ORDINARY MEETING OF COUNCIL
TO BE HELD ON TUESDAY, 18 NOVEMBER 2025 AT 7:00 PM
LEVEL 3, COUNCIL CHAMBER

A G E N D A

** ** ** ** ** **

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

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

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

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

The Oath or Affirmation taken is as below:

Oath:

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

Affirmation:

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

APOLOGIES

DECLARATIONS OF INTEREST

DOCUMENTS CIRCULATED TO COUNCILLORS

CONFIRMATION OF REPORTS TO BE CONSIDERED IN CLOSED MEETING

NOTE:

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

C.1 Council Position on the operation of the Ku-ring-gai High School Hockey Facility

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

Attachment 1: Ku-ring-gai Hockey (Final Otium Report_Nov 2021

C.2 Project Review

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

NOTE:

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

GB.12 RFT11-2025 - Management and Operation of St Ives High School Sports Centre

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

Attachment 1: List of Tenders Received

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

Attachment 2: Tender Prices Received

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

Attachment 3: Financial Assessment

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

Attachment 4: Tender Evaluation Report

CONFIRMATION OF MINUTES

Minutes of Ordinary Meeting of Council 13

File: EM00046/9
Meeting held 21 October 2025
Minutes numbered 185 to 206

MINUTES FROM THE MAYOR

PETITIONS

GENERAL BUSINESS

i. The Mayor to invite Councillors to nominate any item(s) on the Agenda that they wish to have a site inspection.

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

GB.1 Minutes of Audit, Risk & Improvement Committee Meetings held on 4 and 18 September 2025 33

File: CY00458/13

To provide Council with the minutes from the Audit, Risk & Improvement Committee meetings held on 4 and 18 September 2025 for adoption.

Recommendation:

That the minutes from the Audit, Risk & Improvement Committee meetings held on 4 and 18 September 2025 be adopted.

GB.2 Heritage Reference Committee meeting minutes of 2 October 2025 45

File: CY00413/13

To have Council consider the minutes from previous Heritage Reference Committee ('HRC') meeting held on 2 October 2025.

Recommendation:

That Council receives and notes the HRC minutes from 2 October 2025.

GB.3 Update to Fraud and Corruption Control Policy and Strategy 51

File: CY00458/13

To seek Council's adoption of the updated Fraud and Corruption Control Policy (CDN115) and to note the updated Fraud and Corruption Control Strategy (CDN174).

Recommendation:

It is recommended that Council:
A. Adopt the updated Fraud and Corruption Control Policy (CDN115) as shown in Attachment A1.
B. Note the updated Fraud and Corruption Control Strategy (CDN174) as shown in Attachment A2.

GB.4 **Improve Asset Utilisation and Support the Arts in Ku-ring-gai** **89**

File: FY00713

The purpose of this report is to present for Council's consideration a draft framework for the Stages and Spaces: Ku-ring-gai Creative 12-Month Pilot Program, incorporating a targeted review of community facilities to encourage higher utilisation, support local artists and creative practitioners, and strengthen community participation in the arts.

Recommendation:

That Council endorse the Stages and Spaces: Ku-ring-gai Creative 12-Month Pilot Program as outlined in this report, incorporating feedback from Council's Advisory Committees to enhance accessibility, inclusivity, and administrative simplicity.

GB.5 **Investment Report as at 31 October 2025** **103**

File: FY00623/8

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

Recommendation:

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

GB.6 **Analysis of Land and Environment Court Costs - 1st Quarter 2025 to 2026** **111**

File: FY00623/8

To report legal costs in relation to development appeal matters in the Land and Environment Court for the quarter ended 30 September 2025.

Recommendation:

That the analysis of Land and Environment Court costs for the period ended 30 September 2025 be received and noted.

GB.7 **2025 - 2026 Budget Review - 1st Quarter ended September 2025** **125**

File: FY00701/2

To inform Council of the results of the first quarter budget review of 2025/26 and proposed adjustments to the annual budget based on the actual financial performance and trend for the period 1 July 2025 to 30 September 2025.

Recommendation:

That the 2025/26 September Quarterly Budget Review and the recommended changes are received and noted.

GB.8 **Review of Rates, Charges and Sundry Debts - Assistance Concessions, and Recovery Policy** **187**

File: CY00473/12

For Council to adopt the updated "Rates, Charges and Sundry Debts - Assistance, Concessions and Recovery" Policy

Recommendation:

That the updated "Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery" Policy be adopted by Council.

GB.9 **Ku-ring-gai Council Meeting and Public Forum Dates for 2026** **200**

File: EM00046/10

To set Council Meeting and Public Forum dates for 2026.

Recommendation:

That Council adopt the proposed Council Meeting and Public Forum dates for 2026.

GB.10 **Ku-ring-gai Council Annual Report 2024-2025** **205**

File: FY00561/14

To seek Council endorsement of the draft Annual Report for 2024–2025.

Recommendation:

That Council:
A. Endorse the Annual Report 2024-2025, subject to final proofing and editing.
B. Note that the report will be published by 30 November 2025, and notified to the Minister (by providing a link to the Annual Report to the Office of Local Government).

GB.11 **Outdoor Lighting Policy - Public Exhibition** **443**

File: S14846-2

To seek endorsement for the draft *Outdoor Lighting Policy* (Controlled Document No. 238) to be placed on public exhibition.

Recommendation:

That the draft *Outdoor Lighting Policy* (Controlled Document No. 238) be placed on public exhibition for a minimum period of 28 days to invite community feedback.
That, following the public exhibition:

a. If submissions are received that necessitate material amendments, a revised Policy be reported back to Council for adoption; or

b. If no significant amendments are required, the Policy be adopted as exhibited.

GB.12 RFT11-2025 - Management and Operation of St Ives High School Sports Centre 458

File: RFT11-2025

To consider tenders received for RFT11-2025 Management and Operation of Ives High School Sports Centre.

Recommendation:

In accordance with Section 55 of the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*, it is recommended Council reject all tenders and negotiate in the first instance with Tenderer A.

GB.13 Hawkesbury Nepean Coastal Management Program - Stage 3 and 4 update 464

File: S12059

To present the Draft Hawkesbury Nepean River System Coastal Management Plan and seek endorsement from Council to place the Draft on public exhibition.

Recommendation:

Council endorses the Draft Hawkesbury Nepean River System Coastal Management Plan for public exhibition.

GB.14 Post-exhibition Development Control Plan 4, 12 & 14 Cowan Road, St Ives Pymble Golf Club 916

File: S12645

For Council to consider submissions received in response to the exhibition of the *Draft Development Control Plan* for 4, 12 & 14 Cowan Road, St Ives (Pymble Golf Club).

