to amend the KLEP 2015 to permit this land use within the E1 Local Centre and MU1 Mixed Use zones Council needs to ensure that land zoned for this use can support the use and does not significantly impact on the amenity of adjoining residents.

It should be noted that the KLEP 2015 cannot limit the land use to just doggy daycare. As doggy daycare falls under the broader definition of 'animal boarding and training establishments' this would open up the whole range of uses defined by 'animal boarding and training establishments' being permissible within the E1 Local Centre and MU1 Mixed Use zones, which would include places used for breeding, as well as overnight or long stay animal boarding.

#### Planning Principle - Significance of Zoning

The NSW Land and Environment Court has an adopted Planning Principle relating to the weight to be given to the zoning (BGP Properties Pty Limited v Lake Macquarie Council [2004], which outlines that whereby its zoning land has been identified as generally suitable for a particular purpose, weight must be given to that zoning in the resolution of a dispute as to the appropriate development of any site, and that the more specific the zoning and more confined the range of permissible uses, the greater weight which must be attributed, viz.:

'In most cases it can be expected that the court will approve an application to use a site for a purpose for which it is zoned, provided of course the design of the project result in acceptable environmental impacts'.

#### Review of Permissibility - Adjoining Council LEP Land Use Tables

Research was undertaken into the permissibility of 'Animal Boarding and Training Establishments' in surrounding Council Local Environmental Plans.

Council	E1 Local Centre	E3 Productivity Support	E4 General Industrial	MU1 Mixed Use
Willoughby Council	Prohibited	Permitted with consent	Prohibited	Prohibited
Ku-ring-gai Council	Prohibited	Permitted with consent	N/A	Prohibited
Hornsby	Prohibited	Permitted with consent	Prohibited	Prohibited
Lane Cove	Prohibited	N/A	Prohibited	Prohibited
Northern Beaches (former Pittwater LEP)	Prohibited	Permitted with consent	Permitted with consent	Prohibited
Mosman	Prohibited	Permitted with consent	N/A	N/A
Ryde	Prohibited	Permitted with consent	Permitted with consent	Prohibited
North Sydney	Prohibited	Permitted with consent	N/A	Prohibited

All adjoining Councils also prohibit 'animal boarding and training establishments' within their E1 Local Centre and MU1 Mixed Use zones. Zones where this use is permitted include the E3 Productivity Support zone (same as Ku-ring-gai) and the E4 General Industrial zone. It is likely that in order to minimise land use conflicts, councils have prohibited this land use within zones that also permit residential dwellings / mixed use developments.

#### Potential Impacts and Implications

'Animal boarding and training establishments' including doggy daycare premises could likely result in the following impacts and key issues that would need to be resolved:

- Compatibility with residential dwellings: locating doggy daycare facilities on the ground floor of mixed use buildings or in proximity to residential dwellings does raise potential noise and amenity concerns, particularly due to:
  - Noise (barking) and amenity impacts to adjoining residential dwellings, and potentially adjoining business/commercial premises – especially during peak drop off and pick-up times;
  - o potential odour issues if waste is not managed adequately;
  - o operating hours;
  - o number of dogs
  - o whether indoor / outdoor spaces are proposed; and
  - potential traffic and parking.

Barking noise complaints are the biggest animal complaint received by Council. Since 2020 there have been the following complaints:

2020	192
2021	208
2022	220
2023	232
2024	249

While some mitigation measures can be applied to noise impacts (e.g. soundproofing, acoustic baffling, restricted operating hours) it is generally a sensitive use in close proximity to residential premises, and will not be compatible without robust controls in place.

With regards to adequate management of waste and odour issues, this is something that can be hard to mitigate especially external to the premises. For example, Council has received complaints from businesses in Roseville regarding smell and unhygienic conditions of the public footpath and street resulting from dog waste from dogs attending a vet and groomers.

#### Potential DCP Controls

If Council were to proceed with amending the KLEP 2015 to permit 'animal boarding and training establishments' within the E1 Local Centre and MU1 Mixed Use zones, then DCP controls would also need to be prepared to provide guidance and control of these land uses.

There is no statewide specific code that applies solely to doggy daycare facilities, but the following are relevant:

• NSW Protection of the Environment Operations Act 1997 (POEO Act) – which relates to noise and pollution control.

 NSW Code of Practice for the Care and Management of Animals in Pet Boarding Establishments – which provides general guidance on animal welfare, supervision, hygiene, and facilities.

- NSW Companion Animals Act 1998 which provides that a dog may be declared a nuisance if it is found to be "making a noise, by barking or otherwise", that persistently occurs to such a degree or extent that it unreasonably interferes with the peace, comfort or convenience of any person in any other premises.
- Ku-ring-gai Council Barking Dog Policy which has adopted a numerical standard that a dog is considered a nuisance if it barks, howls or otherwise makes persistent noise for greater than 8 minutes in any one daylight hour or 4 minutes in any night time hour.

Doggy daycare falls under the broader definition of 'animal boarding and training establishments' and as the KLEP 2015 cannot limit the land use to just 'doggy day care' this would open up the whole range of uses defined by 'animal boarding and training establishments' being permissible within the E1 Local Centre and MU1 Mixed Use zones, which would include places used for breeding, as well as overnight or long stay animal boarding.

Controls would need to be prepared to address:

- Noise Limit number of animals/dogs; reference to best practice acoustic guidelines and requirements for acoustic assessment/report with DA; sound insulation measures; operational hours restrictions (e.g. no operation before 7:30am or after 6pm);
- Odour and Waste Management Require waste management plans and frequent cleaning protocols;
- Maximum Occupancy Based on floor area and staffing ratios;
- Indoor-Only Operations No outdoor exercise areas within sensitive zones; and
- Fit-for-Purpose Design Requirements for ventilation, drainage, and internal layouts that minimise barking triggers (e.g. dog-to-dog visibility).

In terms of enforcement, noise controls can be challenging and often rely on nuisance complaints.

#### Feasibility of Amendment to KLEP 2015

Having regard to the findings of this initial investigation it is considered that 'animal boarding and training establishments' are in most cases probably an incompatible use to be within close proximity to residential dwellings (i.e mixed use developments within the centres) due to:

- the potential noise impacts;
- the potential amenity impacts;
- enforcement issues with noise control; and
- the inability to restrict the use to just Doggy Daycare facilities but opening up the whole
  range of uses defined by 'animal boarding and training establishments' being permissible
  within the E1 Local Centre and MU1 Mixed Use zones, which would include places used for
  breeding, as well as overnight or long stay animal boarding.

'Animal boarding and training establishments' are currently permitted with consent within Kuring-gai in the E3 Productivity Support zone (Pymble Business Park) should this type of business want to open, which is considered appropriate given residential development is prohibited ensuring there is no conflict of land uses. Additionally there are a range of services already available in Ku-ring-gai and the north shore for pet boarding, doggy daycare and other similar business such as dog walking.

It is recommended that Council does not amend the KLEP 2015 to permit 'animal boarding and training establishments' within the E1 Local Centre and MU1 Mixed Use zones.

If Council does wish to proceed with an amendment to the KLEP 2015 to permit 'animal boarding and training establishments' within the E1 Local Centre and MU1 Mixed Use zones then it is recommended:

- that a local provision be considered which would enable the use, but only where there is no residential accommodation within the same building or adjoining buildings.
- DCP Controls be prepared to address key issues such as noise, odour and waste management, operating hours, maximum occupancy, no outdoor space, and fit for purpose design.

If Council does wish to proceed with an amendment to the KLEP 2015 to permit 'animal boarding and training establishments' within the E1 Local Centre and MU1 Mixed Use zones it is recommended that this be included in a future housekeeping Planning Proposal and housekeeping DCP, which would enable public exhibition.

#### INTEGRATED PLANNING AND REPORTING

Theme 3: Places, Spaces and Infrastructure

Community Strategic Plan	Delivery Program	Operational Plan
Long Term Objective	Term Achievement	Task
P2.1: A robust planning	P2.1.1: Land use strategies,	P2.1.1.2: Continue to review the
framework is in place to deliver	places and processes are in	effectiveness of existing
quality design outcomes and	place to protect existing	strategies, local environmental
maintain the identity and	character and effectively	plans, development control
character of Ku-ring-gai	manage the impact of new	plans and processes across all
	development	programs

#### **GOVERNANCE MATTERS**

'Animal boarding and training establishments' are currently a prohibited land use within the E1 Local Centre and MU1 Mixed Use zones within the *Ku-ring-gai Local Environmental Plan 2015*. The process for amending the *Ku-ring-gai Local Environment Plan 2015* to permit this land use within the E1 Local Centre and MU1 Mixed Use zones is through a Planning Proposal.

The process for the preparation and implementation of Planning Proposals is governed by the *Environmental Planning and Assessment Act 1979* and the *Environmental Planning and Assessment Regulation 2021*.

#### **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 preparation of this report, and should Council proceed with a Planning Proposal, are covered by the Urban Planning and Heritage budget.

#### SOCIAL CONSIDERATIONS

There are more than 25,000 dogs and cats registered as living in Ku-ring-gai. Council aims to recognise and balance the needs of pet owners and non-pet owners in the built environment to promote optimal environments for people and animals to live harmoniously together.

#### **ENVIRONMENTAL CONSIDERATIONS**

'Animal boarding and training establishments' (including doggy daycare premises) within the E1 Local Centre and MU1 Mixed Use zones, could likely result in the following environmental impacts that would need to be resolved; noise and amenity impacts to adjoining residential dwellings, and potentially adjoining business/commercial premises, waste, operating hours and the number of dogs/animals.

#### **COMMUNITY CONSULTATION**

If Council were to proceed with a Planning Proposal to amend the Ku-ring-gai Local Environmental Plan 2015 to permit 'animal boarding and training establishments' within the E1 Local Centre and MU1 Mixed Use zones, the Planning Proposal would be subject to public exhibition and community consultation in accordance with Council's community participation plan.

#### INTERNAL CONSULTATION

The preparation of this report has involved consultation with Council's Environmental Health Officer and Companion Animals Management Officer.

#### SUMMARY

On 16 July 2024 in response to a Notice of Motion about doggy daycare, Council resolved:

- A. Council staff investigate the feasibility (including any concerns) of allowing 'Animal boarding or training establishments' to be permitted with consent in E1 Local Centre and MU1 Mixed Use zones.
- B. Subject to feasibility and the provision of appropriate controls, that staff report back to Council within the next twelve months and as part of LEP housekeeping on the opportunity to update the Ku-ring-gai Local Environment Plan 2015 to allow 'Animal boarding or training establishments' to be permitted with consent in E1 Local Centre and MU1 Mixed Use zones. Relevant changes to Council's Development Control Plan should also be considered.

An investigation has been undertaken into the land use 'animal boarding or training establishment' including:

- Review of adjoining Council Land Use Tables;
- potential impacts and implications; and
- potential DCP controls.

#### **RECOMMENDATION:**

A. It is recommended that Council does not amend the KLEP 2015 to permit 'animal boarding and training establishments' within the E1 Local Centre and MU1 Mixed Use zones.

Alexandra Plumb Craige Wyse

Urban Planner Team Leader Urban Planning

Antony Fabbro Andrew Watson

Manager Urban & Heritage Planning Director Strategy & Environment

## KU-RING-GAI DRAFT GREEN GRID - POST EXHIBITION REPORT

#### **EXECUTIVE SUMMARY**

**PURPOSE OF REPORT:** To provide an overview of the finalised Ku-ring-gai Green

Grid Strategy and seek Council's adoption of the strategy

following public exhibition.

**BACKGROUND:** The draft Ku-ring-gai Green Grid Strategy was reported

to Council at the OMC on 17 December 2024. At that meeting Council resolved to endorse the draft Strategy

for public exhibition.

The draft Strategy was placed on public exhibition from

12 February – 12 March 2025. This report outlines the feedback received from the exhibition and the

amendments incorporated into the finalised strategy

accordingly.

**COMMENTS:** The draft strategy has been developed by Council staff in

parallel with the Urban Forest Strategy and as an output of the *Ku-ring-gai Local Strategic Planning Statement* (LSPS). The development of the strategy has included

collaboration with external stakeholders.

**RECOMMENDATION:** That Council adopt the Ku-ring-gai Green Grid Strategy

(Refer to the full Recommendation at

the end of this report)

#### PURPOSE OF REPORT

To provide an overview of the finalised Ku-ring-gai Green Grid Strategy and seek Council's adoption of the strategy following public exhibition.

#### **BACKGROUND**

The draft Ku-ring-gai Green Grid Strategy was reported to Council at the OMC on 17 December 2024 at that meeting Council resolved to ".... endorse the draft Ku-ring-gai Green Grid Strategy for public exhibition".

The draft Ku-ring-gai Green Grid Strategy was placed on public exhibition from 12 February – 12 March 2025. This report outlines the feedback received from the exhibition and the amendments incorporated into the finalised strategy accordingly.

#### COMMENTS

The Sydney Green Grid project is a metropolitan wide strategy with projects to be delivered by local authorities to connect Sydney's green spaces. In simple terms it can be described as "a network of corridors to connect green spaces and centres". These corridors are made up of paths, bike lanes, trails, and vegetation. This means they serve the dual purpose of allowing people to walk or use active transport to get between open spaces and centres and serve as ecological corridors to promote biodiversity. These green spaces can be public open space such as parks or recreation areas and bushland.

#### Final Ku-ring-gai Green Grid Strategy

Following the public exhibition of the draft document, a finalised Strategy has been developed incorporating feedback received from the community. A summary of the contents is included below, and the final strategy document is included as **Attachment A1**.

#### What is the Green Grid?

The Ku-ring-gai Green Grid

The aim of the grid is to facilitate the connection of key areas of public and private open space, national parks and bushland, suburbs, key local and neighbourhood centres and adjacent Local Government Areas (LGA's).

#### **Objectives**

## Objectives



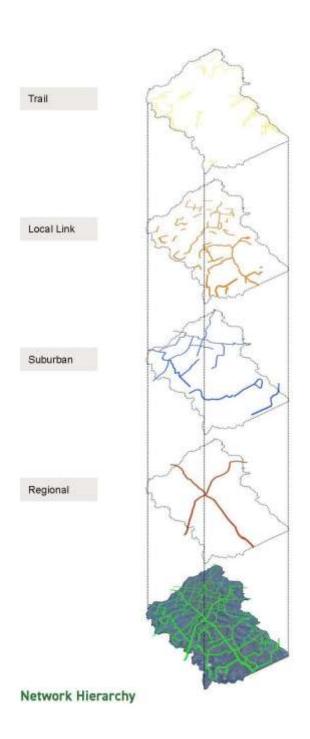
#### Walkable connections between points of interest in the LGA

Local Centres, historic sites, parks and recreation facilities all provide points of interest within the LGA which residents want to access. The Ku-ring-gai Green Grid will endeavour to make walking the preferred way to get to, from and between these points by improving green infrastructure interventions along these routes, ensuring they are shaded, pleasant and accessible.

#### Enhanced biodiversity and riparian corridors

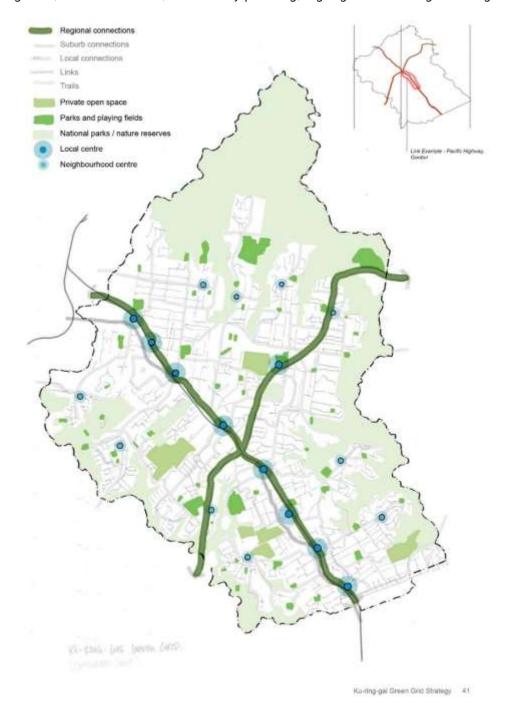
Fundamental to the Green Grid is the enhancement and protection of our existing natural systems. These need to be supported and expanded wherever possible. The balance needs to be struck between creating new connections to re-link patches of bushland and allowing the appropriate level of access to sensitive areas.

#### **The Green Grid Network**



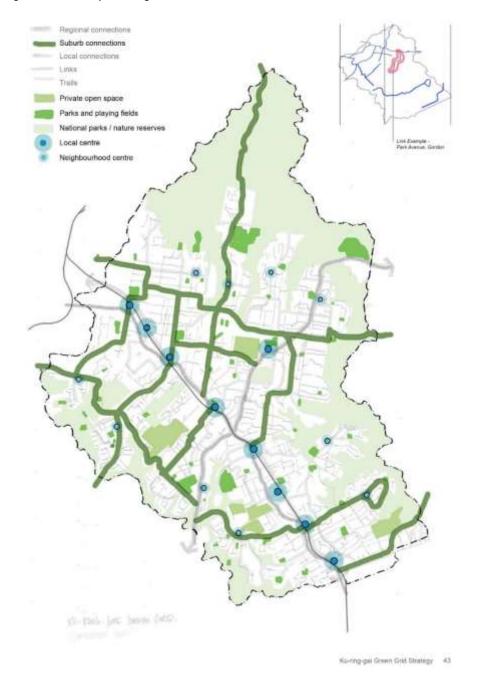
#### Regional connections

These are the predominant north-south corridors following the Pacific Highway and North Shore rail line and east-west links encompassing Ryde Road and Mona Vale Road. The Pacific Highway corridor is the main spine of the route however it deviates in and around centres encompassing the rail corridor for an optimised journey. Regional routes are primarily guided by the public domain plans for local centres and would include many of the elements within the suite of green grid components. This would incorporate shared paths separated bike lanes, street tree planting, passive irrigation, street furniture, understory planting, signage and undergrounding of power



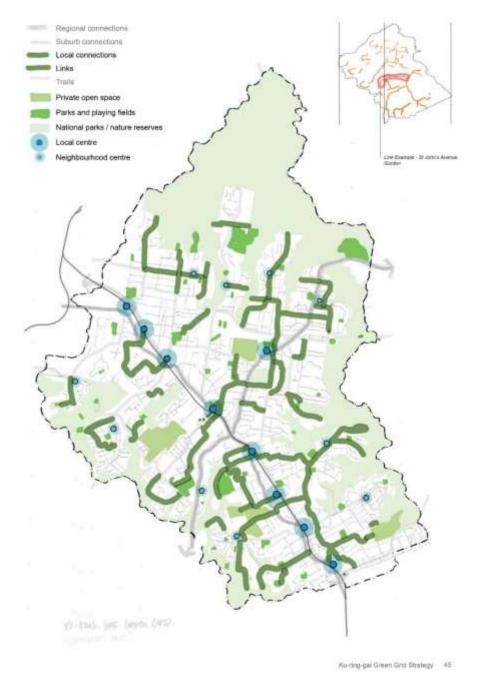
#### Suburban connections

These intersect suburban boundaries and interface with neighbouring councils. Suburban routes have been selected to provide connections along routes that link key destinations and are desirable to walk along. Determining which road was selected over another included reviewing movement mapping showing the frequency of use by people walking or cycling. Topography, existing footpaths, and multiple destinations along a route such as schools or shops helped to determine its selection. Suburban routes typically have existing trees and footpaths, but wherever possible these will be enhanced to fill in the gaps - additional tree planting, understory planting and interpretive signage. Where possible, more intensive infrastructure interventions will be made - incorporating bike lanes, planting blisters and WSUD elements.



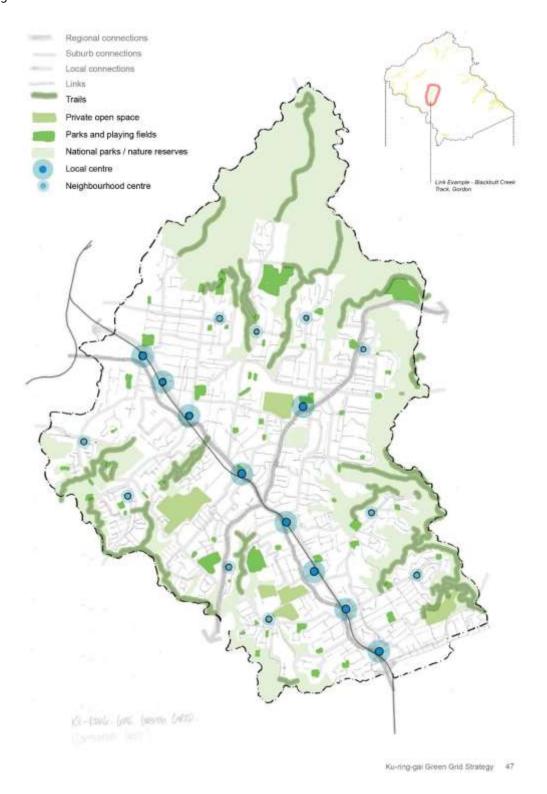
#### Local link connections

These are the more small-scale interventions that highlight local points of interest and fill the gaps in suburban connections. Local links are more fine grain and may be as straightforward as "how do I get from the park to the coffee shop?" They also provide the missing links between larger scale routes. These routes are a key driver for active transport and encouraging people to avoid taking the car for a short trip. This promotes a healthy lifestyle and social cohesion - getting active, improving physical health outcomes and stopping to chat with a neighbour, improving mental and social outcomes. Local routes may be limited to tree planting, understorey planting, and signage.



#### Trail connections

These are the more ecologically focused routes directly connecting existing trails through bushland. Trail connections are tracks through natural areas. Many of these are existing and may only require minimal interventions to improve them. Trails may include path upgrades and signage.



#### **Elements**

## What will it look like

Transforming these routes into green corridors will include the following key components;



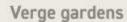
#### Street trees

Street tree planting - new trees will be planted on streets where there are opportunities, focussing on those areas with low canopy cover.



#### Footpaths and bike lanes

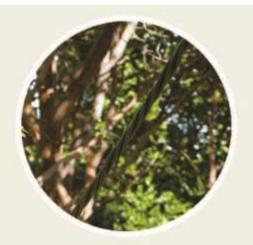
Whilst the aim is to work with routes that already have existing infrastructure, where new footpaths, shared paths or bike lanes need to be built this will be co-ordinated with street tree and under planting, passive irrigation, traffic calming, and any changes to electricity assets.



Verge and median planting - wherever possible, layered, biodiverse native planting will be incorporated

### Cable bundling

Aerial cable bundling or undergrounding of power - where undergrounding of power is cost-prohibitive, aerial cable bundling will be incorporated to provide increased opportunity for canopy trees.



#### Rain gardens

Water sensitive urban design treatments
- rain gardens to capture and filter
stormwater run-off, passive irrigation
such as breaks in kerbs, and swales



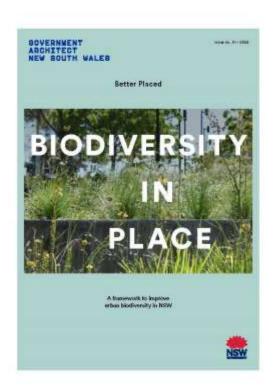
### Signage

Interpretive signage - signs along routes that highlight culturally significant information around first nations history and native fauna and flora



#### Goals

### Goals



The goals of the Ku-ring-gai Green Grid Strategy include;

Include more green infrastructure implementing the Biodiversity in Place framework

In order to improve biodiversity in our urban areas, we need to move away from monoculture plantings and turf verges. The Biodiversity in Place Framework from the Government Architect NSW provides the tool-kit to making these changes possible. The Green Grid provides the opportunity to incorporate layered planting into our streetscapes and public places.

Walking and Cycling are the preferred method of transport for short trips - get more of our residents walking and cycling

To help improve health outcomes for the community by increasing physical activity and reducing carbon emissions, we want to provide the infrastructure for more comfortable walking and cycling journies. People will have greater opportunity to make short trips by active transport rather than getting into the car.

More street trees for a comfortable journey street trees provide a multitude of benefits, shade being a critical factor for a walking trip

To support more walking and cycling trips, the journey needs to be comfortable. Street trees provide shade, cooling effects and a pleasant aesthetic. The Green Grid will focus on enhancing these most popular routes.

Connecting biodiversity and riparian corridors - creating vegetated links to connect gaps in corridors

Ku-ring-gai has an abundance of biodiverse areas, however urban development has left them fragmented. By linking these areas again by vegetated corridors we can improve outcomes for species diversity and movement. More habitat and food sources enable fauna and flora species to flourish.

#### **Action & Implementation**

The action and implementation plan provides specific actions for implementing the projects identified for the Green Grid. This includes resourcing and funding implications. Finalisation and prioritisation of routes will be a collaborative process driven by community engagement. We will work with the community to determine the most feasible and desirable locations for improving walking and cycling trips. Routes that contribute to multiple layers - hydrology, ecology, biodiversity, cultural amenity and accessibility will be allocated the highest priority rating.

The finalised implementation and action plan will include a breakdown of the location of the routes in priority order and the associated infrastructure required to enhance the route (specific actions). Responsible teams will be assigned along with timeframes for delivery and funding mechanisms.

#### PHASE 1 COMMUNITY ENGAGEMENT - PUBLIC EXHIBITION

Public Exhibition of the draft strategy was live from Wednesday, 12 February until Wednesday, 12 March 2025. This included the following engagement tools:

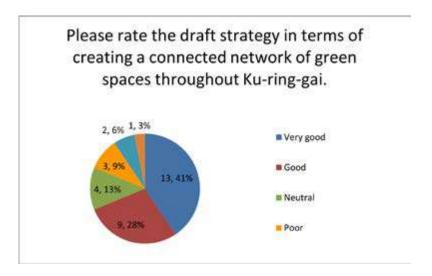
- Your Say Page on Council's website;
- Direct email to external stakeholders;
- Post on Local Government Biodiversity Forum;
- Social media posts; and
- Feature in the Mayoral news.

The Your Say page featured the exhibition document, a survey with 8 questions, FAQs, highlights of the Green Grid objectives, maps of the hierarchy of routes, and interactive images of the elements that will make up the Green Grid.

Online surveys completed - 32

Submissions - 6 including environmental groups, active transport groups, internal stakeholders, and residents.

Within the survey, there were three key questions that would inform our direction for finalising the strategy. Question 2 asked participants to rate the strategy in terms of creating a network of green spaces throughout Ku-ring-gai. The response to this question was strongly positive.



Question 3 was specific in inviting respondents to provide written comments about the draft strategy. The comments included feedback in line with the following topics:

- Bike paths (for and against);
- Bus Routes:
- Killara Station to Killara Park/Koola Oval route (Q4);
- Planter boxes for retail:
- Rezoning/Development pressure;
- Legibility;
- Gordon retention of canopy trees;
- Veggie verge gardens/Community gardens;
- Explore barriers to walking e.g. footpaths, lighting, tree roots/ leaves/branches; and
- Ausgrid promote a "right tree, right place" approach. Offer to assist with mapping of existing electrical infrastructure locations

Question 4 asked participants to outline any walking routes that they use that could be improved with greening. Give clear details about locations including suburb, streets etc as appropriate. The following list outlines the streets/routes identified per suburb.

#### TURRAMURRA

Bent Street, Eastern Road, Pacific Highway, Trentino Road

#### LINDFIELD

Terrace Road, Lindfield Avenue, Strickland Avenue

#### WAHROONGA

Browns Road, Uralba Place, Gladys Avenue, Pacific Highway

#### KILLARA

Werona Avenue, Eustace Parade, Stanhope Road, Redgum Avenue or Rosebery Road, Swain Gardens to Two Creeks track

GORDON

Pacific Highway, Stony Creek

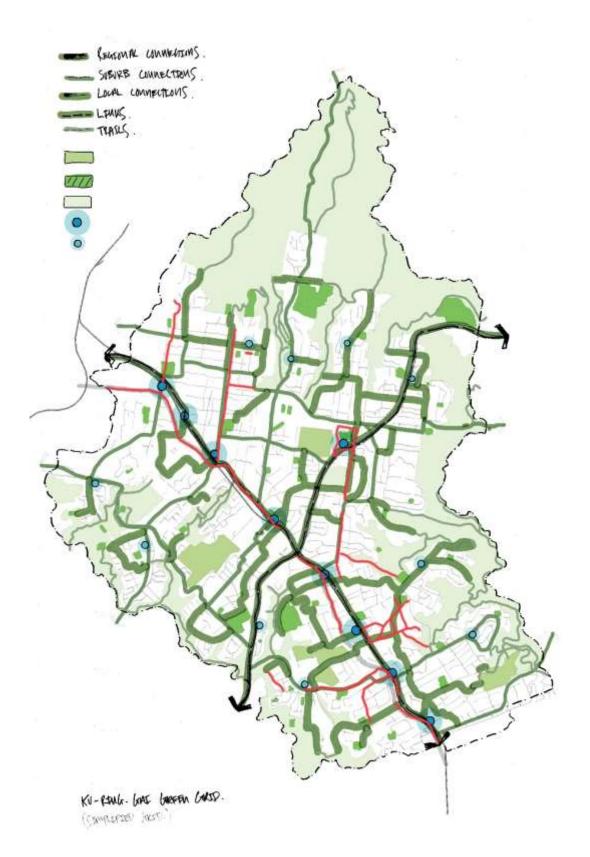
ST IVES

Cowan Road, Killeaton Street, Mona Vale Road

ROSEVILLE

Pacific Highway

These locations were then mapped as shown below.



The overlay of the additional routes highlights the overlap of much of the draft network. The additional connections will be explored as part of the implementation of the strategy through ground truthing and community engagement. As such, no amendments to the routes presented in the draft strategy have been made.

From the written submissions, comments across 30 different topics were received. The most commonly occurring answers included:

- 1. Support for draft strategy (5);
- 2. Funding prioritisation for green grid projects over other infrastructure (3);
- 3. Highlight the need to balance improving connections without compromising vegetation condition. Pressures from bike riders, dog walkers, and general increase in human activity in sensitive areas (2);
- 4. How are objectives of the Green Grid going to be met in those areas targeted for increased housing supply/density (TOD, Low and Mid-Rise) (2); and
- 5. Issue of off-leash dogs interacting with wildlife (2).

In terms of actionable comments, many are implementation related and will be addressed as part of the implementation and action plan. The comments received have not resulted in amendments to the finalised strategy document. Updates to the document have included text edits to correct tense.

#### INTEGRATED PLANNING AND REPORTING

Theme 3 – Places, Spaces and Infrastructure Focus area P6: Enhancing recreation, sporting and leisure facilities

Community Strategic Plan	Delivery Program	Operational Plan
Long Term Objective	Term Achievement	Task
Long-Term Objective P6.1:	P6.1.1: A program is	P6.1.1.9: Progress preparation
Recreation, sporting and	implemented to improve	of Green Grid Strategy
leisure facilities are available	existing recreation, sporting	consistent with Council's Local
to meet the community's	and leisure facilities and	Strategic Planning
diverse and changing needs.	deliver new multi-use sporting	Statement (LSPS).
	facilities and opportunities.	

#### **GOVERNANCE MATTERS**

The State Government of NSW has in place several mechanisms to ensure that access to green space and enhanced biodiversity across the state is increased. Premier's Planning Priorities, The Greater Sydney Region Plan: A Metropolis of Three Cities, and the North District Plan all include objectives relating to increasing canopy cover and improving walking and cycling connections. The preparation of the Ku-ring-gai Green Grid Strategy is a requirement of the Local Strategic Planning Statement (LSPS) to facilitate the delivery of these objectives.

Strategic planning of the Green Grid in the Council is driven by the Ku-ring-gai Community Strategic Plan 2038 and Council's Operational Plan and Delivery Program. Community Strategic Plans are required by all Councils in NSW under the Integrated Planning and Reporting (IP&R) Framework.

#### **RISK IMPLICATION STATEMENT**

The production of the Green Grid Strategy document has managed risk through ongoing cross-discipline reviews, and well-managed internal resourcing. A working group has been engaged with regular review meetings with collation of internal feedback utilised to develop the documents.

The implementation of the strategy will be subject to risk assessments carried out by the relevant department prior to conducting any work.

#### FINANCIAL CONSIDERATIONS

Preparation of the Strategy has been funded by funds specifically allocated to the project following endorsement of LSPS.

There are presently several grant opportunities that provide funding towards Green Grid projects from the State Government.

Also, there are some S7.11 funds allocated for construction of new walking tracks. Further discussion will be provided as part of future reporting.

#### **SOCIAL CONSIDERATIONS**

The implementation of the Green Grid network will have a range of social benefits, including:

- Social connection. As a part of the Urban Forest, these spaces improve social connection; they offer a sense of place and support community interaction through events, festivals and passive daily interaction. Parts of the urban forest can become closely linked with people's identities and sense of place.
- Community cohesiveness. Studies have also shown that green space in major Australian
  cities is unevenly distributed, with less green space in areas with a higher proportion of
  low-income residents. Improving the distribution of green space and urban forests in Kuring-gai may foster improved community cohesiveness and a sense of shared identity
  across the City.
- Health benefits by improving the opportunities for walking and cycling which form part of an active healthy lifestyle

#### **ENVIRONMENTAL CONSIDERATIONS**

The contribution of green infrastructure to ecosystem services is significant. These services include air and water filtration, shade, habitat for animals, oxygen production, carbon sequestration, and nutrient cycling. Add to this the connection that the urban forest and green infrastructure provides between nature and people, and it's clear that trees and vegetation have a crucial role as part of an urban landscape. From the native fauna species that have improved access to food and shelter, to community members who have enhanced recreational opportunities and water and air quality, to individual property owners who have a more comfortable environment and often increased property resale value – all benefit from a robust and extensive urban forest supported by green infrastructure.

The environmental benefits of the green grid include:

Item GB.12 S12691

- · Greenhouse gas mitigation and reduction;
- improved air quality;
- water cycling and erosion mitigation;
- biodiversity; and
- reduction of the urban heat island effect.

#### **COMMUNITY CONSULTATION**

The draft Ku-ring-gai Green Grid Strategy was placed on Public Exhibition from Wednesday, 12 February to Wednesday, 12 March 2025. A summary of the results has been provided in the COMMENTS section above, and the comprehensive report is included at **Attachment A2**.

Community engagement is fundamental to achieving sustainability and biodiversity goals. We need to work with the community to ensure our target areas are the right locations for achieving well-being for residents and our environment. An engaged community supports stewardship an investment in the environment.

Public exhibition of the draft strategy document forms the first phase of our community engagement. Once the Strategy is adopted, we will undertake more targeted consultation on a ward-by-ward basis to further refine the proposed routes and inform the action and implementation plan.

This will involve targeted communication between staff and the community, meeting in local parks to discuss how people get around their suburb and where they would like to see improved access to make their journey more comfortable

#### INTERNAL CONSULTATION

A working group from multiple departments across Council was established at the commencement of the project and has met regularly to review the progress of the Strategy.

#### Councillor Briefing

A Councillor briefing was held on Wednesday, 5 June 2024 at Council Chambers and online via Teams. Staff presented their work to date and answered questions posed in relation to the strategy.

#### SUMMARY

The development of the Ku-ring-gai Green Grid Strategy has been an intensely collaborative process involving internal and external stakeholders, and the community. The resulting finalised strategy is the culmination of extensive research and best practice examples which will provide the most beneficial outcomes for the LGA.

The Green Grid Strategy is a practical, considered, and meaningful guide and its adoption will enable Council to progress the implementation of the Strategy ensuring positive outcomes for our community and the environment.