Recommendation:

That Council adopts the draft *Ku-ring-gai Development Control Plan Part 14 Pymble Golf Club* and *Part 18R Greenweb Map Sheet 013*, incorporating post-exhibition amendments as detailed in this report and at Attachment A2.

GB.15 Dual Occupancy Development Control Plan 941

File: S14848

For Council to consider the amendment of the *Ku-ring-gai Development Control Plan* to include controls for dual occupancy development and endorse its public exhibition.

Recommendation:

A. That Council endorse the proposed amendment to the *Ku-ring-gai Development Control Plan* to include dual occupancy development controls, as detailed in Attachment A1 of this report.
B. That the dual occupancy development controls be placed on public exhibition in accordance with provisions under the *Environmental Planning and Assessment Regulation 2000.*

EXTRA REPORTS CIRCULATED TO MEETING

MOTIONS OF WHICH DUE NOTICE HAS BEEN GIVEN

NM.1 Efficient Function of Our Separate Sewerage Network and Stormwater Drainage Systems to Improve the Health and Resilience of Local Waterways 1012

File: S12643/5

Notice of Motion from Councillor Taylor dated 31 October 2025

The Ku-ring-gai local government area is located at the head of three significant Sydney water catchments - Cowan Creek, Lane Cove River and Middle Harbour Creek catchments, flowing into Broken Bay and Sydney Harbour. Prior to 1955, our tributary creeks were regularly used by residents for recreation activities, including bathing.

Built development on each of these catchments is serviced by a sewerage network operated by Sydney Water. Separate stormwater drainage systems also operate within the catchments. These stormwater drainage systems are generally assets of Council, however, some components sit within private property boundaries or shared drainage easements.

Water quality testing performed at sites in Middle Harbour periodically identifies high levels of potentially infection-causing enterococci bacteria. Since recreational water quality has been monitored in Middle Harbour the annual grade has typically been "poor". The annual grade for the 2025 bathing season is "fair".

Spikes in bacterial pollution in waterways can be linked to high rainfall events. During rainfall, bacteria, and other pollutants, are washed into the waterways directly through stormwater system and via sewer overflows.

Stormwater drainage systems and the sewerage network need to be completely separate.

Sydney Water's sewerage network is designed to allow for gravity flow, (some pumping stations are included in low points). As part of the design, various overflow discharge points have been incorporated, as essential safety features of the system. The purpose of these overflow points is to allow for surcharges in times of high volume of flow and avoid overflow within areas of high public health risk, such as within residential areas. These surcharge points within Ku-ring-gai are found within our local bushland valleys, generally adjacent to local tributary creeks.

There are two main causes of sewer overflows into stormwater drainage – blockages, and flows exceeding pipe capacities during wet weather. Blockages, sometimes called "dry weather overflows" are caused by tree roots or by the improper disposal of wet wipes, tissues, oils, and fats into the wastewater network.

During very heavy rainfall, extra water can enter the sewerage network through faulty pipes, drain lids and by direct connection of stormwater drainage.

The sewage network should only be used to transport sewage and household waste waters to the designated treatment plant. At no time should stormwater be directed to the sewerage network, nor should sewage be directed to the stormwater drainage system. Reducing inflow and infiltration will improve the sewerage network efficiency, extend asset life, and reduce greenhouse gas emissions from unnecessary treatment loads. Climate change and more intense rainfall events increase hydraulic pressure on both systems, so proactive disconnection and repair are forms of climate adaptation.

How can we address this issue?

Sydney Water uses a smoke-testing process to identify issues in the sewerage network to find leaks, faulty connections and illegal stormwater connections which may need repair or disconnection. Location and repair of defects is essential to the economical and hydraulic functioning of the sewerage network.

With the pending increase in the number of households within the Ku-ring-gai Local Government Area, due to current housing targets under State planning reforms, it is important that major civic infrastructure systems, like the sewerage network work as designed. Removing the sewage from our waterways is also a critical step toward restoring healthy ecosystems and ultimately supporting the re-establishment of safe recreational use of our local waterways.

Sydney Water regularly partners with local councils to establish educational and compliance programs to maximise the efficient function of our separate sewerage network and stormwater drainage systems. Most recently, Hornsby Council has participated in the program. The participation of Ku-ring-gai Council in the program would further demonstrate our resolve to protect and restore our local natural environment and improve the health of our waterways.

This initiative supports Council's strategic objectives under the Environment and Infrastructure themes of the Community Strategic Plan, particularly improving waterway health, climate resilience, and sustainable infrastructure performance.

I, therefore, move that Council resolves to:

A. Include a program promoting and encouraging residential disconnection of stormwater from the sewage network to improve the health and resilience of local waterways within the 2026/27 Operational Plan. The program would include education, local waterways testing, system testing, regulatory actions, and compliance statistics (such as the number of properties tested or rectified);

B. Inform Sydney Water that Ku-ring-gai Council wishes to partner with them, initially for a period of three years, to deliver a local educational and compliance program focussing on the need to ensure stormwater is not discharged into the sewerage network;

C. Undertake a review of the Development Control Plan or stormwater design guidelines to ensure new developments include inspection points for verifying separation; and,

D. Collaborate with Sydney Water to identify priority sub-catchments for rectification.

Recommendation:

That the above Notice of Motion as printed be adopted.

NM.2 Community Access to External Automated Defibrillators across Council Facilities "Lachy's Heartstart Project" 1015

File: S08410-14

Notice of Motion from Councillors Devlin and Kay dated 31 October 2025

This Notice of Motion is aimed at providing community access to Automated Defibrillators across Council facilities, including sporting fields, recreation areas, community buildings and public parks.

Research shows that in Australia, approximately 80 people per day go into sudden cardiac arrest. The survival rate is approximately 12%. This is significantly impacted by the time it takes to receive treatment. For every minute without CPR, the chance of survival lowers by 10%. Automated defibrillators (AEDs) have been shown to significantly increase survival rates to approximately 50% when combined with CPR. Accessible AEDs are important as cardiac arrest can occur at any time, to any age and often without warning.

Council currently provides 22 AEDs across Council operational buildings and vehicles, libraries, golf courses, art centre and community halls. Apart from East Lindfield Community Hall and Caley's Pavilion within the Ku-ring-gai Wildflower Garden, all the AEDs are in buildings that are locked when not in use. This means most Council managed AEDs may not be readily accessible to the community when they are required, potentially reducing the survival rates if a sudden cardiac arrest occurred at a closed Council facility. In addition to this, there are only three (3) AEDs provided by Council at recreational venues – Roseville Park Pavilion, Gordon Golf Course and North Turramurra Golf Course. Placing AEDs external to buildings may provide members of the public better opportunity to act immediately to assist someone experiencing a cardiac arrest until emergency services arrive.

When every second counts, readily accessible AEDs ensure fast, life-saving action, and help build a strong first response network across the Ku-ring-gai LGA. Making AEDs readily available at all of Council's sporting fields is a crucial first step.

It is acknowledged this initiative will require significant investment in capital and ongoing service funding, including management of any associated liability within Council's existing risk and insurance frameworks, ensuring this does not delay implementation. If this scheme saves one life, then Council considers it essential. Grant funding and sponsorship opportunities may be available.

Therefore, we move the following motion:

That:

A. By March 2026, a report be brought back to Council detailing the whole of life costs for the supply, installation, service and monitoring of providing external AEDs at Council owner facilities across the following stages:

    a. Stage 1: all Council sporting fields (implementation during calendar year 2026,); and,

    b. Stage 2: all Council community buildings, recreation areas, and public parks (implementation before the end of calendar year 2027); noting that,

    c. (The above stages are guidelines only, and may differ from the report).

B. The report also contains information on the delivery timeframes, grant funding or sponsorship opportunities, and consideration of relevant liabilities imposed on Council; and,

C. The preferred delivery model prioritise external, publicly accessible units with 24-hour access and automatic registration with the NSW Ambulance AED Locator database.

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

QN.1 **How does Council protect our waterways from urban stormwater? 1017**

File: S12643/5

INSPECTIONS– SETTING OF TIME, DATE AND RENDEZVOUS

CONFIDENTIAL BUSINESS TO BE DEALT WITH IN CLOSED MEETING

C.1 **Council Position on the operation of the Ku-ring-gai High School Hockey Facility**

File: S13203/2

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)(d)(ii), of the Act, and should be dealt with in a part of the meeting closed to the public.

Section 10A(2)(d) of the Act permits the meeting to be closed to the public for business relating to commercial information of a confidential nature that would, if disclosed:

(i) prejudice the commercial position of the person who supplied it, or
(ii) confer a commercial advantage on a competitor of Council, or
(iii) reveal a trade secret.

This matter is classified confidential under section 10A(2)(d)(ii) because it would confer a commercial advantage on a competitor of the Council.

Report by Director Strategy & Environment

C.2 **Project Review**

File: S14999

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)(g), of the Act, and should be dealt with in a part of the meeting closed to the public.

Section 10A(2)(g) of the Act permits the meeting to be closed to the public for business relating to advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

This matter is classified confidential under section 10A(2)(g) because it contains advice concerning a legal matter that:

(a) is a substantial issue relating to a matter in which the Council is involved
(b) is clearly identified in the advice, and
(c) is fully discussed in that advice.

It is not in the public interest to release details of the legal advice as it would prejudice Council's position in court proceedings.

Report by General Manager

David Marshall
GENERAL MANAGER

** ** ** ** ** **

MINUTES OF ORDINARY MEETING OF COUNCIL HELD ON TUESDAY, 21 OCTOBER 2025

Present:	The Mayor, Councillor Christine Kay (Chairperson) Councillors M Devlin & J Pettett (Comenarra Ward) Councillors I Balachandran & B Ward (online) (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) Acting Director Development & Regulation (Anne Seaton) Director Operations (Peter Lichaa) Director Strategy & Environment (Andrew Watson) Corporate Lawyer (Jamie Taylor) Acting Manager Corporate Communications (Sally Williams) Manager Governance and Corporate Strategy (Christopher M Jones) Governance Support Officer (Eliza Gilbank-Heim)
Others Present:	Special Rate Variation Project Lead (Mark Skelsey) Acting Manager Finance (Mette Kofoed) Manager Assets and Technical Services (Mursaleen Shah) Infrastructure Assets & Driveways Engineer (Gurpreet Grewal) Manager Urban & Heritage Planning (Antony Fabbro) Executive Urban Planner (Rathna Rana)

The Meeting commenced at 7:00 PM

The Mayor offered the Acknowledgement of Country and Prayer

APOLOGIES

File: S02194

The General Manager advised of an apology from the Director Development & Regulation, Michael Miocic, with Anne Seaton acting as Director Development & Regulation.

DECLARATIONS OF INTEREST

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

Councillor Taylor declared a special disclosure of pecuniary interest in C.2 as his principal place of residence may be impacted by the proposed planning controls. Councillor Taylor tabled a special disclosure of pecuniary interest under clause 4.36(c) of the Code of Conduct and will remain in Chambers during this debate.

Councillor Balachandran declared a special disclosure of pecuniary interest in C.2 as both her principal place of residence and her parents' principal place of residence may be impacted by the proposed planning controls. Councillor Balachandran tabled a special disclosure of pecuniary interest under clause 4.36(c) of the Code of Conduct and will remain in Chambers during this debate

Councillor Ward declared a special disclosure of pecuniary interest in C.2 as her principal place of residence may be impacted by the proposed planning controls. Councillor Ward tabled a special disclosure of pecuniary interest under clause 4.36(c) of the Code of Conduct and will remain in Chambers during this debate.

Councillor Ngai declared a special disclosure of pecuniary interest in C.2 as his parent's in law's principal place of residence may be affected by the proposed planning controls. Councillor Ngai tabled a special disclosure of pecuniary interest under clause 4.36(c) of the Code of Conduct and will remain in Chambers during this debate.

DOCUMENTS CIRCULATED TO COUNCILLORS

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

Late Items: **MM.1 - Vale Graham Lewis - Distinguished local volunteer -** Report by The Mayor, Councillor Kay dated 21 October 2025

Memorandums: **A Confidential Memorandum for GB.12 Affordable Housing Contribution Scheme and amended Affordable Housing Policy** from the Director Strategy & Environment was circulated to the Mayor and Councillors on 14 October 2025.

A Confidential Memorandum for GB.13 Local Character – Ku-ring-gai Development Control Plan Amendment – Post-exhibition consideration of submissions from the Director Strategy & Environment was circulated to the Mayor and Councillors on 14 October 2025.

A Confidential Memorandum for GB.14 Post-exhibition of Planning Proposal – 51-53 Rohini Street, Turramurra from the Director Strategy & Environment was circulated to the Mayor and Councillors on 14 October 2025.

A Memorandum for GB.11 Policy Updates – Commercial Leasing Policy, Acquisition and Divestment of Land Policy and Easement Management Policy from the Director

Strategy & Environment was circulated to the Mayor and Councillors on 20 October 2025.

A Memorandum for GB.14 Post-exhibition of Planning Proposal – 51-53 Rohini Street, Turramurra from the Director Strategy & Environment was circulated to the Mayor and Councillors on 21 October 2025.

Councillors Information: **Councillor, Council staff and ARIC members Disclosure of Interest Return Forms as at 30 June 2025** were circulated on 15 October 2025.

Late Confidential Items: **C.2 - Land and Environment Court - Transport Oriented Development SEPP -** Report by General Manager dated 16 October 2025 with attachments.