#### **RECOMMENDATION:**

Item GB.12 S12691

That Council adopt the Ku-ring-gai Green Grid Strategy

Fleur Rees William Adames

Senior Landscape Architect Community & Business Engagement Co-

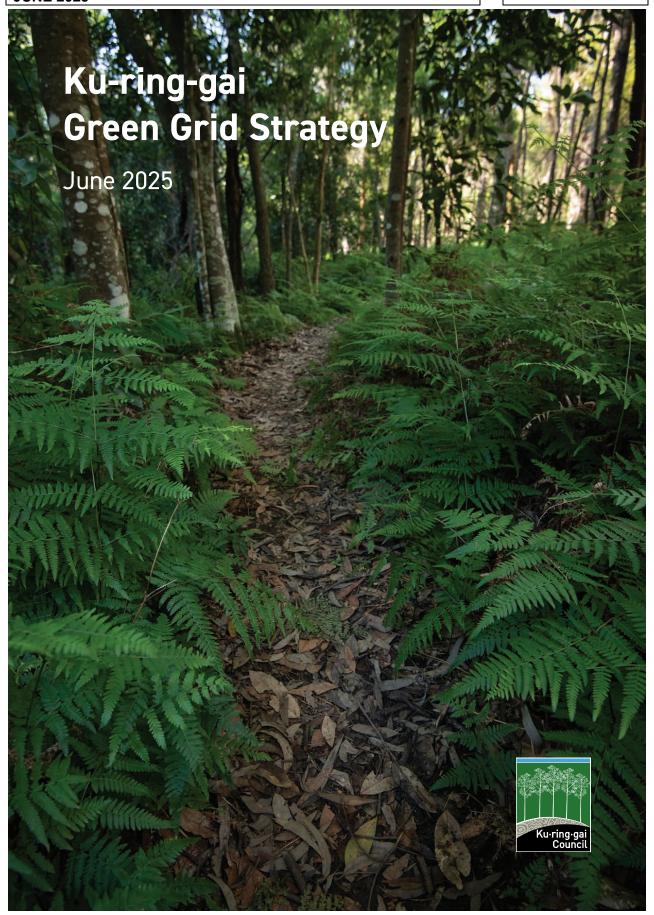
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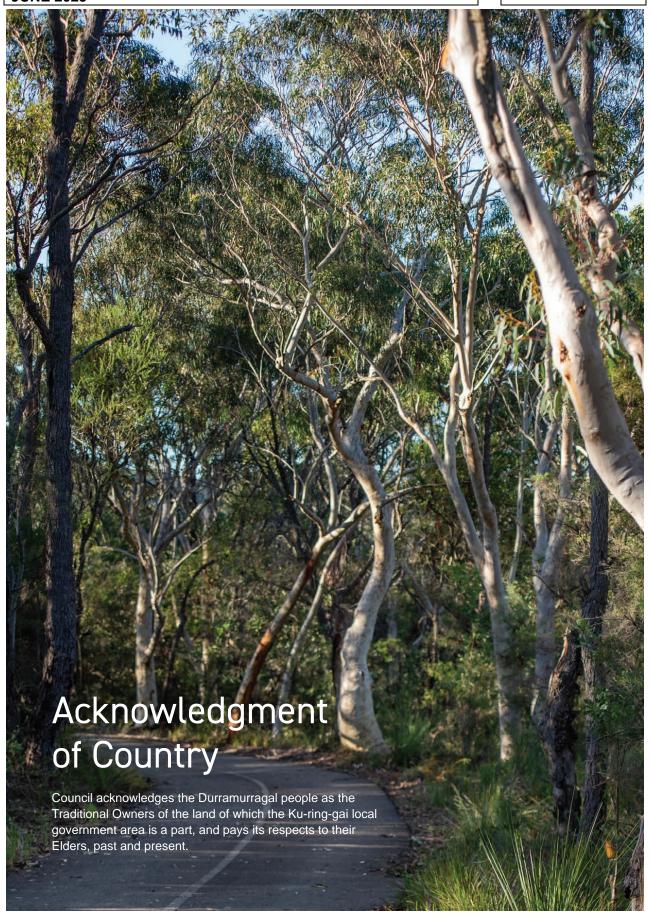
Bill Royal Andrew Watson

Team Leader Urban Design Director Strategy & Environment

Attachments: A1 Ku-ring-gai Green Grid Strategy June 2025 2025/165742

A2 Green Grid Community Engagement Report.pdf 2025/169431



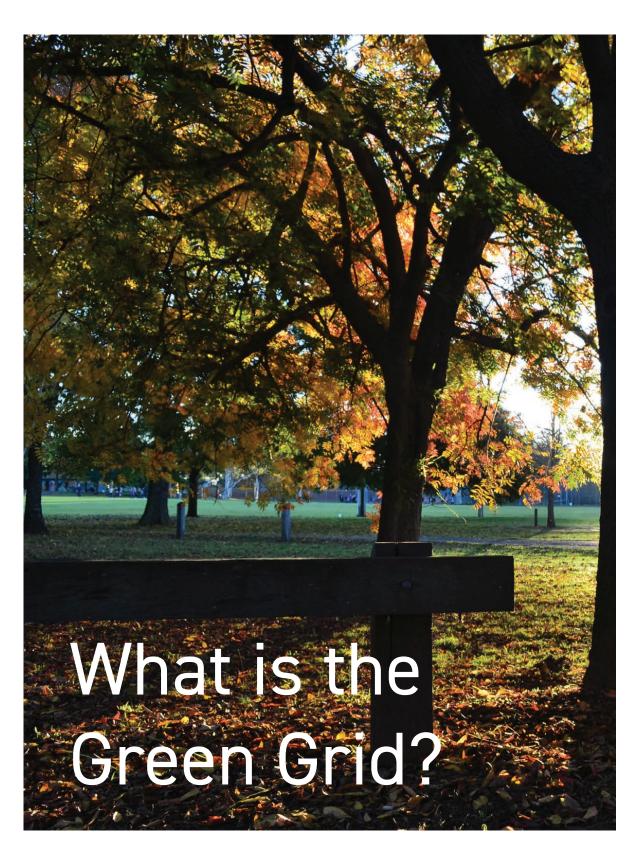


#### ATTACHMENT NO: 1 - KU-RING-GAI GREEN GRID STRATEGY **JUNE 2025**

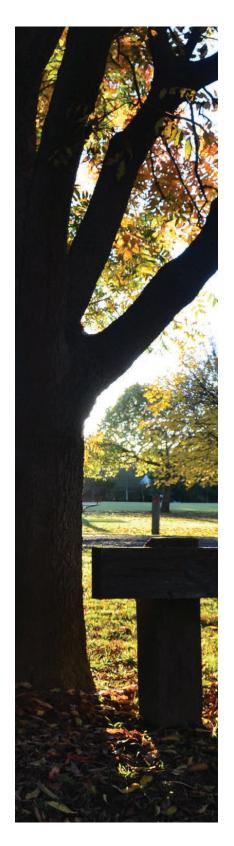


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4 Ku-ring-gai Green Grid Strategy





A network of corridors to connect green spaces and centres

The Sydney Green Grid project is a metropolitan wide strategy with projects to be delivered by local authorities to connect Sydney's green spaces. In simple terms it can be described as "a network of corridors to connect green spaces and centres". These corridors are made up of paths, bike lanes, trails, and vegetation. This means they serve the dual purpose of allowing people to walk or use active transport to get between open spaces and centres and serve as ecological corridors to promote biodiversity. These green spaces can be public open space such as parks or recreation areas and bushland.

# The Ku-ring-gai Green Grid

#### The Ku-ring-gai Green Grid

The aim of the grid is to facilitate the connection of key areas of public and private open space, national parks and bushland, suburbs, key local and neighbourhood centres and adjacent Local Government Areas (LGA's).

Ku-ring-gai's liveability and sustainability rely on maintaining, managing and planning for green infrastructure. Green infrastructure is the network of green spaces and water systems within both public and private ownership, that deliver multiple environmental, economic and social values and benefits to urban communities. It extends beyond physical vegetative structures (such as the urban forest) and includes natural and semi-natural systems as well as the management and integration of various components of urban environments. Greener Places (the draft green infrastructure policy by GANSW, 2017) and the Greater Sydney Region Plan and North District Plan highlight the importance of planning for, protecting, creating and maintaining green infrastructure within Greater Sydney. This planning framework has sought to protect and improve Sydney's network of water related systems (our Hydrological Grid), biodiversity and urban forest (our Ecological Grid) and passive and active recreation and transport (our Recreational Grid).

The Greater Sydney Region Plan's vision for the Eastern Harbour City (including Ku-ring-gai) is for improved access to foreshores, waterways and the coast for passive and active recreation, tourism, cultural events and water-based transport. This vision is to be achieved through implementation of the Sydney Green Grid, providing a network of water related systems (our Hydrological Grid) and green spaces (our

Ecological Grid), that will connect communities (through our Recreational Grid) to green infrastructure.

Improved access and connections from Ku-ring-gai's Local Centres to nature and green infrastructure is increasingly important, as the number of people living in high density dwellings increases. There is significant opportunity for local residents and visitors to walk or cycle via a network of streets and parks to bushland areas given that all centres (with the exception of Wahroonga and Pymble) are within a 1km walk of a natural area.

The Ku-ring-gai LGA provides extensive walking trails traversing bushland reserves and connections with the adjoining national park trails.

While extensive planning has been undertaken to enable recreation in natural areas, there is a gap in the provision of marked recreational trails leading from the Local Centres and rail stations to the bushland reserves via local streets and parks. Currently Council only has one marked track from Lindfield Station to the Two Creeks Track which starts in Seven Little Australians Park.

The aim of the grid is facilitate the connection of key areas of public and private open space, national parks and bushland, suburbs, key local and neighbourhood centres and adjacent Local Government Areas (LGA's).

The purpose of this strategy is to prepare a Ku-ring-gai specific local Green Grid as outlined in the Local Strategic Planning Statement (LSPS). This includes:

- Reviewing and assessing the practicality and feasibility of the Sydney Green Grid Projects identified for the Ku-ring-gai LGA
- Reviewing and assessing the practicality and feasibility Ku-ring-gai walking trails as identified within the Ku-ring-gai Destination Management Plan 2017 -2020
- Reporting on how the Green Grid may support potential biodiversity connections and corridors Ku-ring-gai Biodiversity and Riparian Lands Study Version 5
- Articulating a vision, goals and actions for the strategy
- Recommending a preferred network for the Green Grid; and

• Defining a staging and implementation plan.

The strategy investigates the assessment, prioritisation and implementation of the Greater Sydney Green Grid and Ku-ring-gai Local Green Grid connections, incorporating four stages;

- Stage One Background Studies Review
- Stage Two Mapping Analysis
- Stage Three Draft Guidelines, Principles and Actions
- Stage Four Final Report





# Ku-ring-gai Local Green Grid connections

These Green Grid connections have sought to address connectivity shortcomings, identified within the Ku-ring-gai Biodiversity & Riparian Lands Study 2016; including that:

- There is no continuous, good condition vegetation/ habitat crossing the urban area of Ku-ring-gai in either a north-south or eastwest direction.
- Middle Harbour Valley (including Garigal National Park) is considered to be poorly connected to surrounding bushland; including Ku-ring-gai Chase National Park to the north (connectivity is highly compromised by Mona Vale Road).
- The Lane Cove Valley bushland (including Lane Cove National Park) is not connected to adjacent protected areas or reserves, including bushland in the Berowra Valley in the Hornsby and Ryde local government areas.

The Green Grid Strategy considers:

- The need to minimise fragmentation and impact upon bushland areas.
- Walking track connections between
  Richmond Park and Governor Phillip
  Reserve. This link is designed to replace the
  Sydney Green Grid, crossing through the
  Ku-ring-gai Flying Fox Reserve. This Reserve
  is subject to a long-term Conservation
  Agreement and home to an important
  maternal colony of grey-headed flying-fox.
  As Council does not support public recreation
  within this reserve, further development of
  this Section of the Sydney Green Grid is also
  not supported.
- The rarity, significance and the special conservation agreements associated with Dalrymple Hay Nature Reserve / Browns Forest and Sheldon Forest, which need to be fully recognised. The nature of these reserves and their protection needs to be promoted. It is envisaged the current ongoing restricted access and usage will continue to ensure their preservation for future generations.





To discourage any unintended future use as general transit ways, Green Grid track linkages will not rely on passage through these reserves, but will employ neighbouring or adjoining routes.

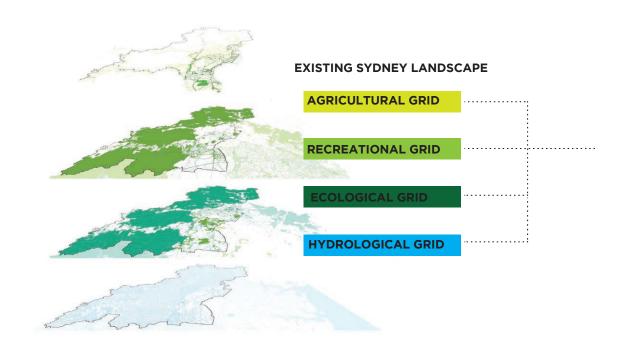
- Walking track links to improve connections between Local Centres and rail stations via a network of streets, private bushland and other agency lands and parks to bushland areas connecting with the Great North Walk and broader trail network along Lane Cove River, Middle Harbour and Cowan Creek.
- Walking track connections from the St Ives Showground Precinct with Brooklyn, Bobbin Head and West Head, linking with existing national park's infrastructure and walking trails as identified within the Ku-ring-gai Destination Management Plan 2017 -2020.
- Opportunities to combine recreation and transport with biodiversity corridors (as identified within Council's DCP Greenweb Map and LEP Terrestrial Biodiversity Map).
- Opportunities to improve biodiversity and recreational disconnect caused by main roads (in particular Ryde Road, The Comenarra Parkway and Mona Vale Road).

- Opportunities and priorities to enhance a variety of open spaces; improve streetscapes; connect with local European heritage and Aboriginal cultural heritage, and undertake street tree planting.
- Access to waterways, water based recreation and creation/inclusion of Water Sensitive City features.

The Green Grid Strategy, planning and implementation will be integrated with other Ecological Grid and Hydrological Grid projects within Ku-ring-gai, and the broader North District, and will inform and be informed by priority actions identified within the LSPS, namely within Urban Forest (Planning Priorities K30 and K31), Bushland and Biodiversity (Planning Priorities K28 and K29), Climate Change Resilience and Adaptation (Planning Priorities K39 and K40) and Water Sensitive City (Planning Priorities K35, K36, and K37).

# Layers

The Green Grid is underpinned by layers which serve to meet a range of objectives beyond walkability. In addition to these routes which provide walking or active transport connections, there will be corridors which enhance biodiversity, hydrology, and ecology. These are interconnected and serve to link the network but won't necessarily be 'walkable'.



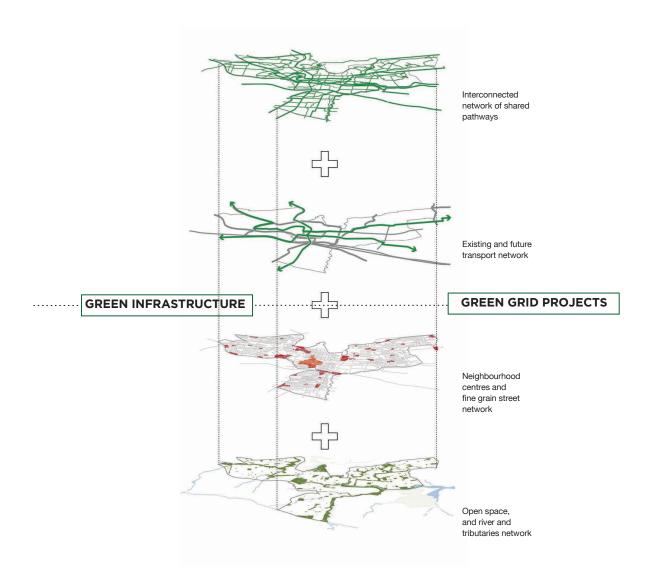
#### RECREATIONAL GRID

Our recreational grid incorporates open space such as parks, sports fields, reserves and play spaces, along with bushland including nature reserves and National Parks.

10 Ku-ring-gai Green Grid Strategy

#### **ECOLOGICAL GRID**

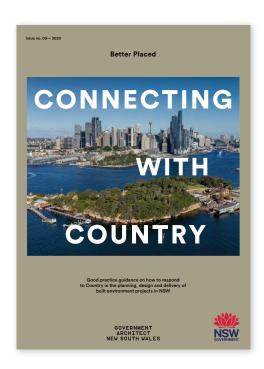
The ecological grid captures areas of environmental significance encompassing existing and remnant bushland. It identifies a range of vegetation communities shaped by the local soils and topography including those that have been fragmented by development.



#### **HYDROLOGICAL GRID**

Rivers, creek and waterways including those encapsulated in grey infrastructure constitute our hydrological grid.

It is important to note that these layers are interconnected with some elements inherent to all layers, in particular our extensive areas of bushland characteristic of Ku-ring-gai.



#### Country

Underpinning the Green Grid is the long history of first nations peoples care and connection to the land. Whilst much of this knowledge has been lost through disposession, displacement and death, evidence remains of the cultural relationships with the land that can be embraced and acknowledged through the Green Grid.

The Connection to Country Framework document produced by the Government Architect NSW was finalised in 2023. Along with the draft document, this has helped guide the development of the Green Grid Strategy.

The Green Grid explores engagement with the framework through the following methods.

# Establish and build relationships that are ongoing

Relationships - Aboriginal Heritage Office (AHO), and exploring further opportunities. Council has a key stake in the AHO, and will continue to foster this relationship. Reaching out to engage and build new relationships with other cultural contacts and community members will be ongoing.