185 **CONFIRMATION OF REPORTS AND ATTACHMENTS TO BE CONSIDERED IN CLOSED MEETING**

File: S02499/9

Resolved:

(Moved: Councillors Balachandran/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 Land Acquisition

C.2 Land and Environment Court - Transport Oriented Development SEPP

CARRIED UNANIMOUSLY

CONFIRMATION OF MINUTES

186 **Minutes of Ordinary Meeting of Council**
File: EM00046/8
Meeting held 23 September 2025
Minutes numbered 156 to 184

Resolved:

(Moved: Councillors Wheatley/Balachandran)

That Minutes numbered 156 to 184 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

187 **MM.1 Vale Graham Lewis - Distinguished local volunteer**

File: CY00455/13
Vide:

It is my sad duty to advise Council and our community of the passing of Graham Lewis, who was well known in Ku-ring-gai for his longstanding contribution to the Ku-ring-gai Historical Society and other local community organisations.

Born in Wellington, New Zealand in 1941, Graham moved to Sydney in the 1960s with his wife Isabel and settled in Lindfield.

Graham had a life-long interest in genealogy and history. He was a long time and enthusiastic member of the Society of Australian Genealogists (SAG) and was awarded a Fellowship of The Society. Graham developed SAG's website (which won an international award), provided IT support, worked on the development and production of the CD of Rookwood burials and the Australian Genealogical Computer Index (AGCI). He was elected a Fellow of the Society of Australian Genealogists in 2003.

In 2004 he joined the Ku-ring-gai Historical Society (KHS) and by 2014 became the Society's President, a position he held for two years.

Aside from his historical and genealogy interests, Graham was a very active supporter and member of several Ku-ring-gai organisations such as the Ku-ring-gai Preservation Trust (KPT) and Friends of Ku-ring-gai Environment Inc (FOKE). He was founding Secretary of the Gordon Park Probus Club (now closed) and Treasurer of the Ku-ring-gai Neighbourhood Centre.

According to FOKE President Kathie Cowley, "Graham brought to the KPT unique technical and organisational skills - along with a wonderful wit, humour and team spirit ..... at an almost endless succession of Council and community meetings".

Aside from Graham's many voluntary roles, he was a keen stamp collector, a Fellow of the NZ Institute of Management, and of the Australian Institute of Company Directors.

Graham was the dearly loved husband of Isabel (Issi) and loving father and father-in-law of Rob & Suzie and David & Elisia, as well as being 'Pop' to his three grandchildren Hallie, Oliver and Max.

On behalf of Council and our community, I express my appreciation for Graham's contribution to Ku-ring-gai and our sincere condolences to his family and friends.

Resolved:

(Moved: The Mayor, Councillor Kay)

A. That Council stands for a minute's silence in memory of Graham Lewis.

B. That a copy of this Mayoral Minute be forwarded to Graham's family

CARRIED UNANIMOUSLY

PETITIONS

Nil.

GENERAL BUSINESS

188 **Smart Transport Advisory Committee Meeting Minutes of 10 September 2025**

File: S02696
Vide: GB.2

To consider the minutes of the Smart Transport Advisory Committee (STAC) meeting held on 10 September 2025.

Resolved:

(Moved: Councillors Wheatley/Devlin)

That Council notes the recommendations of the Smart Transport Advisory Committee meeting held on 10 September 2025, including that the Committee notes the information provided in the agenda, and that expressions of interest/request for proposals from car share providers be progressed for fixed space car share operation in the LGA.

CARRIED UNANIMOUSLY

189 **Chanukah Menorah Display**

File: CY00817/3
Vide: GB.3

To advise Council of a request from Chabad North Shore to install and display a Menorah outside the Council Chambers from Friday 12 December 2025 to Tuesday 23 December 2025, to acknowledge the Jewish holiday of Chanukah.

Resolved:

(Moved: Councillors Wheatley/Devlin)

That Council support the proposal from Chabad North Shore to install and display a Menorah outside the Council Chambers, 818 Pacific Highway, Gordon from Friday 12 December to Tuesday 23 December 2025.

CARRIED UNANIMOUSLY

190 **General and Special Purpose Financial Statements for the year ended 30 June 2025**

File: FY00259/17
Vide: GB.5

To present to Council the Annual Financial Statements for the year ended 30 June 2025 and audit reports from the Audit Office of NSW, and to provide a summary of Council's financial performance and financial position at 30 June 2025.

Resolved:

(Moved: Councillors Wheatley/Devlin)

Receive the audited Financial Statements for the year ended 30 June 2025 and the auditor's report from the Audit Office of NSW.

CARRIED UNANIMOUSLY

191 **New Code of Meeting Practice**

File: CY00564/8
Vide: GB.6

To brief Council on the new Model Code of Meeting Practice and approve public exhibition of an updated Code of Meeting Practice for Ku-ring-gai Council.

Resolved:

(Moved: Councillors Wheatley/Devlin)

That Council:

A. determine that a Councillor failing to remedy an act of disorder can only be expelled by resolution of council (or committee of council), and that this be reflected in the draft Code of Meeting Practice.

B. approve the draft Code of Meeting Practice (Attachment A1) to be placed on public exhibition for 28 days. If no submissions are received within 42 days, that Council adopt the policy.

CARRIED UNANIMOUSLY

192 **Disclosures of Interest Returns Register 24/25**

File: EM00046/9
Vide: GB.8

To table Council's Clause 4.23 Disclosure of Interest Returns Register in accordance with Schedule 1 of the Ku-ring-gai Council Code of Conduct (the Code).

Resolved:

(Moved: Councillors Wheatley/Devlin)

That the tabling of the Disclosure of Interest Returns Register be noted.

CARRIED UNANIMOUSLY

193 **Investment Report as at 30 September 2025**

File: FY00623/8
Vide: GB.9

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

Resolved:

(Moved: Councillors Wheatley/Devlin)

That:

A. The summary of investments and performance for September 2025 be received and noted.

B. The Certificate of the Responsible Accounting Officer be noted and the report adopted.

CARRIED UNANIMOUSLY

194 **Project Status Report - October 2025**

File: FY00621/8
Vide: GB.10

To provide Council with the Project Status Report for July – September 2025.

Resolved:

(Moved: Councillors Wheatley/Devlin)

A. That Council receive and note the Project Status Report for the period July – September 2025.

B. That the Project Status Report be placed on Council's website.

CARRIED UNANIMOUSLY

195 **Policy Updates - Commercial Leasing Policy, Acquisition and Divestment of Land Policy and Easement Management Policy**

File: CY00473/12
Vide: GB.11

For Council to consider and endorse the updates of the Commercial Leasing Policy 2019, Acquisition and Divestment of Land Policy 2019 and the Easement Management Policy 2019.

Resolved:

(Moved: Councillors Wheatley/Devlin)

A. That Council adopt the following policies:

i. Commercial Leasing Policy 2025;
ii. Acquisition and Divestment of Land Policy 2025 with the changes outlined in the Director Strategy and Environment's memorandum dated 20 October 2025
iii. Easement Management Policy 2025.

B. That the Acquisition and Divestment of Land Policy 2025 be exhibited for 28 days and be adopted following completion of the exhibition period where no required changes result from the exhibition, or reported back to Council where changes are required following the exhibition

CARRIED UNANIMOUSLY

196 **Local Character - Ku-ring-gai Development Control Plan Amendment Post-exhibition consideration of submissions**

File: S14276
Vide: GB.13

For Council to consider submissions made to the exhibition of the *Ku-ring-gai Development Control Plan* to include Local Character considerations.

Resolved:

(Moved: Councillors Wheatley/Devlin)

A. That Council adopts the draft Ku-ring-gai *Development Control Plan Part 14 Local Character, Urban Precincts and Sites*, incorporating post-exhibition amendments as detailed in this report.

B. That Council's adoption of the amended *Ku-ring-gai Development Control Plan* be notified on Council's website in accordance with Clause 21(4) of the *Environmental Planning and Assessment Regulation 2000*.

C. That the amended *Ku-ring-gai Development Control Plan* comes into effect on the day that it is notified on Council's website.

D. That people who made a submission be notified of Council's resolution.

E. That delegation be given to the Director, Strategy and Environment to correct any minor amendments or errors and inconsistencies to the draft KDCP.

CARRIED UNANIMOUSLY

197 **Planning Proposal for 15 Echo Street Roseville**

File: S14893
Vide: GB.15

For Council to consider the private Planning Proposal for 15 Echo Street, Roseville.

Resolved:

(Moved: Councillors Wheatley/Devlin)

A. The Planning Proposal, as documented at Attachment A1-A6, be submitted to the Department of Planning, Housing and Infrastructure for a Gateway Determination.

B. That Council requests the plan making delegation under Section 3.36(2) of the *Environmental Planning and Assessment Act 1979* for this Planning Proposal.

C. That Council authorise the Director of Strategy and Environment to correct any minor anomalies of an administrative nature that might arise during the plan making process.

CARRIED UNANIMOUSLY

198 **Amendment to Ku-ring-gai Development Control Plan Part 13: Tree and Vegetation Protection**

File: S15095
Vide: GB.16

For Council to consider a minor amendment to Introduction to Part 13 of the Ku-ring-gai DCP to clarify the interpretation and intent of the part.

Resolved:

(Moved: Councillors Wheatley/Devlin)

A. That Council endorses, for the purpose of public exhibition, the amendments to the Ku-ring-gai Development Control Plan (KDCP) Part 13 as outlined in this report.

B. That the draft DCP amendment be placed on public exhibition in accordance with Council's Community Participation Plan and the provisions of the *Environmental Planning and Assessment Regulation 2021*.

C. That a report be brought back to Council at the conclusion of the exhibition period for Council to consider any submissions made.

CARRIED UNANIMOUSLY

199 **Land Acquisition**

File: S14427/2
Vide: C.1

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

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

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

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

Report by Manager Urban & Heritage Planning dated 1 October 2025

Resolved:

(Moved: Councillors Wheatley/Devlin)

That Council resolve to proceed in the manner outlined in the report.

CARRIED UNANIMOUSLY

200 **Ku-ring-gai Traffic Committee - Minutes of Meeting 27 August 2025**

File: CY00022/17
Vide: GB.1

To consider the Minutes from the Ku-ring-gai Traffic Committee (KTC) Meeting held on 27 August 2025.

MOTION:

(Moved: Councillors Devlin/Taylor)

A. That Council receive and note the Ku-ring-gai Traffic Committee Minutes from 27 August 2025.

B. That Council approves the recommendations of the Ku-ring-gai Traffic Committee.

C. That Council adopt TfNSW's new Authorisation and Delegation to Council and implement the transition from the Local Traffic Committee (LTC) model to the new Local Transport Forum (LTF) framework.

D. That Council establish the Local Transport Forum as an advisory forum only and confirm that all decisions to regulate traffic or install prescribed traffic control devices under the 2025 Instrument on local roads are reserved to Council unless expressly delegated. Council will consider LTF advice before determining any such matter. This reflects TfNSW's 2025 Instrument and guidance.

E. That Council staff prepare a tiered decision-making framework and associated delegations, identifying those matters to be reserved to Council and those to be delegated to the General Manager, and incorporate this framework into the Local Transport Forum Terms of Reference. The draft framework and delegations are to be reported to Council for consideration and final determination by December 2025;

F. That LTF agendas, minutes and officer determinations under delegation be published on Council's website within 10 business days, with a plain-English decision note and plans;

G. In line with part E, that the General Manager consider and report back on establishing a quarterly network-impacts dashboard to Councillors summarising delegated decisions, observed traffic and safety outcomes, and any Statements of Concern issued by TfNSW; and,

H. That a review of the implementation and effectiveness of Recommendations D to G be undertaken twelve-months following their commencement, with the Local Transport Forum to consider the outcomes of that review and provide advice to Council on any amendments or improvements deemed appropriate.

Resolved:

(Moved: Councillors Devlin/Taylor)

A. That Council receive and note the Ku-ring-gai Traffic Committee Minutes from 27 August 2025.

B. That Council approves the recommendations of the Ku-ring-gai Traffic Committee.

C. That Council adopt TfNSW's new Authorisation and Delegation to Council and implement the transition from the Local Traffic Committee (LTC) model to the new Local Transport Forum (LTF) framework.

D. That Council establish the Local Transport Forum as an advisory forum only and confirm that all decisions to regulate traffic or install prescribed traffic control devices under the 2025 Instrument on local roads are reserved to Council unless expressly delegated. Council will consider LTF advice before determining any such matter. This reflects TfNSW's 2025 Instrument and guidance.

E. That Council staff prepare a tiered decision-making framework and associated delegations, identifying those matters to be reserved to Council and those to be delegated to the General Manager, and incorporate this framework into the Local Transport Forum Terms of Reference. The draft framework and delegations are to be reported to Council for consideration and final determination by December 2025;

F. That LTF agendas, minutes and officer determinations under delegation be published on Council's website within 10 business days, with a plain-English decision note and plans;

G. In line with part E, that the General Manager consider and report back on establishing a quarterly network-impacts dashboard to Councillors summarising delegated decisions, observed traffic and safety outcomes, and any Statements of Concern issued by TfNSW; and,

H. That a review of the implementation and effectiveness of Recommendations D to G be undertaken twelve-months following their commencement, with

the Local Transport Forum to consider the outcomes of that review and provide advice to Council on any amendments or improvements deemed appropriate.