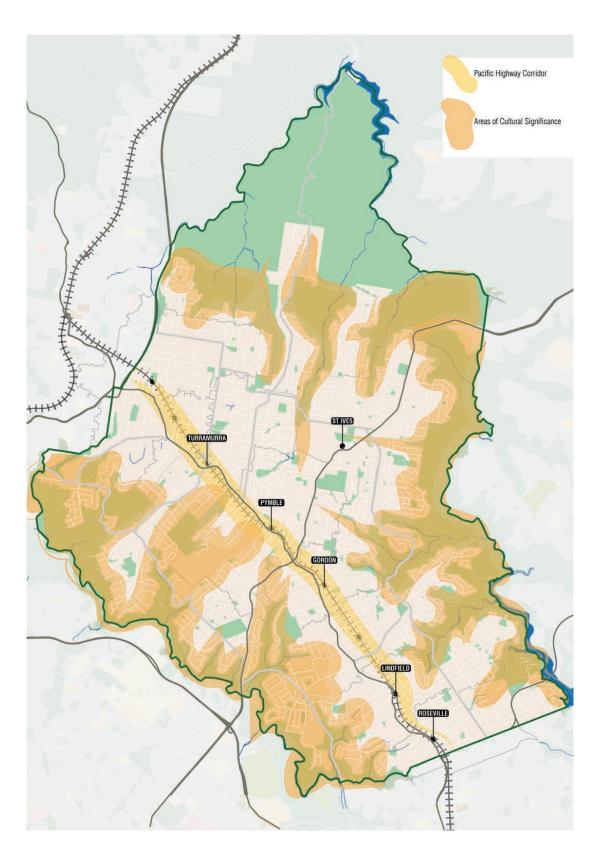
# Seek knowledge - co-design and co-manage

Walking Country - walking is fundamental to the Green Grid. Walking on Country during the analysis phase assists in building understanding of the land, and determining appropriate routes. As part of relationship building, opportunities for doing this with first nations people will be investigated throughout the life-cycle of the project.

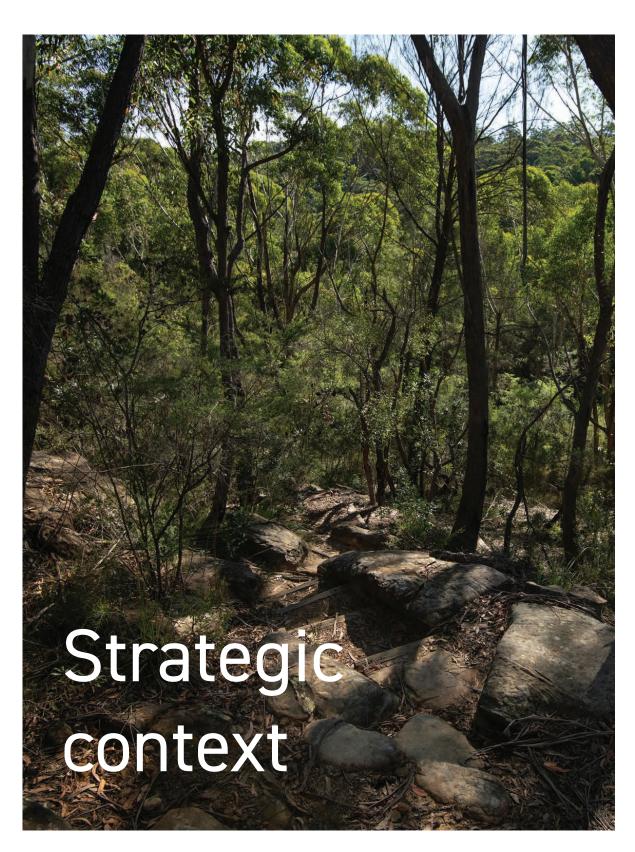
#### Protect and respect heritage

Working towards maintaining the integrity of significant sites by either providing interpretation opportunities, or discouraging access to them.

The mapping indicatively shows areas of first nations cultural significance. This has been determined through the location of cultural heritage items inlcuding rock art, engravings, grinding grooves, middens, stone tools and other artefacts. Anecdotally, like many of NSW major arterial roads, the Pacific Highway corridor is likely to follow a similar route taken by local people if they had engaged with trade between neighbouring clans. It is evident that these areas align with ridges, gullies and waterways where development is limited allowing for the protection of these remnants, and reflects the nature of resource gathering and movement through country.

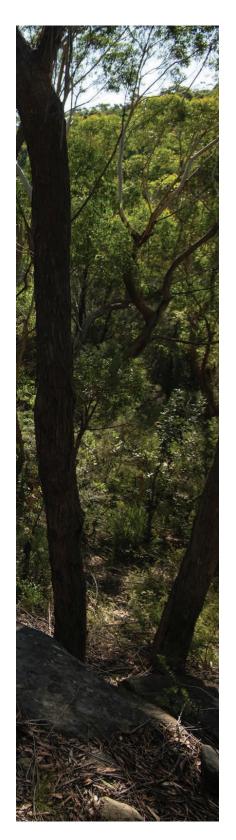


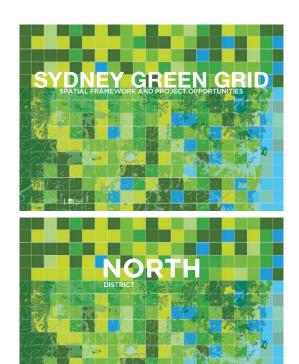
Ku-ring-gai Green Grid Strategy 13



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#### ATTACHMENT NO: 1 - KU-RING-GAI GREEN GRID STRATEGY **JUNE 2025**

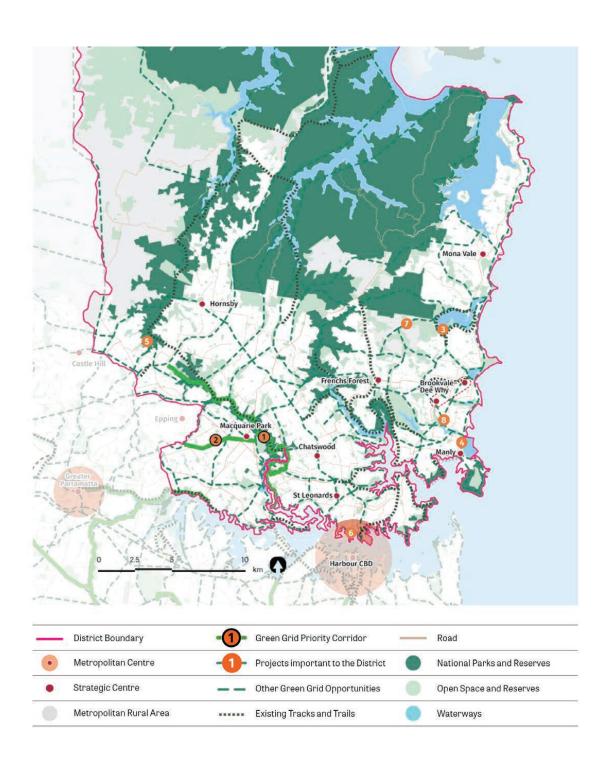




The Greater Sydney Green Grid (2017) is a long-term vision for a network of high quality green spaces that connects communities to the natural landscape across metropolitan Sydney. It links existing tree-lined streets, waterways, bushland corridors, parks and open spaces to town centres, public transport and public spaces. The Greater Sydney Green Grid builds on established open spaces, the Regional Tracks and Trails Framework and the Principal Bicycle Network produced by the Government Architect New South Wales (GANSW).

"The Sydney Green Grid is a network that seeks to combine hydrological, ecological and urban resilience through a network of green infrastructure."

Local Authorities across metropolitan Sydney are required to prepare their own Green Grid Strategy, which will implement this overarching vision incrementally over decades, as opportunities arise and detailed plans for connections are refined. The premise of Ku-ring-gai's Green Grid Strategy is to deliver Green Grid infrastructure utilising various mechanisms such as capital works funding, grants, and development contributions.



### Wider context: Interfaces with Ku-ring-gai

Council recognises that the Green Grid network will be a continuous resource independent of ownership boundaries and seeks to collaborate

with other agencies and councils to improve open space and bushland management and strengthen partnerships.

### ATTACHMENT NO: 1 - KU-RING-GAI GREEN GRID STRATEGY JUNE 2025

#### Locating corridors

# Sydney Green Grid: Spatial framework and project opportunities - North District

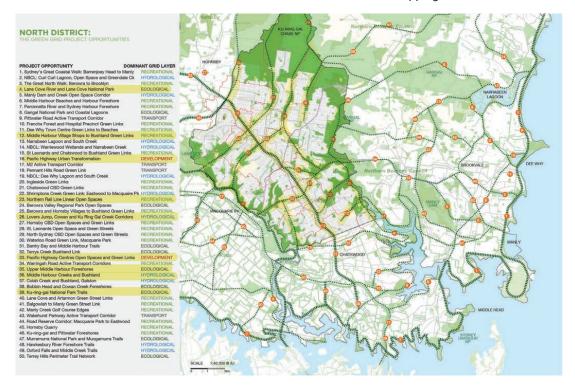
Specifically, priority projects are determined for each of the six districts, of which Ku-ring-gai is within the North District. The North District is examined in terms of its landscape character, strategic context, project opportunity clusters, and objectives including:

- · Increase access to open space.
- · Promote healthy and active living.
- · Create new high quality public realm.

The Strategy will include an analysis of opportunities, constraints and required actions, regarding implementation of the Sydney Green Grid, including the following key projects:

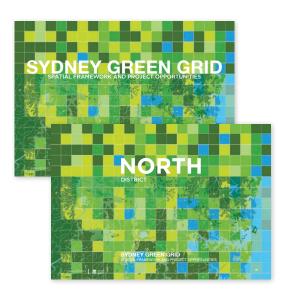
 Sydney Green Grid Project 16 Pacific Highway Urban Transformation. This includes Council's projects within the Local Centres along the Pacific Highway:

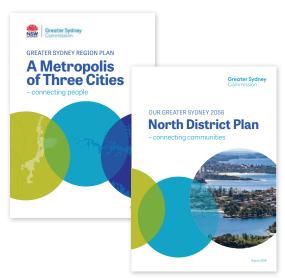
- The Lindfield Village Green project which comprises turning an at grade public carpark into a public park, and providing basement car parking beneath.
- Lindfield Community Hub and Turramurra Community Hub projects which include the provision of new public parks.
- Tree planting and greening within the Local Centres and other areas along the highway and rail corridor.
- Sydney Green Grid Project 33 Pacific Highway Centres. Open Spaces and Green Links which seeks to provide a connection through urban areas (including town centres) to open space and bushland on either side of the Pacific Highway.
- Sydney Green Grid Project 4 Lane Cove River and Lane Cover National Park. Priority Corridor 1 - which includes open spaces along the Lane Cove River foreshores to create unique recreational experiences, linking the Lane Cove National Park to Macquarie Park, Macquarie University, Chatswood and Epping.



Ku-ring-gai Green Grid Strategy

# Key documents and development





2017

Increase access to open space

Promote healthy and active living; and

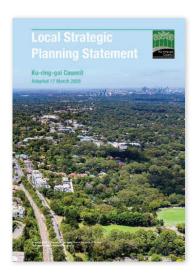
Create new high quality public realm.

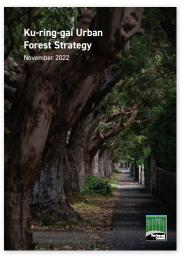
2018

#### **Objective 32**

The Green Grid links parks, open spaces, bushland and walking and cycling paths.

**Planning Priority N19** Increasing urban tree canopy cover and delivering Green Grid connections.







2020

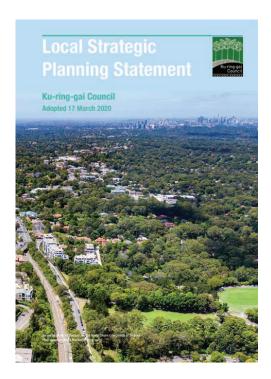
2022

2024

**Planning Priority K32** Protecting and improving Green Grid connections.

The strategy was identified in the Greater Sydney Commission planning guidelines from 2018 and articulates objectives to be delivered as part of Ku-ring-gai's Local Strategic Planning Statement. The Greater Sydney Green Grid Strategy was developed by the GANSW and Tyrell Studio in 2017 and identifies key corridors and project opportunities within the framework.

Ku-ring-gai falls within the North District and has 4 priority projects and 1 priority corridor which interfaces with the Lane Cove River. Since the adoption of the LSPS we have been developing our Green Grid Strategy in conjunction with the Urban Forest Strategy adopted in 2022.



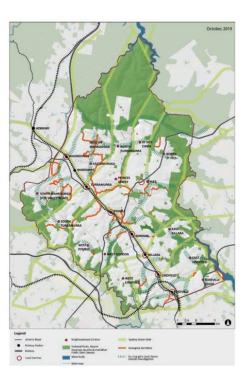


Figure 1 LSPS Green Grid Map

Our LSPS adopted in 2020 gives details of the framework for our Ku-ring-gai green grid which will deliver on both the metropolitan network and our own local grid. This high-level plan gave the overarching locations for potential routes.

The North District component of the Greater Sydney Green Grid outlines clear opportunities for Green Grid connections within the Ku-ring-gai LGA. As part of Ku-ring-gai's Local Strategic Planning Statement (LSPS), Council has further developed these opportunities as shown in Figure 1 – Green Grid, and Figure

2 – Walking Green Grid. Council's mapping of Biodiversity (ecological) Corridors as shown in Figure 3 – Ecological Grid, Figure 4 – Hydrological Grid, and Figure 5 – Active Transport compliment these.

The Local Strategic Planning Statement Priorities that are relevant to the Ku-ring-gai Green Grid Strategy are summarised below:

- K32. Protecting and improving Green Grid connections.
- K33. Providing a network of walking and cycling links for leisure and recreation.

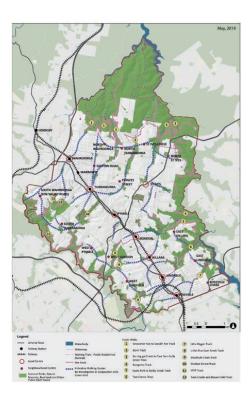


Figure 2 LSPS Walking Green Grid Map

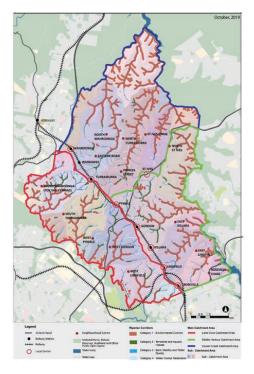


Figure 4 LSPS Hydrological Grid Map

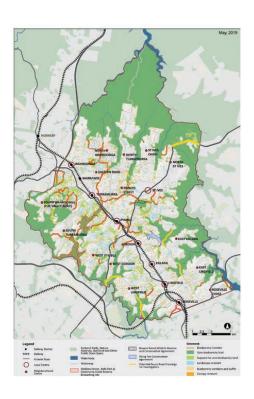
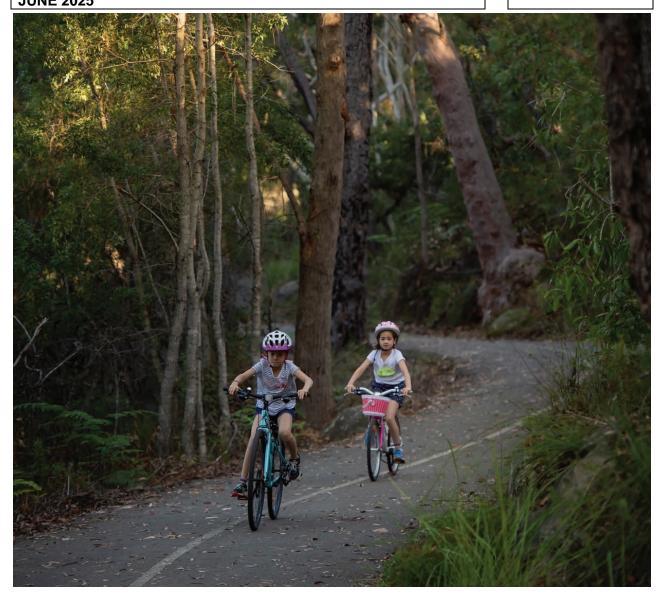


Figure 3 LSPS Ecological Grid Map



Figure 5 LSPS Active Transport Map



#### Open Space and Recreation Needs Study & Urban Forest Strategy

The open space network provides the foundation for establishing the Green Grid. Allowing connections for fauna and flora, and humans between these open space resources will reinforce these links. Recreational reserves, bushland, and urban public domain can all be connected via tree-lined active transport routes. Opportunities for connecting biodiversity corridor

loops will also be explored. The Green Grid will be a unifying agent to connect our open space resources. Closely linked to the Green Grid Strategy are the Open Space and Recreation Needs Study (OSRN) and the Ku-ring-gai Urban Forest Strategy (UFS). The OSRN study was completed in 2023 by Cred Consulting and focused on examining Ku-ring-gai's current provision of open space and recreation trends particular to our area. It also established five priority needs to improve our open space and recreation management into the future.

#### Need 4 -

Connect up and expand the open space network with recreational links and loops

- The high provision of natural areas across the LGA provides the opportunity to increase recreational links for walking and cycling along streets and in neighbourhoods to connect up the recreational network.
- In particular, where opportunities for new parks is limited, there is a need to provide recreational loops around local streets with facilities for play and fitness that increase opportunities for walking and activate neighbourhoods.

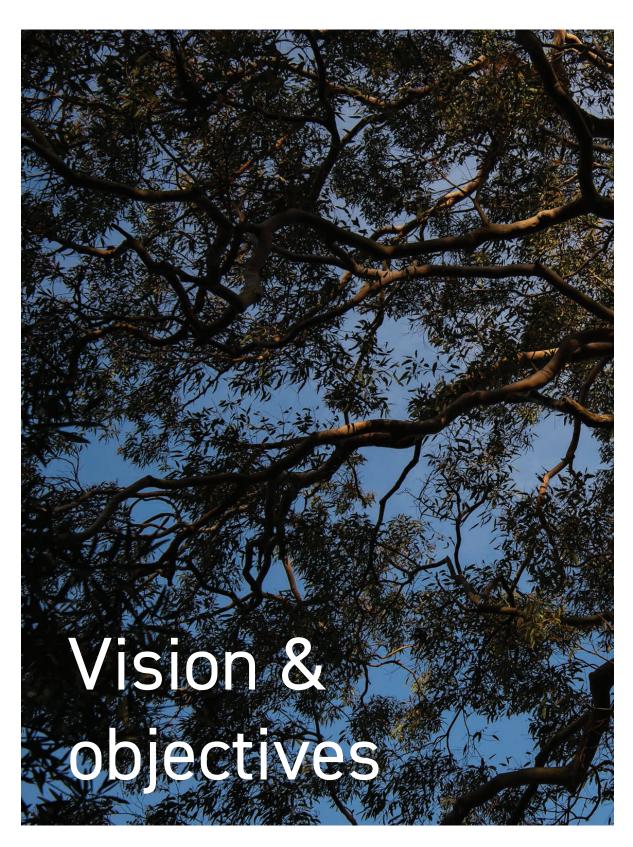
Need 4 articulates the requirement for improved connections between open space areas, particularly to make streets more walkable. Our Stage 2 Mapping and Analysis identified potential recreation loops throughout the LGA, which will be integrated into the final network.