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

Against the Resolution: *Councillors Pettett and Spencer*

CARRIED

During debate on GB.4, Councillors Wheatley and Smith separately left and returned to Chambers.

201 **Exhibition of revised Delivery Program and Operational Plan and Resourcing Strategy to incorporate a Special Rate Variation**

File: S14747-1-1
Vide: GB.4

To present Council with the outcomes of the community feedback on four exhibited rate increase options and seek to adopt for exhibition a revised Delivery Program and Operational Plan, Long Term Financial Plan and Asset Management Strategy.

MOTION:

(Moved: Councillors Kay/Ngai)

That Council adopt for exhibition a revised Delivery Program and Operational Plan, Long Term Financial Plan and Asset Management Strategy as attached to this report and amended as below, which incorporates a Special Rate Variation of 24.6% and rate peg of 4.4% to apply in 2026/27, with rates to subsequently increase by the annual rates peg in future years.

The Special Rate Variation in the report is to be amended to allocate the 24.6% Special Rate Variation above the peg as follows:

- Stormwater and Drainage - $5.9M
- Buildings - $6.7M
- Recreational Facilities - $1.9M
- Existing Footpaths - $0.94M
- New Footpaths - $2.1M
- Other Infrastructure Upgrades - $1.7M
- St Ives Indoor Sports Centre - $1.46M

Total $20.7M

AMENDMENT:

(Moved: Councillors Balachandran/Ward)

That Council adopt for exhibition a revised Delivery Program and Operational Plan, Long Term Financial Plan and Asset Management Strategy as attached to this report and amended as below, which incorporates a rate increase of 29% (including a Special Rate Variation of 24.6% and rate peg of 4.4%) to apply in 2026/27, with rates to subsequently increase by the annual rates peg in future years.

	SRV Years 1 to 6	SRV Years 7+
	$ million	$ million
Stormwater and Drainage	$ 5.90	$ 5.90
Buildings	$ 5.18	$ 5.18
Recreational Facilities	$ 1.90	$ 1.90
Existing Footpaths	$ 0.94	$ 0.94
New Footpaths	$ 0.64	$ 2.10
Other Infrastructure Upgrades	$ 1.70	$ 1.70
St Ives Indoor Sports Centre	$ 1.46	$ -
Marian Street Theatre	$ 2.98	$ 2.98
Total	$ 20.70	$ 20.70

The Amendment was put and declared LOST.

For the Amendment: *Councillors Balachandran, Taylor and Ward*

Against the Amendment: *The Mayor Councillor Kay, Councillors Devlin, Ngai, Pettett, Smith, Spencer and Wheatley*

LOST

Debate resumed on the Motion. The Motion was put and declared CARRIED.

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

Against the Motion: *Councillors Pettett and Spencer*

CARRIED

Resolved:

(Moved: Councillor Kay/Ngai)

That Council adopt for exhibition a revised Delivery Program and Operational Plan, Long Term Financial Plan and Asset Management Strategy as attached to this report and amended as below, which incorporates a Special Rate Variation of 24.6% and rate peg of 4.4% to apply in 2026/27, with rates to subsequently increase by the annual rates peg in future years.

The Special Rate Variation in the report is to be amended to allocate the 24.6% Special Rate Variation above the peg as follows:

- Stormwater and Drainage - $5.9M
- Buildings - $6.7M
- Recreational Facilities - $1.9M
- Existing Footpaths - $0.94M
- New Footpaths - $2.1M
- Other Infrastructure Upgrades - $1.7M
- St Ives Indoor Sports Centre - $1.46M

Total $20.7M

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

CARRIED

202 **2025 LGNSW Annual Conference: Proposed motion**

File: S14000/2
Vide: GB.7

To seek Council's approval for a proposed motion for the Local Government NSW (LGNSW) Annual Conference.

Resolved:

(Moved: Councillors Balachandran/Taylor)

A. That Council approve the proposed motion (at Attachment A1) for submission to LGNSW.

B. That Council delegate to the General Manager to prepare and submit a motion to the LGNSW Annual Conference objecting to provisions in the new Model Code of Meeting Practice that unfairly limit attendance at Council meetings by audio-visual link, and recommending that LGNSW seek independent legal advice and consider pursuing a legal challenge against the OLG.

C. That the Council write directly to the Minister for Local Government, seeking a response on point 2.

CARRIED UNANIMOUSLY

203 **Affordable Housing Contributions Scheme & amended Affordable Housing Policy - Post-exhibition report**

File: S12314
Vide: GB.12

To report back to Council following the close of the exhibition period of the draft Affordable Housing Contributions Scheme together with consequential amendments to the adopted Affordable Housing Policy.

Resolved:

(Moved: Councillors Taylor/Wheatley)

A. That the exhibited draft Ku-ring-gai Affordable Housing Contributions Scheme 2025 be adopted subject to the following amendments:

   i. Amend the commentary in the Part 1 of the AHCS to be consistent with the current wording of Section 7.32 of the EP&A Act.
   ii. Include in the AHCS a worked example of the methodology for the calculation of affordable housing contributions referencing both Table 2-1 and Table 2-2.
   iii. Remove from the AHCS the maps and refer instead to the maps in the Local Environmental Plan to eliminate duplication and facilitate future reviews.
   iv. Minor corrections to the text for clarity that do not alter the intent of the documents or the quantum of the contributions.
   v. Insert dates of effect when known.

B. The date of commencement be set to the date of gazettal of the Ku-ring-gai TOD alternative.

C. That the exhibited amendments to the Affordable Housing Policy 2025 be adopted and be given immediate effect.

D. That the General Manager be delegated to make the amendments iterated in this report and any minor corrections and clarifications that do not alter the intent of the documents or the quantum of affordable housing contributions as exhibited.

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

Against the Resolution: *Councillors Pettett and Spencer*

CARRIED

204 **Consideration of Submissions**
Planning Proposal 51-53 Rohini Street, Turramurra

File: S13985
Vide: GB.14

For Council to consider submissions received in response to the exhibition of the Planning Proposal to increase height and floor space ratio standards, heritage list three sets of sandstone entry pillars, include additional uses on land at 51-53 Rohini Street, Turramurra.

Resolved:

(Moved: Councillors Balachandran/Wheatley)

A. That Council adopt the Planning Proposal to amend Height, Floor Space Ratio, Heritage Listing and Additional Permitted Uses on land at 51-53 Rohini St, Turramurra with a post-exhibition amendment to the Height of Building Map as described in this report.

B. That Council proceed to make the plan, using its delegated authority under section 3.36(2) of the *Environmental Planning and Assessment Act 1979*.

C. That delegation be given to the General Manager and Director Strategy and Environment to correct any errors or inconsistencies in the Planning Proposal prior to finalisation.

D. Those persons who made a submission be notified of Council's decision.

CARRIED UNANIMOUSLY

During debate on GB.17, Councillor Smith left and returned to Chambers.

205 **Faster Assessments Incentive Program - Nomination of Amenities Building and Clubhouse at Canoon Road Netball Courts as Round 1 Grant Project**

File: S09042/1
Vide: GB.17

To nominate a new amenity building and clubhouse at Canoon Road Netball Courts as Council's Round 1 project for the Faster Assessments Incentive Program.

Resolved:

(Moved: Councillors Kay/Devlin)

A. That Council nominates a new amenity building and clubhouse at Canoon Road Netball Courts as the Round 1 project for the Faster Assessments Incentive Program

B. That possible projects be identified for funding in advance and provided to Council with an assessment against relevant criteria should Council be eligible for funding under future rounds of the Faster Assessments Incentive Program and also for reference for other small capital grants programs.

CARRIED UNANIMOUSLY

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 Smith
was CARRIED UNANIMOUSLY.

206 **Land and Environment Court - Transport Oriented Development SEPP**

File: S14468
Vide: C.2

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)(g), of the Act, and should be dealt with in a part of the meeting closed to the public.

Section 10A(2)(g) of the Act permits the meeting to be closed to the public for business relating to advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

This matter is classified confidential under section 10A(2)(g) because it contains advice concerning a legal matter that:

(a) is a substantial issue relating to a matter in which the Council is involved
(b) is clearly identified in the advice, and
(c) is fully discussed in that advice.

It is not in the public interest to release details of the legal advice as it would prejudice Council's position in court proceedings.

Report by General Manager dated 16 October 2025

Resolved:

(Moved: Councillors Taylor/Balachandran)

That Council receive and note the report and proceed in accordance with the proposed actions detailed in the report, as amended by the note signed by the Mayor at this meeting.

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

CARRIED

Council resolved to return to Open Council after a Motion moved by Councillors Ngai and Balachandran was CARRIED UNANIMOUSLY.

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

Nil.

QUESTIONS WITH NOTICE

Nil.

INSPECTIONS– SETTING OF TIME, DATE AND RENDEZVOUS

Nil.

The Meeting closed at 9:28pm.

The Minutes of the Ordinary Meeting of Council held on 21 October 2025 (Pages 1 - 31) were confirmed as a full and accurate record of proceedings on <Insert confirmation date ...>.

_____ General Manager

_____ Mayor / Chairperson

MINUTES OF AUDIT, RISK & IMPROVEMENT COMMITTEE MEETINGS HELD ON 4 AND 18 SEPTEMBER 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To provide Council with the minutes from the Audit, Risk & Improvement Committee meetings held on 4 and 18 September 2025 for adoption.
BACKGROUND:	The Meeting Procedures contained within the Council Advisory/ Reference Committees Guideline (the Guideline) provides, in part, that: *The draft minutes of a meeting will be circulated to committee members within ten working days of the meeting. Members will be provided with five working days to comment on the accuracy of the minutes. The minutes will subsequently be referred to the Chairperson for approval as an accurate record of the meeting.* *Once approved by the Chairperson, the minutes will be put to an ordinary meeting of Council for adoption. The recommendations of a committee, so far as adopted by the Council at an ordinary meeting of Council, are resolutions of the Council.* *The minutes will also be placed on the agenda to be noted at the subsequent committee meeting.*
COMMENTS:	In accordance with the Guideline the draft minutes of the Audit Risk & Improvement Committee meetings held on 4 and 18 September 2025 were circulated to the committee members for comment after which they were approved by the Chair.
RECOMMENDATION:	That the minutes from the Audit, Risk & Improvement Committee meetings held on 4 and 18 September 2025 be adopted.

PURPOSE OF REPORT

To provide Council with the minutes from the Audit, Risk & Improvement Committee meetings held on 4 and 18 September 2025 for adoption.

BACKGROUND

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

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

> *The draft minutes of a meeting will be circulated to committee members within ten working days of the meeting. Members will be provided with five working days to comment on the accuracy of the minutes. The minutes will subsequently be referred to the Chairperson for approval as an accurate record of the meeting.*
>
> *Once approved by the Chairperson, the minutes will be put to an ordinary meeting of Council for adoption. The recommendations of a committee, so far as adopted by the Council at an ordinary meeting of Council, are resolutions of the Council.*
>
> *The minutes will also be placed on the agenda to be noted at the subsequent committee meeting.*

COMMENTS

In accordance with the Guideline the draft minutes of the Audit Risk & Improvement Committee meetings held on 4 and 18 September 2025 were circulated to committee members for comment after which they were approved by the Chair.

These minutes are now provided to Council for adoption (Refer Attachments A1 and A2).

INTEGRATED PLANNING AND REPORTING

Leadership and service excellence

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
Provide strong and ethical civic leadership to ensure good governance and build and maintain trust and confidence within the community.	Council's risk management, compliance, and internal control systems foster a culture of safety and accountability while ensuring adherence to legislative requirements and alignment with industry best practices.	Manage and coordinate a compliant and effective Enterprise Risk Management system.

GOVERNANCE MATTERS

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

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

There is no financial impact associated with this report.

SOCIAL CONSIDERATIONS

There are no social implications associated with this report.

ENVIRONMENTAL CONSIDERATIONS

There are no environmental implications associated with this report.

COMMUNITY CONSULTATION

Not applicable.

INTERNAL CONSULTATION

Not applicable.

SUMMARY

A copy of the minutes from the Audit, Risk & Improvement Committee meetings held on 4 and 18 September 2025 are attached for adoption.

RECOMMENDATION:

That the minutes from the Audit, Risk & Improvement Committee meetings held on 4 and 18 September 2025 be adopted.

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE HELD ON THURSDAY, 4 SEPTEMBER 2025

Committee Members:	Brian Hrnjak, External Independent Member - Chairperson Michael Ellacott, External Independent Member Phu Nguyen, External Independent Member
Non-Voting Members:	Councillor Alec Taylor
Also Present:	David Marshall, General Manager Angela Apostol, Director Corporate Peter Lichaa, Director Operations Andrew Watson, Director Strategy and Environment Janice Bevan, Director Community Michael Miocic, Director Development and Regulation Mette Kofoed, A/Manager Finance Christopher M Jones, Manager Governance & Corporate Strategy Mursaleen Shah, Manager Assets and Technical Services Ann Wang, Financial Accountant Mohua Mukherjee, Head of Internal Audit Shared Services Sue Prichard (NSW Audit Office) Luke Malone (Prosperity)
Observers:	The Mayor, Christine Kay
Apologies:	None

Audit, Risk & Improvement Committee 4 September 2025

DECLARATIONS OF INTEREST

No interest was declared.