The Ku-ring-gai Urban Forest Strategy was adopted by Council in December 2022. The critical aspect of the UFS influencing the Green Grid is the identification of planting opportunities, particularly in those areas susceptible to the impacts of the Urban Heat Island Effect. The Green Grid will provide a mechanism for ensuring that the canopy targets identified in the Urban Forest Strategy through tree planting are achieved.

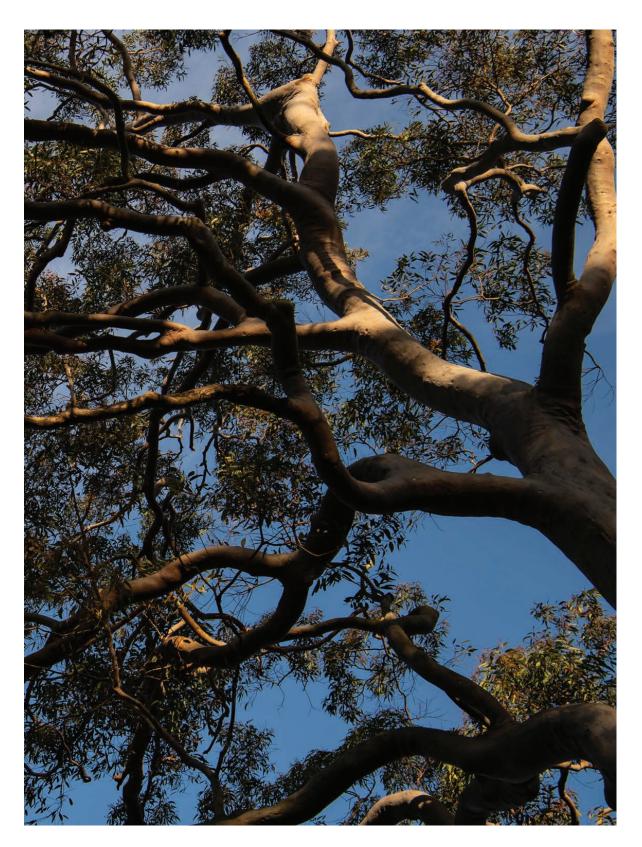
Principle 2 of the UFS is Expand and Integrate. A direct action underlying this principle is increased tree planting. Item 2.1.4 identifies; Develop a 'Street Tree Master Plan' or similar to guide future tree planting programs. This plan should incorporate a tree planting prioritisation framework that incorporates heat mapping, canopy mapping, green grid, local centres, major cycle and pedestrian routes and social vulnerability mapping.

Principle 3 of the UFS is Monitor and Maintain. Mapping urban forest landscapes and habitat values will help to identify opportunities for the creation and enhancement of corridors through targeted planting of particular species as informed by the Biodiversity Policy, Green Grid Strategy and Council's LEP and DCP biodiversity controls. Item 3.4.1 identifies; Audit trees in priority areas on Council-managed land (excluding bushland) and develop a tree inventory database. Utilise existing aerially acquired tree data as a base for this inventory. Collect additional fields such as species, condition, risk profile and Useful Life Expectancy via ground-based assessment. Priority areas for data collection include a number of District Parks throughout the LGA, as well as Green Grid Links.





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### What we have now

#### Key facts about Ku-ring-gai









Size land area of approximately 85km<sup>2</sup>

**Population** 2023 = 126,983

**Density** 1,488.7 people/km<sup>2</sup>

Estimated average population growth 1% per year (past 20 years)

The Ku-ring-gai Local Government Area (LGA) is situated on Sydney's North Shore, approximately 16km from the city, nestled amongst national parks characterising its leafy aesthetic. The three national parks include Garigal National Park, Lane Cove National Park, and Ku-ring-gai Chase National Park. An extensive array of natural areas and bushland reserves supplement these throughout it's suburbs. It's suburbs extend from Wahroonga in the north, Roseville in the south, St Ives in the east and West Pymble in the west.

Natural vegetation, biodiversity, lush landscapes, and unique fauna and flora are all key attractors and assets for those living in and visiting Kuring-gai. Highlights include:

- Nationally significant ecological communities including remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest
- Over 800 recorded native plant species and more than 400 species of native animals; and
- A 99 hectare bio-banking site comprising three reserves at Rofe Park, Sheldon Forest and Comenarra Creek Reserve.

Ku-ring-gai's reputation as belonging to the 'leafy north shore' is underpinned by its proliferation of mature trees. The percentage of canopy cover across the LGA of trees above 3 metres in height is 50% (2022 data). These images highlight the different scales of roads, paths and trails that exist throughout the LGA offering opportunities for green connections. The current condition and existing features on these routes are variable.

Regional routes such as the Pacific Highway corridor are challenged with infrastructure constraints but have the benefit of established guidelines for their development courtesy of the public domain plans.

Suburban routes like this example at Park Street typically have existing trees and footpaths and

possibly passive irrigation around local centres. The streets and verges are wider allowing for more complex interventions.

Local routes are similar, such as St John's Avenue but on a smaller scale hence with less opportunity for larger infrastructure remodelling. They still typically have footpaths and trees.

Trails such as this example at the Blackbutt Creek track vary in condition, however the LGA's key tracks have recently been upgraded in line with NPWS guidelines.



Pacific Highway



Park Street



St John's Avenue



Blackbutt Creek Track

### What will the benefits be

The implementation of the green grid projects will achieve several outcomes including,

- Increased urban canopy
- improved biodiversity
- · a more resilient urban environment
- · improved health outcomes
- · an expanded green infrastructure network

The main means of executing this will be through green and blue infrastructure transitioning away from Business-as-usual grey infrastructure and planting.

Green infrastructure is defined as "the network of green spaces, natural systems and seminatural systems that support sustainable communities. It includes waterways, bushland, tree canopy and green ground cover, parks and open spaces that are strategically planned, designed and managed to support a good quality of life in an urban environment."

Climate change and increases in extreme weather events pose significant threats to our urban environment. By improving infrastructure to incorporate a nature based approach we can begin to soften the impacts of these shocks.

More trees provide multiple benefits;

- · More shade creates cooler environments
- Increased resources for fauna food for pollinators, habitat for birds
- · Soil stabilisation
- Reduced stormwater run-off
- · Reduction in air pollution

By planting more trees and incorporating layered planting with an emphasis on understorey planting in place of turf biodiversity will be increased along with supporting ecological connections between fragmented vegetation.

As well as providing benefits for our fauna and flora, the community will benefit from the positive physical and mental health advantages provided by urban nature. Alongside the aesthetic benefits of green infrastructure, systems that work with or mimic nature assist in supporting an ageing grey infrastructure system under pressure from increased development. Stormwater systems struggle to cope with severe weather events and by incorporating water sensitive design measures that include planting can help reduce pressure on the network.



Ku-ring-gai Green Grid Strategy 29

### Vision

The Green Grid Strategy will consider road corridors, bikeways, pedestrian facilities, walking tracks, fire trails and footpath network improvements having regard for the access, transport, health and recreational needs of the community.

Specifically, it will identify walking and cycling routes, connecting Local Centres and Neighbourhood Centres with nearby parks and natural areas, walking track connections from the St Ives Showground Precinct with existing national park walking trails, and improve biodiversity connections and green infrastructure. Interface and liaison with neighbouring Councils and relevant agencies as applicable to facilitate the development of the Green Grid Strategy will be instigated as part of this process.

Importantly, the Ku-ring-gai Green Grid Strategy is being developed concurrently with the Ku-ring-gai Urban Forest Strategy. The Urban Forest Strategy is examining the opportunities for expansion of Ku-ring-gai's urban canopy cover, and the projects implemented as part of the Green Grid will help to facilitate this.

For the Ku-ring-gai Green Grid the vision is to create a walkable network connecting centres and green spaces.

Key terms when discussing the green grid are;

- The 'GRID' and 'NETWORK' can be used interchangeably. This is the overall 'big picture' and includes all the corridors or routes.
- CORRIDORs are typically those areas which link significant bushland locations and serve as ecological connections. It also includes those major transport infrastructure arteries such as the Pacific Highway and North Shore rail line
- ROUTEs are larger scale connections that are based around active transport typically interconnecting suburbs.
- LINKs are smaller scale connections at the suburban and local levels.

'A network of corridors to connect green spaces and centres'



30 Ku-ring-gai Green Grid Strategy

# Objectives



What would we like the Green Grid to achieve? These objectives articulate the overarching vision for what Council wants our Green Grid to deliver.

#### Increased canopy cover across the LGA

Ku-ring-gai benefits from a well-established and extensive urban tree canopy. Pressures from development, climate change and risk mitigation all impact on how this is able to thrive and expand. Clear targets for the delivery of an improved urban forest canopy are essential for ensuring the longevity and success of our urban forest. Green Grid projects are fundamental to achieving this.

#### A consolidated active transport network providing comfortable walking and cycling routes

Active transport is critical in sustainable progress towards meeting climate change mitigation targets. Council is pursuing opportunities to develop the best possible links that provide the infrastructure to support both walking and cycling transport options. Integral to the comfort

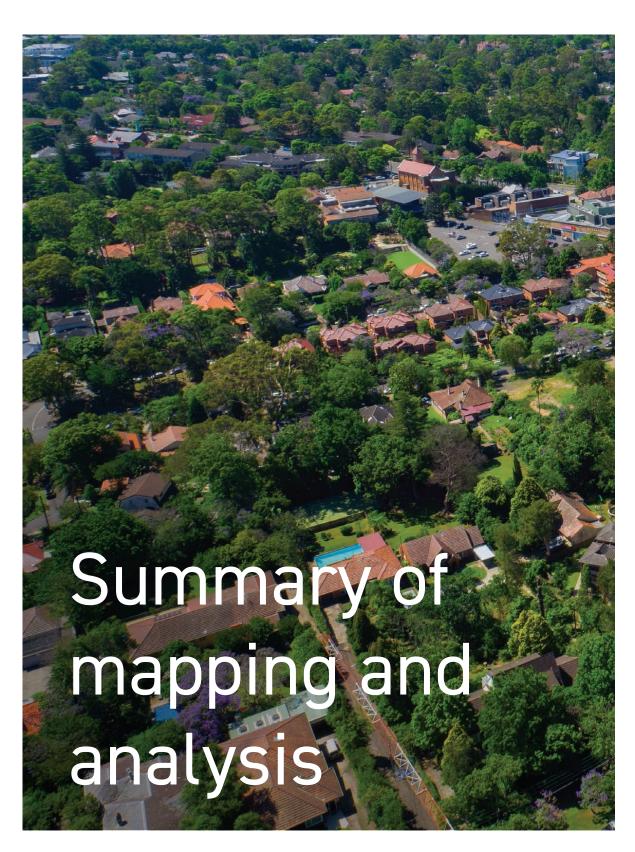
of these routes is shade and an aesthetically pleasing environment, which co-ordinated street tree planting as part of the Green Grid can deliver.

#### Walkable connections between points of interest in the LGA

Local Centres, historic sites, parks and recreation facilities all provide points of interest within the LGA which residents want to access. The Ku-ring-gai Green Grid will endeavour to make walking the preferred way to get to, from and between these points by improving green infrastructure interventions along these routes, ensuring they are shaded, pleasant and accessible.

#### **Enhanced biodiversity and** riparian corridors

Fundamental to the Green Grid is the enhancement and protection of our existing natural systems. These need to be supported and expanded wherever possible. The balance needs to be struck between creating new connections to re-link patches of bushland, and allowing the appropriate level of access to sensitive areas.



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# Stage 1: Background studies report

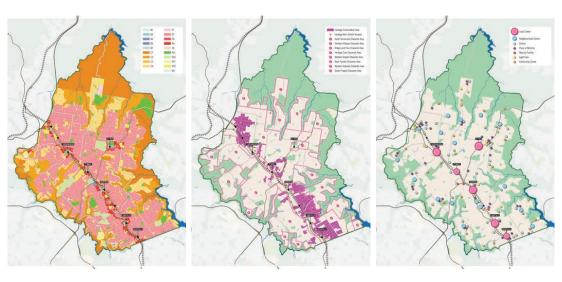


To initiate the strategy, we have developed a Stage 1 background studies report. This has provided the foundation for our exploration of the network, allowing us to examine precedents and our own opportunities and constraints.

# Stage 2: Mapping & analysis

Stage 2 has included our in-depth mapping and analysis. We have examined the range of data that will influence the network, including physical, climatic, cultural, governance and movement considerations.

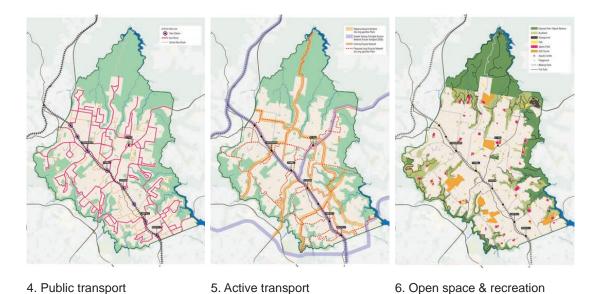
#### Mapping and Analysis: LGA Wide

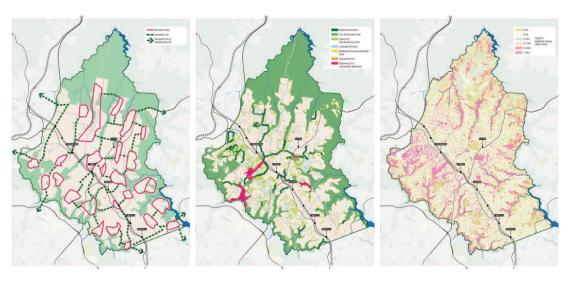


1. Zoning

2. Character & heritage

3. Places of interest

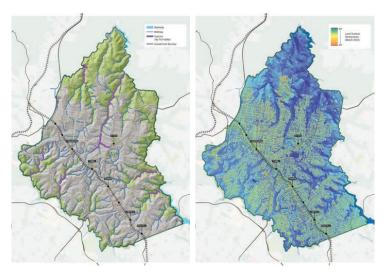




7. Recreation loops

8. Biodiversity

9. Vegetation

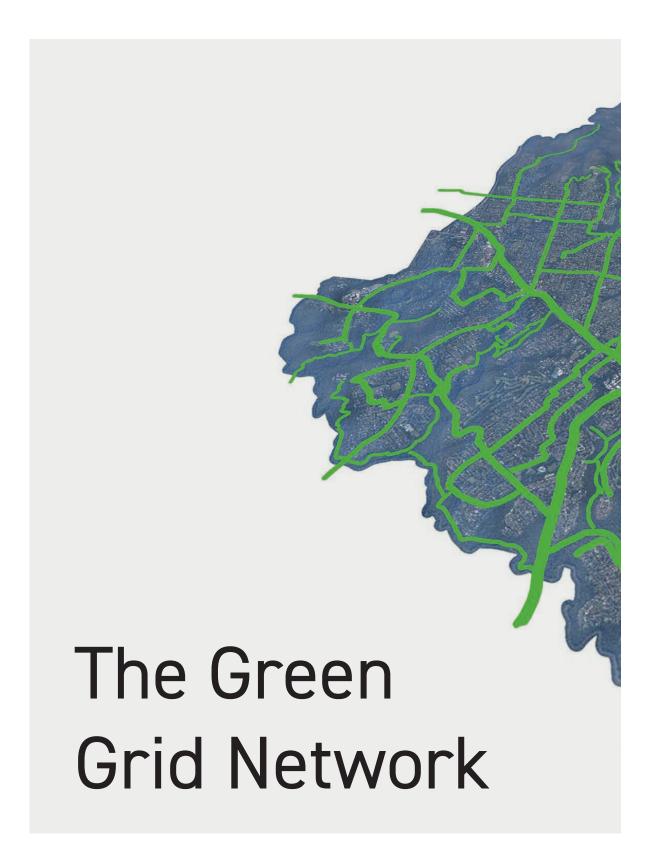


10. Topography & hydrology

11. Heat mapping

#### **Baseline Data**

This baseline data for the LGA provides an overview of each of the selected focus areas. The detail at this LGA wide range gives a snapshot of how things look and can give a broad overview of the key corridors for opportunities and constraints. This wide range view will then be overlaid at a suburban level to help determine street level routes.





# Approach – how we have developed the network

#### Methodology

The high level proposed routes identified in the LSPS as;

- · Ku-ring-gai Green Grid
- · Walking Grid
- Ecological Grid
- Hydrological Grid

The analysis of these overarching routes has led us to develop and refine the network that was established as part of the greater Sydney green grid and the Ku-ring-gai green grid. The network is now defined down to street level based on compilation of the data. The selection of all the routes regardless of scale have been guided by an accumulation of features, existing infrastructure, and accessibility.

Opportunities and constraints were analysed at an LGA wide level for the following focus areas;

- · Density and Zoning
- · Local Character
- Heritage
- · Key Destinations and Attractions
- Transport
- Open Space
- Heat Mapping
- Canopy
- Biodiversity
- Hydrology
- Topography

The base data has been overlaid to identify cumulative features that provide the most opportunities and least constraints. This broad brush approach aimed to produce corridors of activation for further analysis.

#### **Opportunities**

The key opportunities relate to ease of access relating to topography and existing infrastructure, and those routes that incorporate the most significant points of interest and destinations.

#### **Constraints**

Constraints on the network include steep topography, narrow infrastructure corridors, and desirability of walking environment. Busy roads with little vegetative buffer present a more challenging environment to retrofit, and alternatives to these routes were explored.

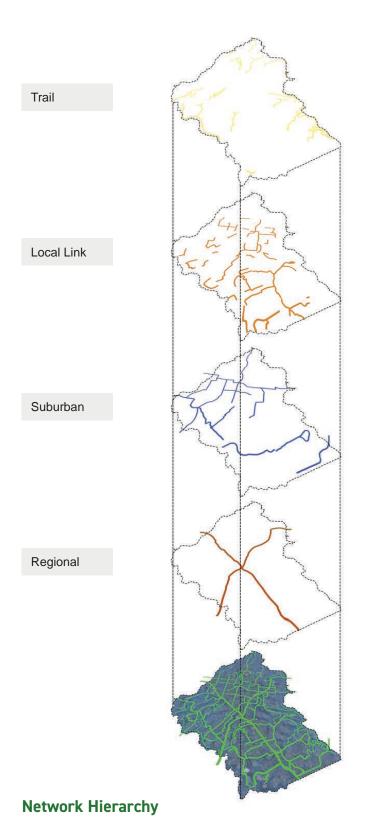
The network hierarchy of routes from large to small scale is as follows.

Regional connections - these are the predominant North-South corridors following the Pacific Highway and North Shore rail line and east-west links encompassing Ryde Rd and Mona Vale Rd.

**Suburban** connections intersect suburban boundaries and interface with neighbouring councils.

**Local link** connections are the more small-scale interventions that highlight local points of interest and fill the gaps in suburban connections.

**Trail** connections are the more ecologically focused routes directly connecting existing trails through bushland.



# Draft routes - regional

In this example of regional routes, the Pacific Highway corridor is the main spine of the route however it deviates in and around centres encompassing the rail corridor for an optimised journey. The table highlights the opportunities and the key layers it engages with across Ecological, Hydrological, Recreational, Cultural and Active Transport/Public Domain considerations.

# Possible opportunities and improvements across all regional routes

- Parking extension of Clearways along Pacific Highway in the future;
- · Paving local centre core paving upgrades;
- Street Tree Planting Integrate new street trees where appropriate;
- Street Furniture Introduce seating and bins around bus stops in high traffic areas;
- Lighting Install upgraded street lighting and awning lighting where applicable; and
- Powerlines underground aboveground powerlines where possible.

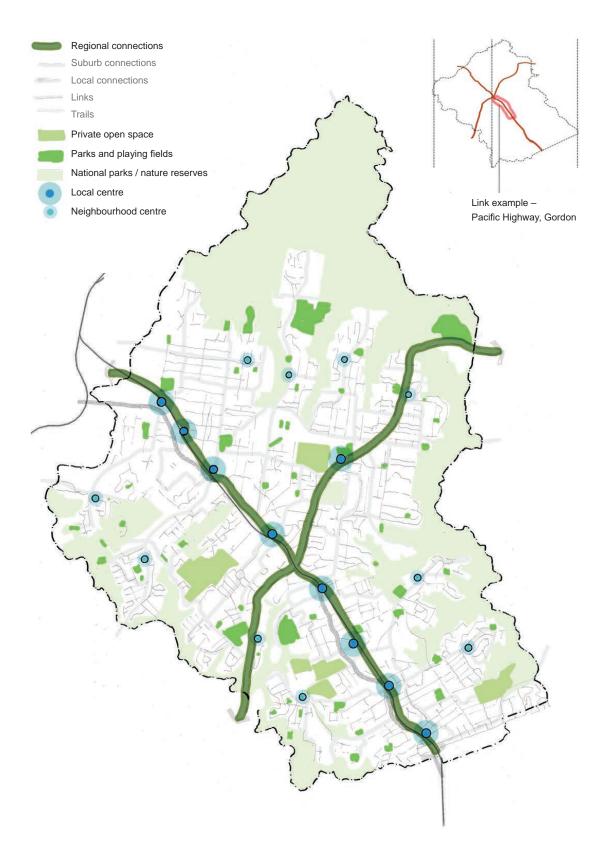
#### Link example

Pacific Highway, Gordon

#### Description of link example

The north-south Regional Green Grid connection favours lowerorder connections adjacent to the Pacific Highway. The northern segment includes; Millewa Avenue (Wahroonga); Warrawee Avenue (Warrawee); Brentwood Avenue (Warrawee) and Rohini Street (Turramurra). This segment is characterised by 2-3 storey mixed use developments in the Local Centres and 2 story general residential dwellings. The central segment travels along the Pacific Highway. Being the main arterial road connection through the Ku-ring-gai LGA it distributes traffic from Hornsby LGA to Willoughby LGA and beyond towards North Sydney and Sydney City. The Pacific Highway is predominantly characterised by mixed use and high density residential development. The southern segment includes; Werona Avenue (Gordon and Killara), Lindfield Avenue (Lindfield), Strickland Avenue (Lindfield) and Hill Street (Roseville).

Ecological	Hydrological	Recreational	Cultural	Active Transport & Public Domain



Ku-ring-gai Green Grid Strategy 41

## Draft routes - suburban

Suburban routes have been selected to provide connections along routes that link key destinations and are desirable to walk along. Determining which road was selected over another included reviewing movement mapping showing the frequency of use by people walking or cycling. Topography, existing footpaths, and multiple destinations along a route such as schools or shops helped to determine its selection.



# Possible opportunities and improvements across all suburban routes

- Traffic Calming Introduction of traffic calming initatives which incorporate landscaping, changes in material and street trees;
- Street Tree Planting Integrate new street trees where appropriate:
- Lighting Install upgraded street lighting and awling lighting where applicable; and
- Powerlines underground aboveground powerlines where possible.

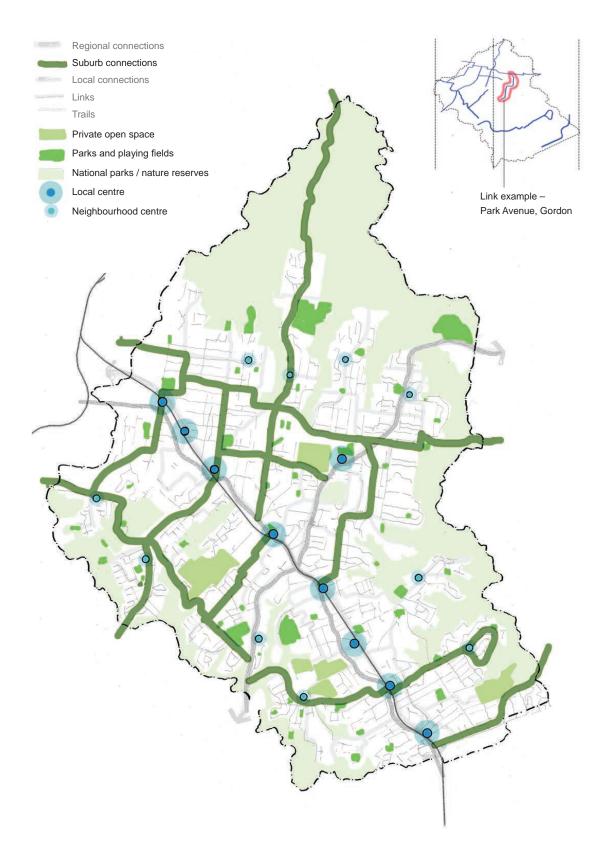
#### Link example

Park Avenue, Gordon

#### Description of link example

This connection links the Gordon Local Centre (inc. Police Station and Library) to Gordon East Public School. It is characterised by Park Avenue, Rosedale Road, Sage Road, Eucalyptus Street, Horace Street and Link Road which connects to Mona Vale Road and St Ives Local Centre. The connection has a low-density residential character whith steep topography in parts. Footpaths exist along this connection.

Ecological	Hydrological	Recreational	Cultural	Active Transport & Public Domain



### Draft routes - local

Local links are more fine grain and may be as straightforward as "How do I get from the park to the coffee shop?". They also provide the missing links between larger scale routes. These routes are a key driver for active transport and encouraging people to avoid taking the car for a short trip. This promotes a healthy lifestyle and social cohesion – getting active improving physical health outcomes and stopping to chat with a neighbour improving mental and social outcomes.

# Possible opportunities and improvements across all local routes

- Parking opportunities to consolidate and provide additional car parking where appropriate. Local connections are generally associated with Local and Neighbourhood Centres;
- Traffic Calming Introduction of traffic calming initatives which incorporate landscaping, changes in material and street trees;
- Street Tree Planting Integrate new street trees where appropriate;
- Wayfinding signage Improving the relationship of and connection to existing trails;
- Lighting Install upgraded street lighting and awling lighting where applicable; and
- Powerlines underground aboveground powerlines where possible.

#### Link example

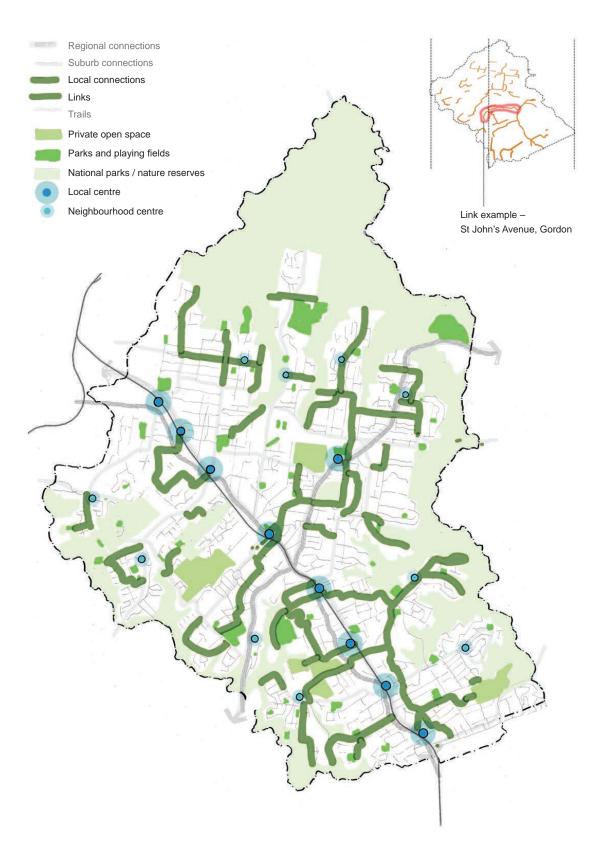
St John's Avenue, Gordon

#### Description of link example

This connection links Gordon Local Centre, Gordon Train Station and Gordon Recreation Ground with Gordon Golf Club to the west and Terrum-Bine Reserve, Rocky Creek, Kalang Reserve, Killara Park and Koola Park to the east.

Ecological	Hydrological	Recreational	Cultural	Active Transport & Public Domain

#### ATTACHMENT NO: 1 - KU-RING-GAI GREEN GRID STRATEGY **JUNE 2025**



Ku-ring-gai Green Grid Strategy 45

### Draft routes - trails

Trail connections are tracks through natural areas. Many of these are existing and may only require minimal interventions to improve them such as resurfacing and interpretive signage. These include walking tracks, fire trails and designated bike tracks. Fire trails are managed in accordance with National Parks and Wildlife Service guidelines.

# Possible opportunities and improvements across all trail routes

- Wayfinding signage Improvements to entry and wayfinding signage to better identify trail entries; and
- Entry statement at entries introduce a consistent materials pallette which signifies a trail entry;
- Interprative signage Introduction of interprative elements which provide historic and cultural information associated with the trails: and
- Accessibility Were possible and appropriate explore potential improvements to or the introduction of accessible footpaths and boardwalks for part or all of a trail.

#### Link example

Blackbutt Creek Track, Gordon

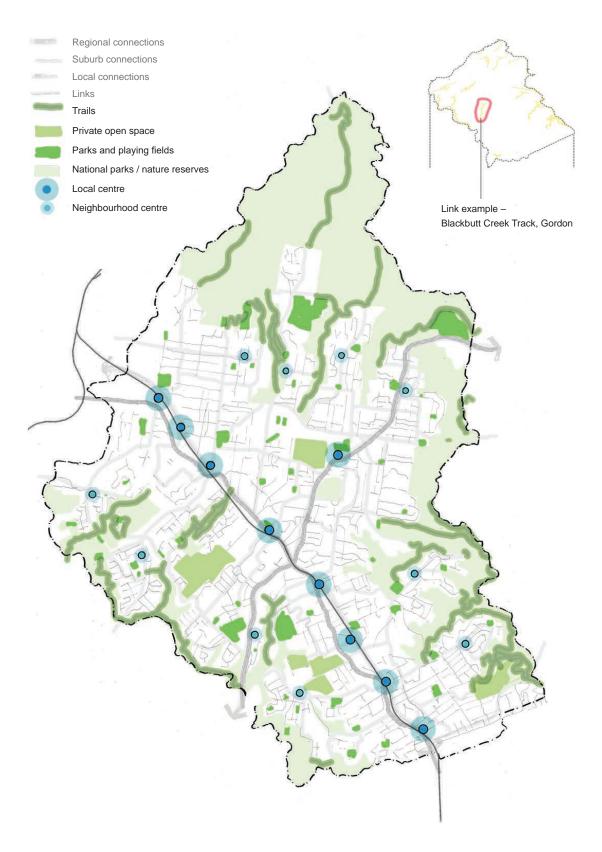
#### Description of link example

Blackbutt Creek has some of the tallest Blackbutts, along with attractive Turpentines and Peppermint woodland. The track follows the creek along the reserve, home to numerous endangered flora and fauna species, including the Powerful Owl. It crosses Blackbutt Creek and winds along the fire trail to Falls Creek before connecting up with St Johns Avenue.



Ecological	Hydrological	Recreational	Cultural	Active Transport & Public Domain

#### ATTACHMENT NO: 1 - KU-RING-GAI GREEN GRID STRATEGY **JUNE 2025**



## What will it look like

Transforming these routes into green corridors will include the following key components;



#### Street trees

Street tree planting - new trees will be planted on streets where there are opportunities, focussing on those areas with low canopy cover.



#### Footpaths and bike lanes

Whilst the aim is to work with routes that already have existing infrastructure, where new footpaths, shared paths or bike lanes need to be built this will be co-ordinated with street tree and under planting, passive irrigation, traffic calming, and any changes to electricity assets.



Verge and median planting - wherever possible, layered, biodiverse native planting will be incorporated

### Cable bundling

Aerial cable bundling or undergrounding of power - where undergrounding of power is cost-prohibitive, aerial cable bundling will be incorporated to provide increased opportunity for canopy trees.



#### Rain gardens

Water sensitive urban design treatments - rain gardens to capture and filter stormwater run-off, passive irrigation such as breaks in kerbs, and swales



### **Signage**

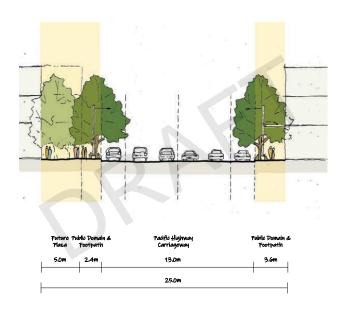
Interpretive signage - signs along routes that highlight culturally significant information around first nations history and native fauna and flora



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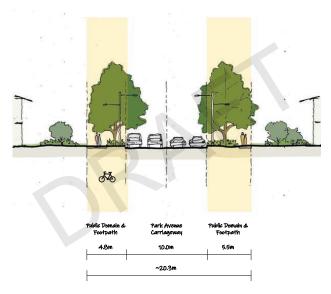
# **Typologies**

The opportunities along routes are explored through sectional sketches. These typologies are representative of what could be achieved at the varying scales based on the infrastructure constraints and existing conditions.



#### Regional

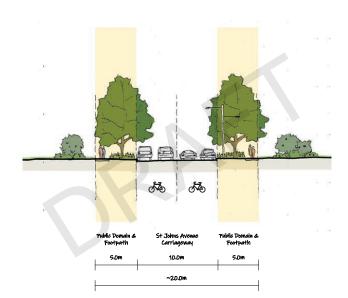
Regional routes are primarily guided by the public domain plans for local centres and would include many of the elements within the suite of green grid components. Shared paths, separated bike lanes, street tree planting, passive irrigation, street furniture, understorey planting, signage and undergrounding of power.



Ku-ring-gai Green Grid Strategy

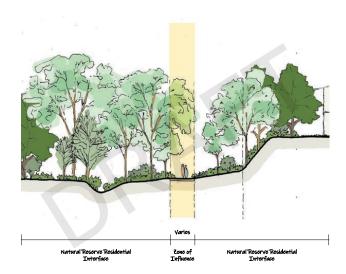
#### Suburban

Suburban routes typically have existing trees and footpaths, but wherever possible these will be enhanced to fill in the gaps additional tree planting, understorey planting and interpretive signage. Where possible, more intensive infrastructure interventions will be made - incorporating bike lanes, planting blisters and WSUD elements.



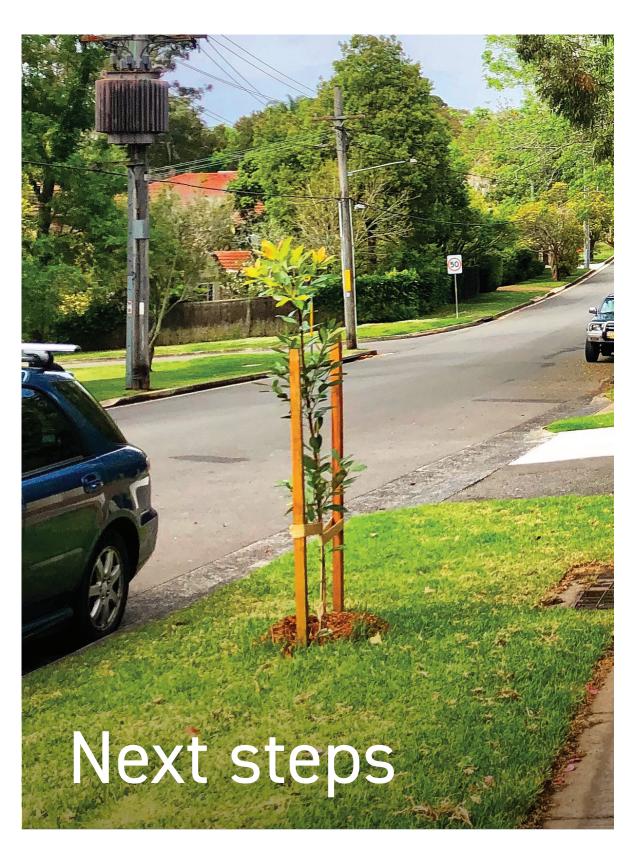
#### Local

Local routes may be limited to tree planting, understorey planting, and signage.



#### Trail

Trails may include path upgrades and signage.

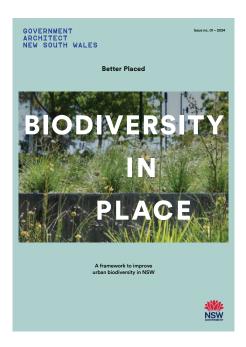


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Ku-ring-gai Green Grid Strategy 53

### Goals



The goals of the Ku-ring-gai Green Grid Strategy include;

Include more green infrastructure - implementing the Biodiversity in Place framework

In order to improve biodiversity in our urban areas, we need to move away from monoculture plantings and turf verges. The Biodiversity in Place Framework from the Government Architect NSW provides the tool-kit to making these changes possible. The Green Grid provides the opportunity to incorporate layered planting into our streetscapes and public places.

Walking and Cycling are the preferred method of transport for short trips - get more of our residents walking and cycling

To help improve health outcomes for the community by increasing physical activity and reducing carbon emissions, we want to provide the infrastructure for more comfortable walking and cycling journies. People will have greater opportunity to make short trips by active transport rather than getting into the car.

More street trees for a comfortable journey street trees provide a multitude of benefits, shade being a critical factor for a walking trip

To support more walking and cycling trips, the journey needs to be comfortable. Street trees provide shade, cooling effects and a pleasant aesthetic. The Green Grid will focus on enhancing these most popular routes.

Connecting biodiversity and riparian corridors - creating vegetated links to connect gaps in corridors

Ku-ring-gai has an abundance of biodiverse areas, however urban development has left them fragmented. By linking these areas again by vegetated corridors we can improve outcomes for species diversity and movement. More habitat and food sources enable fauna and flora species to flourish.



# Community engagement



stewardship an investment in the environment.

Public exhibition of the draft strategy formed the first phase of community engagement. In the second phase, we will undertake more

targeted consultation on a ward-by-ward basis to further refine the proposed routes and inform the action and implementation plan.

This will involve targeted communication between staff and the community, meeting in local parks to discuss how people get around their suburb and where they would like to see improved access to make their journey more comfortable.

# Action & implementation

The action and implementation plan provides specific actions for implementing the projects identified for the Green Grid. This includes resourcing and funding implications.

Finalisation and prioritisation of routes will be a collaborative process driven by community engagement. We will work with the community to determine the most feasible and desirable locations for improving walking and cycling trips. Routes that contribute to multiple layers

- hydrology, ecology, biodiversity, cultural amenity and accessibility will be allocated the highest priority rating.

The finalised implementation and action plan will include a breakdown of the location of the routes in priority order and the associated infrastructure required to enhance the route (specific actions). Responsible teams will be assigned along with time-frames for delivery and funding mechanisms.



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## Conclusion



The implementation of the finalised strategy will be a collaborative process with the community and stakeholders. The draft routes will be formalised and prioritised as an iterative process. This will include further on-ground examination of proposed routes, liaison with neighbouring Councils, and further collaboration with First Nations advisors.

Primarily, it will be driven by targeted community engagement working with residents to achieve the most meaningful outcomes.

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Council	
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#### **Green Grid Strategy - Community Engagement Report**

#### Introduction

The draft Ku-ring-gai Green Grid Strategy was placed on public exhibition for community feedback from Wednesday, 12 February to Wednesday, 12 March 2025. This public exhibition formed the first stage of a staged community engagement approach. Upon formal adoption of the Strategy, Council will undertake targeted ward-based consultation to refine specific pathway alignments and guide detailed implementation planning.

#### **Executive Summary**

The community engagement project successfully reached a broad audience through multiple channels including the Engagement Hub (1,311 page views, 737 visitors, 305 downloads), newsletters to 38,280 subscribers, direct stakeholder emails, and social media posts. The engagement generated 37 formal responses including 31 survey responses and 6 written submissions from environmental groups, transport advocates, and residents.

Survey results showed strong community support with 69% rating the strategy very good or good, while 16% rated it poorly. Written submissions reinforced support for the strategy's objectives. The community demonstrated enthusiasm for increased tree coverage and green canopy, recognition of environmental benefits including biodiversity and urban cooling, and positive response to connecting green spaces and integrating cycling infrastructure.

Key concerns raised included doubts about ability to deliver, gaps in cycling network, some confusion about specific proposals and impacts, concerns about tree removal from new developments, and infrastructure challenges particularly regarding undergrounding power cables and ongoing maintenance. The engagement revealed strong community support for environmental objectives while highlighting practical implementation concerns requiring careful consideration in strategy development.

#### **Communications and engagement snapshot**



### Communications approach and reach

- Council's website
- Direct email to 34 external stakeholders
- Post on Local Government Biodiversity Forum
- Facebook posts 27 February
- Engagement Hub page

   1311 page views from
   737 visitors, 305
   documents downloads.
- Yoursay E-news 1280 subscribers
- Ku-ring-gai E-news –
   37k subscribers



#### **Community participation**

- Online survey 31 responses
- Written submissions 6 including environmental groups, active transport groups, internal stakeholders, and residents.



### Summary of community sentiment

- Survey responses indicated 69% rated strategy very good/good, 13% neutral, 16% poor/very poor, 3% don't know/haven't read.
- Written submissions indicate support for strategy objectives.



#### Reasons for support

- Strong support for more trees and green canopy
- Environmental benefits (biodiversity, cooling, water management)
- Good concept of connecting green spaces
- Interest in gardens and cycling infrastructure



#### Reasons for concern

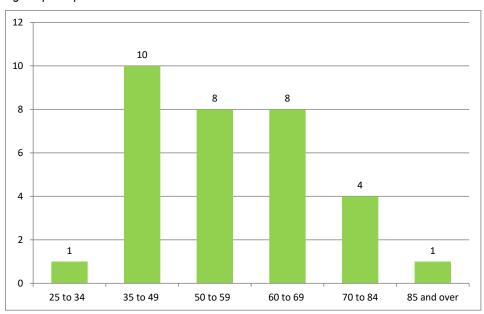
- Doubts about ability to deliver strategy
- Gaps in the bike network - distances too long for walking, need separated cycling infrastructure
- Some confusion about the proposals and impacts
- Concerns about how plan interacts with new developments that will remove trees
- Infrastructure concerns, specifically questioning likelihood of undergrounding cables, maintenance challenges, and power line safety

#### **Engagement results**

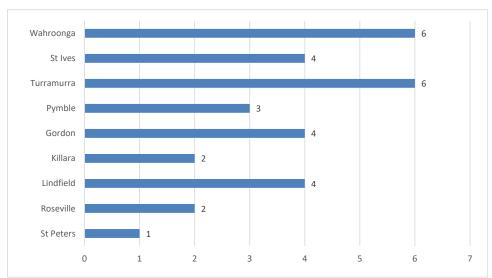
#### Survey results

#### Survey participants (note that now all participants responded to all questions)

#### Age of participants

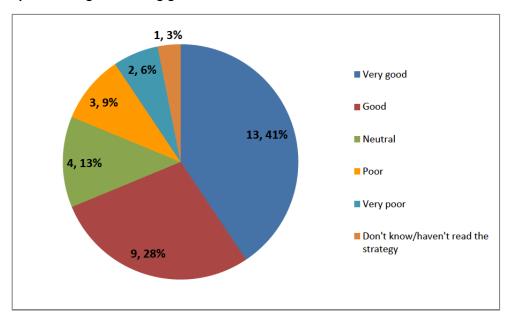


#### Residential suburb



#### Survey results

Q1) Rating the Green Grid Strategy in terms of creating a connected network of green spaces throughout Ku-ring-gai.



Comments about the strategy

Summary of comment themes. See verbatim responses in appendix 1

#### Positive

- Strong support for increasing tree canopy and green corridors
- Enthusiasm for environmental benefits (cooling, biodiversity, water management)
- Appreciation for connecting green spaces and promoting sustainable transport

#### Negative

- · Concern about strategy being to vague with unclear implementation details
- · Fears about council's ability to deliver
- Infrastructure challenges: costly cable undergrounding, crowded roads, inadequate basic services
- Potentially conflicts with new NSW planning policies that may increase density and remove trees

#### **Key opportunities**

· Cycling: Separated bike paths connecting to transport and green spaces

- · Community: Gardens, food harvesting, multilingual signage
- Technical: Tree auditing, better species selection, improved maintenance
- Integration: Traffic calming, rain gardens, "right tree, right place" approach

Q4 - Please outline below any walking routes that you use that could be improved with greening? Give clear details about locations including suburb, streets etc as appropriate.

The following list outlines the streets/routes identified per suburb.

- TURRAMURRA Bent Street, Eastern Road, Pacific Highway, Trentino Road
- LINDFIELD Terrace Road, Lindfield Avenue, Strickland Avenue
- WAHROONGA Browns Road, Uralba Place, Gladys Avenue, Pacific Highway
- KILLARA Werona Avenue, Eustace Parade, Stanhope Road, Redgum Avenue or Rosebery Road, Swain Gardens to Two Creeks track
- GORDON Pacific Highway, Stony Creek
- ST IVES Cowan Road, Killeaton Street, Mona Vale Road
- ROSEVILLE Pacific Highway

#### Written submissions

From the written submissions, comments across 30 different topics were received. The most commonly occurring answers included:

- 1. Support for draft strategy (5)
- 2. Funding prioritisation for green grid projects over other infrastructure (3)
- 3. Highlight the need to balance improving connections without compromising vegetation condition. Pressures from bike riders, dog walkers, and general increase in human activity in sensitive areas (2)
- 4. How are objectives of the Green Grid going to be met in those areas targeted for increased housing supply/density (TOD, Low and Mid-Rise) (2)
- 5. Issue of off-leash dogs interacting with wildlife (2)

#### **Feedback Summary**

#### Summary of comment themes. See verbatim responses in appendix 1

#### **Positive**

- Strong support for core objectives: increased canopy cover, active transport links, biodiversity enhancement
- · Appreciation for addressing climate change and urban development impacts
- Support for connecting green spaces and improving street amenity
- Enthusiasm for tree tunnels, planter boxes, fountains to beautify streets
- Recognition that strategy helps counteract tree loss from development

#### Negative

### ATTACHMENT NO: 2 - GREEN GRID COMMUNITY ENGAGEMENT REPORT.PDF

ITEM NO: GB.12

- Funding concerns: Ambitious plan lacks adequate funding for implementation and maintenance
- Planning conflicts: No mention of new housing density policies that reduce tree canopy space
- Implementation gaps: Lacks detail on how biodiversity improvements will be achieved
- Trail conflicts: Increased usage may degrade vegetation the strategy aims to protect
- Terrain challenges: Many proposed routes are steep, limiting accessibility
- Private land issues: Unclear agreements with private landowners for connections

#### **Key opportunities**

- Infrastructure: Walking/cycle bridge across Gordon Creek using existing foundations
- Funding mechanisms: developer contributions, grants, capital works priority
- Cultural integration: Connect with Dharug Durumbura Dhurabang project
- Practical improvements: Better signage, bike parking at town centres, traffic calming
- · Community consultation: Local knowledge essential for trail design and route selection

#### Possible exclusions

- Ku-ring-gai Flying Fox Reserve (unsuitable terrain, wildlife disturbance)
- Blue Gum High Forest areas (critically endangered)
- · Sensitive riparian zones and bushland areas

#### Conclusion

The public exhibition successfully engaged the Ku-ring-gai community with nearly seven in ten respondents endorsing the Strategy's environmental vision and connectivity principles.

The feedback reveals strong community support for urban forest expansion and integrated green infrastructure, while identifying critical areas requiring attention including implementation pathways, infrastructure delivery, and clearer communication of specific proposals. These insights will inform the final Strategy and subsequent ward-based consultation, ensuring community concerns are addressed while building on the demonstrated environmental support.

#### Appendix 1 - Verbatim responses

#### Survey

#### Q3) General Comments

Enhances, current image of the LGA character. Provides guidelines for future development of housing while meeting increased housing requirements.

needs to be more specific in areas it wants to improve

Great initiative.

The strategy looks no different from what we have today in KRG. Strategy looks like "More of the same", with no real value add. The majority of Ku-ring-gai is lined with street trees (Planted under powerlines) already. Good luck working with the Utilities to put cables underground, no one will pay for that. Ku Ring Gai can't even afford or keep up with putting in footpaths as it is. Ku Ring Gai has no bike strategy and the current cycling network is disparate. Who maintains the Verge gardens? This strategy just seems like a waste of money and someone's pet project.

It refers to "Lindfield Community Hub and Turramurra Community Hub projects"; two projects that the councils have wasted millions on and cannot deliver on.

This strategy is a waste (of time and money) - Focus on delivering basic council services. When you can do that, then look at pet projects like this.

A step in the right direction. Ku-ring-gai can never have enough trees. I DO HOPE COUNCIL HAS TAKEN EFFECTIVE STEPS TO STAMP DOWN ON TREE POISONING FOR REAL ESTATE PROFIT.

The idea is great and some thought has gone into identifying appropriate corridors. I fully support increasing the green coverage in these routes and developing appropriate traffic calming. However, what is sorely lacking in all the examples I have seen in the draft strategy is bike paths. The distances referred to in the strategy are generally so long that people are unlikely to walk them. However with decent cycle paths, many more residents would be encouraged to take these routes on bikes and e-bikes.

Please consider improving the paths and routes along the bus stops into the scope. The conditions of pathways around some bus stops are poor.

Strategy is a great starting point. Should include local route from Killara Station to Killara Park and Koola Oval (this is also the walking route for many school students to Killara HS).

It lacks some pragmatic / practical insights, such as planter boxes and incentivising the beautification of shop fronts for the retail operators.

What is the point in doing all this work when we're told from Roseville to Wahroonga; all the zoning is changing against our will as residents; cutting down trees, building more apts etc..

It's a total waste of time this draft until we know what our new suburbs are going to look like. The council is totally out of touch!!

It was very hard to see / understand exactly what is proposed. Eg for the main pacific highway corridor, I could not see what was actually planned / how it was even feasible and whether it had any, even partial hope of meeting the goal of "connecting green spaces". When I tried to look at some detail, the maps in the .pdf were too low res, eg on one I could not even read the legend.

I don't see how you expect to add bike paths to the Pacific highway, which is already overcrowded. And our entire metro area is only going to get more crowded when the TODs come in. There will be more traffic, less parking, fewer trees and more people. So how do you expect to make space for green paths, bike paths and trees? About 10 years ago Rosedale Road in Gordon was designated as a bike route. All they did was paint pictures of bikes in the middle of the road, and then expect cars and bikes to fight it out together. Is this what will happen with other roads, while you claim to be greening Ku-ring-gai? If you really want to make Ku-ring-gai green and more livable, fight the TODs.

Love it - let's get moving asap!

The strategy is coming from a good place but does not address the fact that Gordon has next to no parks to connect and is proposed to be the biggest loser when it comes to destruction of trees to make way for high rise development. Some of Gordon's trees are up to 200 years old. Replacing with saplings does not protect the environment from the destruction that is planned. A survey of residential blocks to establish the trees that should be protected from development would prove the significance of this area.

Essential to retain and improve canopy and wildlife in the area. Will also assist in reducing temperatures, assisting with water flow and absorption, and general well being of residents.

I am very supportive of this strategy. It is about time that more sustainable ways of living are implemented in Ku-ring-gai. Cycleways are being planned all over Sydney in areas way denser than Ku-ring-gai, but here only big SUV dominate the roads. Kids need protection while cycling, especially if footpaths are grassed and hard to drive to with a bike. I also greatly support the making of new verge gardens, rain gardens, dense tree canopies in an effort to improve biodiversity and improve ecological corridors.

Have you also considered allowing residents to make veggie gardens/food harvest along the green footpaths? Residents and businesses in the City of Sydney do not need approval to install planter boxes or carry out gardening on a public footpath as long as they comply with policy criteria as outlined in their footpath gardening policy, this could be a good opportunity for renters in Ku-ring-gai Council. In general, we need more community gardens and opportunities to harvest your own food while living in flats or in 12months leases.

I support the objectives of the draft strategy, and like the idea of a more connected, greener area through routes and trails.

Bundling cables, creating verge and rain gardens will help. We are missing talking about household waste, carbon emissions and local reliance on food, so it would be good to consider community composting and veggie gardens and incorporate these into the design of

the verge gardens, retaining rain water on in the gardens and reducing pollutants from entering our water streams.

There has not been enough allowance for separated cycleways to be a part of the corridors, cycle ways need to connect to public transport and then to the green spaces but to be used properly they need to be separated from vehicle traffic and can be implemented into the tree planting and parking spaces it will also naturally reduce road width and provide traffic calming, St Johns Avenue with a separated cycle path would be great for this so bikes and bikes with electric motors can get up the hill to the shops and back down for residents, Park Avenue would also be the same narrowing the road will promote cycling to the station for commuters slow the traffic down, possible raising the intersection for footpath height will reduce speeding and promote more cycling to the station and down the the green bushland and houses. adding pavers and trees and rain gardens will create a much more walkable intersection slow traffic to match pedestrian usage.

I don't support any road narrowing to create bike lanes. Too many of our streets are already challenging due to on street parking on both sides of streets.

Looks like a terrific initiative. From the undergrounding/bundling of cabling to the upgrading of bush tracks, it appears solidly researched. Improved canopy and signage will also get more people out. I notice that many new migrants enjoy our beautiful outdoor opportunities and wonder if QR code could be used to provide multilingual descriptors.

I like the idea of more verge low planting where currently there are large sections of just grass. An easy way to add more greenery.

Strategy is fine. Execution is mission critical.

Melbourne has audited its trees, documented and labeled each one. Why does KRG not do this? See Public.tableau.com Urban Forest in City of Melbourne.

KRG is a green council. We need to keep and strengthen this, the more trees the better.

More green is important to encourage foot traffic then reducing traffic on the road

more bike paths mean less cars. Families and individuals can commute safely to the shops and / or sports facilities and schools without resorting to the use of a car each time. The rail corridor is under-utilised and would make an ideal cycling transit route.

It was a little vague but glad it mentioned the highway

The draft is not very clearly presented - it would help if there is a shorter version with clear examples of what the council proposes to do. Also, the maps are quite hard to read. Secondly, it would help to actually do a survey on what is hindering walkability, rather than assuming it is purely the lack of shade. Ku-ring-gai is a beautiful and green part of the city, and has lots of lovely shaded pockets. For instance- if you look at Burns Road from Bobbin Head through to Wahroonga, the green canopy is extensive. Despite this, there are few people walking here - I drive this way quite regularly. Whereas, Bobbin Head Road in North Turramurra attracts many walkers. The difference between these two pockets is the well

maintained, broad pedestrian footpaths in North Turramurra vs the lack of it in Burns Road. Also, North Turramurra is very well lit at night, making it safe and attractive for walkers. Planting more trees to create shaded walking routes is great - but maintaining those trees so the roots don't poke out, falling leaves don't create a slippery accident prone zone especially when is rains, and falling branches don't block access - all these are equally important. Maintain, maintain, maintain!!!

Firstly, Ausgrid applauds Ku-ring-gai council to develop a greening strategy for the city and aligning a place-based approach to develop an integrated approach to deliberately planted vegetation in the area to improve wildlife corridors, biodiversity and canopy cover. Ausgrid would appreciate the following incorporated into the draft strategy:

- 1. Species selection in proximity to existing electrical overhead lines should be of a species type that is robust and has a low incidence of major limb failure during high-wind events to improve power resilience outcomes.
- 2. Trees planted directly under network should be of small mature stature and not require trimming actions to maintain clearances to electrical network. (This reduces costs for the customer base and improves reliability of the electrical network. Council can leverage the opposite side of the street for very tall, large canopy trees which can grow unimpeded as they will not be constrained by the overhead network. This should be articulated as "right tree, right place" and implemented in practice.
- 3. Existing electrical infrastructure locations should be considered as a constraint on page 38 of your opportunities and constraints mapping Ausgrid is happy to provide assistance on this matter to council.

Ausgrid and Council both have a shared responsibility to ensure the safety and reliability of the electrical network, including the approach and strategy for designing and planting suitable trees in the right places.

Q4) Please outline below any walking routes that you use that could be improved with greening? Give clear details about locations including suburb, streets etc as appropriate.

Bent Street Lindfield. particularly cutting before at fork and to Grosvenor Road end.

Lindfield station to west Lindfield; terrace road should have a pathway as this would connect to the new path on Eustace Pde, Killara

Unfortunately many of the existing footpaths in our local area are not well maintained, with cracks and uneven surfaces caused by tree roots. Many of the local residents also have overgrown vegetations obstructing the footpaths. There appears to be no monitoring by the council.

Eastern Road Turramurra
The Pacific Hwy Turramurra

Trentino road linking Eastern Road and Burns Road needs dedicated paved footpath. The street hosts 3 bus stops but the pathways are in poor condition (no pavement, not levelled, full of fallen branches) which is dangerous to walk on from/to bus stops for daily commuters when there is not sufficient light.

Killara/Lindfield Local Routes:

1. Accessing Swain Gardens - currently no footpath either side of Stanhope Rd to allow

access from the North, especially for residents of Lourdes Retirement Village to the gardens. This would also allow walking connection from Killara Station or Lindfield Station.

- 2. Connecting Swain Gardens to Killara Park and Koola Oval Needs a linking footpath on Stanhope Rd to either Redgum Ave or Rosebery Rd (Kardella Ave has no footpath and too steep) which would allow connection to Killara Park and then Koola Oval and surrounding trails. Rosebery Rd needs more street tree cover to provide shade on this route, as does Springdale Rd from Redgum Ave to Killara Park.
- 3. Connecting Swain Gardens to Two Creeks Track Shotgun Alley walking trail from Swain Gardens through to Seven Little Australians Park behind Newington College needs serious attention and is impassable in parts. This would then create connection from Koola Oval/Killara Park through to Swain Garden and then on to the Two Creeks track, essentially forming a loop.
- 4. Killara Station to Killara Park footpath on Locksley is extremely dangerous (trip hazard) and requires torchlight at night to navigate. This is a high-pedestrian route and needs serious attention.

Killara Regional Route:

5. Werona Ave - Desperately need a pedestrian cross walk at the intersection of Stanhope Rd and Werona Ave; this is a major route for Killara Station to Lindfield Station, and West Lindfield to East Killara

Pacific Hwy. The only town centre that inspires any exploration throughout the north shore on the highway is possibly Gordon, everywhere else inspires fleeing. Such a shame to see so many of the shops slowly dying when there is so much potential.

I walk along Pacific Hwy from Merriwa St to the Gordon train station and shops daily. There are no trees on my side of the highway at at. This initiative is fantastic and I cannot wait for the additional tree cover - this will be a great improvement.

In Gordon, we do not have access to parks as do many of our neighbours. I lost count of the number of parks in Turramurra - which has been excluded from the current TOD plan. Our footpaths our also pretty poor and impossible to push a pram up the many hills if you are fit enough to make it to the one little park on Rosedale Road. The emphasis should be access to parks for every family. Not a conversation I have heard!!

Lindfield Avenue from Strickland Avenue to Lindfield Station.

North Wahroonga has wide grassed footpaths dominated by unsustainable and water-thirsty grass lawns. We need more native plants to improve biodiversity and more opportunities to harvest food on public land. Rainwater-fed native gardens should be an option for residents where possible.

Council does great work on existing walking tracks. We live near Richmond Park and the work done there a couple of years ago to one of the tracks made it much more accessible.

Would it be possible to create a walking track along Stony Creek connecting Richmond Park to Koola Park?

Uralba Place to Wahroonga Station, Parks and shops

Walking routes can be improved with added cyclability, I am a young father of young kids and getting the kids to green spaces by walking is a mission as the walks are too long, but if the walks have separated cycleways then we can call ride bikes to green areas much easier and then walk in the bush when we get there, walking to the green space is hard enough so making it easier to get to green space then walk and run and burn energy then is preferred.

As a daily walking around the greater Ku-ring-gai area, from Roseville through to Wahroonga I would think many of our streets could benefit from increased canopy cover.

Along Cowan Road, Killeaton Road and Mona Vale Road close to St Ives village would benefit from greening so it is possible to walk home from the main bus routes without too much sun. More planting near Gordon station also would be useful especially on Werona ave close to the station so it is shadier walking to a car parked on Werona avenue or surrounding streets.

happy with improvements made on Westbrook and Hampden ave in east Wahroonga; tree planting to be instigated on Gladys/Cnr Westbrook

Wahroonga. Pacific highway is too dangerous and narrow. We need to encourage kids go to and back from school nearby... instead of replying car from their parents. Encourage them to walk or cycling by provided safe pathways.

Pacific Highway Roseville desperately needs street trees and/or planter boxes along the shops side. There are some great new shops but there is no reprieve from the car noise and smog. A bike lane should be investigated too

As I have mentioned earlier, there are existing green pockets that are not well traversed. Why don't we first see why that is the case and try to make them more walkable and see if that increases the foot traffic? Increases lighting at night, better well maintained broader footpaths.

### **ACQUISITON OF EASEMENT BY COUNCIL AT 43-47 DUMARESQ STREET GORDON**

#### **EXECUTIVE SUMMARY**

**PURPOSE OF REPORT:** To create an easement in favour of Council as part of a

proposed development on freehold land at 43-47 Dumaresq

Street Gordon comprising Lot 1 DP 1314831.

**BACKGROUND:** The conditions of consent for MOD0111/24 to DA0219/22

> granted by Council on 1 May 2025 for the construction of a multi dwelling housing development on 43-47 Dumaresq Street, Gordon included a deferred commencement term for an easement to be created in favour of Council to facilitate a watercourse to be constructed by the developer

for drainage purposes.

**COMMENTS:** The creation of an easement in favour of Council provides a

legal interest in the land for drainage purposes.

**RECOMMENDATION:** That Council approves of the acquisition of an easement

over Lot 1 DP 1314831 for drainage purposes on the terms

set out in the report.

(Refer to the full

Recommendation at the end of

this report)

#### **PURPOSE OF REPORT**

To create an easement in favour of Council as part of a proposed development on freehold land at 43-47 Dumaresq Street Gordon comprising Lot 1 DP 1314831.

#### **BACKGROUND**

The conditions of consent for MOD0111/24 to DA0219/22 granted by Council on 1 May 2025 for the construction of a multi dwelling housing development on 43-47 Dumaresq Street, Gordon included a deferred commencement term for an easement to be created in favour of Council to facilitate a watercourse to be constructed by the developer for drainage purposes.

# <u>SCHEDULE A: Deferred Commencement — Term(s) to be satisfied prior to the consent becoming operable</u>

The following deferred commencement term(s) must be complied with to the satisfaction of Council within 24 months of the date of issue of this deferred commencement development consent.

Evidence required to satisfy the following condition (s) must be submitted to Council within the timeframe specified in this consent. This consent will lapse if all deferred commencement conditions are not satisfied within this timeframe.

#### A. Approval for realigned watercourse (deferred commencement)

The applicant shall obtain a resolution from Ku-ring-gai Council that it will consent to the relocation of the watercourse for drainage which currently burden the subject property. Council's Property Program Coordinator will be responsible for preparing the necessary report to Council, subject to payment of the adopted fee for the preparation of such reports. A detailed hydraulic design for the new works is to be submitted with the application.

The following details must be included:

- i. plan view of the watercourse to scale showing dimensions, location and exact point of discharge
- ii. the contributing catchment calculations
- iii. longitudinal section and cross sections showing existing ground levels and proposed watercourse invert levels
- iv. surrounding survey detail, including all trees within 7 metres of the proposed drainage system and the actual location of any existing underground services
- v. means to preserve the root systems of trees within 7 metres of the drainage system

This Development Consent will not operate until the above resolution has been obtained.

**Reason:** To control stormwater and protect the environment.

The subject properties, which now have been consolidated within the one lot, were not burdened by Council easements as the deferred commencement condition infers, however, a resolution of Council is required to create an easement for drainage over a watercourse to be constructed in accordance with civil engineering plans submitted by the developer.

#### COMMENTS

The proposed development involves the construction of a watercourse for drainage purposes by the developer to Council's requirements and specifications with **Attachment A1** depicting the approximate location of the watercourse on the land. To enable Council to access the land for inspection and maintenance purposes, an easement for drainage will need to be created in favour of Council at no cost. The easement will not only provide Council with a legal interest in the land but also allows the development consent to become operational.

#### INTEGRATED PLANNING AND REPORTING

Theme 2 Natural Environment

Community Strategic Plan	Delivery Program	Operational Plan
Long Term Objective	Term Achievement	Task
N3.I Our natural waterways and riparian areas are enjoyed, enhanced and protected.	N3.1.1 The condition and quality of natural waterways and riparian areas have improved.	N3.1.1.4 Maintain cleaning of water sensitive urban design (WSUD) in accordance with asset management plans and
	improved.	service levels.

#### **GOVERNANCE MATTERS**

Council is permitted to acquire, or deal with property, including easements, in accordance with the *Local Government Act 1993*.

An easement is a valuable proprietary right that benefits Council and allows Council access and rights to enter upon the land for the purpose of stormwater management and maintenance.

The acquisition of an easement in this instance is consistent with Council's adopted Easement Management Policy.

#### **RISK IMPLICATION STATEMENT**

There are no known risks associated with the proposal.

Subject to Council resolution, the appropriate legal documentation to establish the easement will be reviewed by Council's solicitors. Council's solicitors will also attend to the preparation of a new easement over the subject freehold land once final survey plans are completed.

#### FINANCIAL CONSIDERATIONS

The developer will be responsible for all costs associated with the watercourse and the creation of the easement, including but not limited to construction of drainage works and de-commissioning any redundant drainage infrastructure, legal, survey and registration fees etc.

There are no financial implications for Council other than ongoing routine maintenance from time to time.

As the creation of an easement is a mandatory requirement primarily for the development of the site, Council is not obligated to pay any compensation.

#### SOCIAL CONSIDERATIONS

A community with well-designed and maintained drainage can offer several social benefits including flood mitigation and improvements to the health of local streams and rivers and enhanced urban planning.

#### **ENVIRONMENTAL CONSIDERATIONS**

Environmental impacts have been determined and mitigated through the development assessment and approval process.

#### **COMMUNITY CONSULTATION**

There has been no specific community consultation undertaken in relation to the easement, however, the overall development was subject to the normal notification requirements through the development assessment and approval process.

#### INTERNAL CONSULTATION

Consultation has been held with staff from Council's Operations, Development and Regulation and Strategy and Environment Departments.

#### SUMMARY

The conditions of consent for MOD0111/24 to DA0219/22 granted by Council on 1 May 2025 for the construction of a multi dwelling housing development on 43-47 Dumaresq Street, Gordon included a deferred commencement term for an easement to be created in favour of Council to facilitate a watercourse to be constructed by the developer for drainage purposes.

The subject properties, which now have been consolidated within the one lot, were not previously burdened by Council easements as the deferred commencement condition infers, however, a resolution of Council is required to create an easement for drainage over the watercourse to be constructed in accordance with the approved civil engineering plans submitted by the developer. The easement will confer Council with a legal interest in the land for future access and maintenance and allows the development consent to become operational.

Easements are a valuable property right and an asset of Council which, in this instance, can be acquired at no cost to Council as it is a condition of the development.

#### **RECOMMENDATION:**

A. That Council resolves to acquire an easement over Lot 1 DP 1314831 (43-47 Dumaresq Street Gordon) for drainage purposes. The easement is to be in the form of a section 88B Instrument over that part of the freehold property depicted in **Attachment A1** and at no cost to Council and subject to final survey.

B. That the General Manager or his delegate be given delegation to complete negotiations for the easement on the basis set out in this report and execute all associated documentation to give effect to the easement.

C. That all costs associated with the easement in favour of Council, including legal and survey costs and all costs associated with the new drainage works be borne by the Applicant.

Vince Rago
Property Program Coordinator

Steve Johnson Manager Property

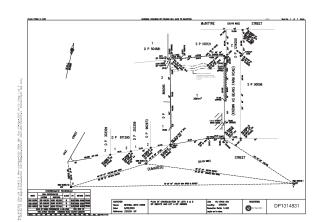
Andrew Watson

Director Strategy & Environment

Attachments: A1 . Attachment A1 Easement for drainage 43 to 47 Dumaresq

2025/161645

Street Gordon



Item NM.1 \$02211

#### **NOTICE OF MOTION**

# IMPROVE ASSET UTILISATION AND SUPPORT THE ARTS IN KU-RING-GAI

#### Notice of Motion from Councillors Balachandran and Wheatley dated 30 May 2025

The draft *Community Strategic Plan 2035 – Our Ku-ring-gai: Growing Together* identifies community infrastructure as a vital community asset and commits Council to providing, upgrading, and maintaining facilities that meet the needs of residents.

Council's community facility utilisation rate is currently less than 30%. Given financial limitations for capital expenditure and time taken to build new facilities, it is imperative that Council actively seek low-cost, high-return opportunities to improve utilisation of existing assets.

The Arts and Culture Committee have identified the need for venues as the major concern for Kuring-gai. Arts organisations such as Pymble Players have left the area and sought support in neighbouring councils. Some groups, such as Ku-ring-gai Philharmonic Orchestra, cannot find venues when they need them. Yet others, such as MSTYP, cannot afford rehearsal space and are at risk of shutting down.

The Inner West Council has addressed a similar issue with asset utilisation and a need in the creative sector. They have invested \$800,000 on upgrading seven town halls with sound systems, audio-visual equipment, performance and recording studios to be used across all the venues. These have been provided free of charge as spaces for live performance, rehearsal, and exhibition. "Rather than sitting empty for much of the time, our town halls will be filled with music, dance, theatre and film."

A targeted facilities review is required to identify low-cost, high-impact upgrades, such as lighting, AV, acoustic improvements, or other improvements to increase utilisation at selected venues. This review can identify potential "quick wins" to increase utilisation rates.

Alongside this - to leverage underutilised council assets and inject support for local arts and creative groups - Council can develop a pilot program offering free access to Council facilities to the arts and creative sectors. The program can be developed in collaboration with the Arts and Culture Advisory Committee including usage guidelines, eligibility criteria, levels of support, and the evaluation framework. The pilot can prioritise bookings that minimise impact on regular, paid bookings to maximise facility use without adversely impacting Council's revenue. An evaluation is required to assess its impact on facility use, creative output, and creative sector engagement, and opportunities to improve utilisation in the longer term.

This initiative provides a practical opportunity to trial increased access, address a critical need in the arts and creative sectors, and improve the use of existing community assets. Council can help cultivate a vibrant, inclusive, and creative Ku-ring-gai.

Item NM.1 \$02211

#### **RECOMMENDATION:**

#### That Council:

- A. Undertake a targeted review of selected community facilities to identify low-cost upgrades that support increased utilisation, with recommendations by November 2025 to inform the FY26/27 budget process.
- B. Develop and implement a 12-month pilot program to increase facility utilisation and support the arts and creative sectors in Ku-ring-gai.
  - Designed in collaboration with the Arts and Culture Advisory Committee and presented to Council by September 2025.
  - To implement the pilot program from January 2026.
  - To evaluate the pilot after 12 months.
- C. Incorporate learnings into the Cultural Facilities Review

Councillor Indu Balachandran
Councillor for Gordon Ward

Councillor Kim Wheatley **Deputy Mayor** 

Item NM.2 CY00844/2

### **NOTICE OF MOTION**

#### SYDNEY NORTH PLANNING PANEL

Notice of Motion from Councillors Taylor and Devlin dated 30 May 2025

That Council review its nomination of membership of North Sydney Planning Panel.

#### **RECOMMENDATION:**

That the above Notice of Motion as printed be adopted.

Councillor Alec Taylor

Councillor for Roseville Ward

Councillor Matt Devlin
Councillor for Comenarra Ward