CONFIRMATION OF MINUTES

Minutes of Audit, Risk and Improvement Committee
File: CY86456/13
Meeting held 12 June 2025
Minutes numbered AC17 to AC25

The Committee Recommends: 2025/320766
(Moved: Hrnjak/Nguyen)

That Minutes numbered AC17 to AC25 circulated to the Committee be taken as read and confirmed as an accurate record of the proceedings of the Meeting. 2025/327789

CARRIED UNANIMOUSLY

Jennie Keate AC35
Manager People and Culture

Attachmer

GENERAL BUSINESS

AC36 **Engagement Closing Report for the year ending 30 June 2025**

File: FY00259/18
Vide: GB.2

To present to the Audit, Risk and Improvement Committee issues raised in the Engagement Closing Report for the year ended 30 June 2025.

The Committee Recommends:
(Moved: Ellacott/Nguyen)

The Engagement Closing Report for the year ended 30 June 2025 be received and noted by the Audit, Risk and Improvement Committee.

CARRIED UNANIMOUSLY

AC37 **Draft General and Special Purpose Financial Statements for the year ended 30 June 2025**

File: FY00259/17
Vide: GB.1

To present to the Audit, Risk & Improvement Committee (ARIC) the draft Financial Statements for the year ended 30 June 2025 and seek endorsement from the Committee.

The Head of Internal Audit Shared Services agreed to review the timing of cybersecurity audits across the shared services.

The Committee Recommends:
(Moved: Nguyen/Ellacott)

That the Audit, Risk & Improvement Committee endorses the Draft Financial Statements for the year ended 30 June 2025.

CARRIED UNANIMOUSLY

The Meeting closed at 6:06pm

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE HELD ON THURSDAY, 18 SEPTEMBER 2025

Committee Members:	Brian Hrnjak, External Independent Member - Chairperson Michael Ellacott, External Independent Member Phu Nguyen, External Independent Member
Non-Voting Members:	Councillor Alec Taylor
Also Present:	David Marshall, General Manager Janice Bevan, Director Community Angela Apostol, Director Corporate Michael Miocic, Director Development and Regulation Peter Lichaa, Director Operations Andrew Watson, Director Strategy and Environment Christopher M Jones, Manager Governance & Corporate Strategy Jennie Keato, Manager People & Culture John Giovinazzo, Manager Information Management Claire Ashby, Manager Project Services Mursaleen Shah, Manager Assets and Technical Services Jo Zhu, Team Leader Risk Advisory Tony McCormack, Team Leader – Regulation Mohua Mukherjee, Head of Internal Audit Shared Services Jeremy Elman (RSM) Armughan Azam (RSM) Penny Corkill (Centium)
Observers:	The Mayor, Christine Kay Councillor Matt Devlin
Apologies:	Councillor Kim Wheatley

The Meeting commenced at 5:00PM

DECLARATIONS OF INTEREST

No interest was declared.

CONFIRMATION OF MINUTES

AC38 **Minutes of Audit, Risk and Improvement Committee**
File: CY00458/13
Meeting held 4 September 2025
Minutes numbered AC35 to AC37

The Committee Recommends:
(Moved: Ellacott/Nguyen)

That Minutes numbered AC35 to AC37 circulated to the Committee were taken as read and confirmed as an accurate record of the proceedings of the Meeting.

CARRIED UNANIMOUSLY

UPDATE FROM GENERAL MANAGER

The General Manager provided the Committee with an update on housing matters, noting that Council had submitted its alternative proposal to the Transport Oriented Development (TOD) to the NSW Government.

The General Manager noted that the NSW Government announced changes to the states planning system under the Environmental Planning and Assessment Amendment (Planning System Reforms) Bill 2025. While it will take some time to unpack the details and implications for Council, the reforms are expected to establish a new development coordination authority, introduce a deemed approval process for complying development and standardise community participation plans (CPPs).

The General Manager informed the Committee of changes to the Model Code of Meeting Practice. Amongst other things, this includes a prohibition on pre-meeting briefings, restrictions on councillors attending remotely and greater powers for the Mayor to eject councillors and members of the public for acts of disorder.

GENERAL BUSINESS

AC39 **Outstanding Action Schedule**

File: CY00458/13
Vide: GB.1

To provide the Audit, Risk and Improvement Committee with details of outstanding actions from previous meetings.

The Committee Recommends:
(Moved: Nguyen/Ellacott)

That the report and its contents be received and noted.

CARRIED UNANIMOUSLY

AC40 **Interim External Audit – Progress update on IM related actions**

File: CY00458/13
Vide: GB.2

To provide an update on cyber security risks and controls (including issues raised by audit).

The Manager Information Management provided the Committee with an update on network security testing, cybersecurity controls and assessment, awareness

training compliance and other cybersecurity initiatives.

The Committee noted that this is a rapid evolving domain that needs to be sufficiently managed and resourced by councils. ARIC requested that management provide regular (six-monthly) reports on cybersecurity risks and controls to the ARIC from March 2026 onwards. Manager People & Culture to schedule on forward agenda. Director Corporate and Manager Information Management to note.

The Committee Recommends:
(Moved: Nguyen/Ellacott)

That the update on cybersecurity risks and controls be received and noted.

CARRIED UNANIMOUSLY

AC41 **Completed Internal Audit Reports**

File: CY00458/13
Vide: GB.3

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

Penny Corkill (Centium) provided a report on the outcomes of the internal audit of Council's WHS Management System. The Committee requested that management provide a detailed report on the status of recommendations and list of items to be reviewed / updated in 6 months' time. Manager People & Culture to schedule on forward agenda.

Jeremy Elman (RSM) provided a report on the outcomes of the internal audit of rangers compliance.

The Committee Recommends:
(Moved: Ellacott/Nguyen)

That the reports for the internal audits of Work Health and Safety (WHS) Management System and Rangers Compliance be received and noted.

CARRIED UNANIMOUSLY

AC42 **Risk Management Update**

File: CY00458/13
Vide: GB.4

To update the Audit Risk and Improvement Committee on the recent developments and key indicators of Council's Risk Advisory portfolios across Enterprise Risk Management (ERM), Public Liability (PL), Worker's Compensation (WC) and Work Health and Safety (WHS) for the reporting period covering Q2 2025 (01/04/2025 to 30/06/2025).

The Committee Recommends:
(Moved: Nguyen/Ellacott)

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

CARRIED UNANIMOUSLY

AC43 **Review of Major Projects within the Operations Department Governance Arrangements - Lindfield Avenue and Tryon Road Streetscape Upgrade**

File: CY00440/13
Vide: GB.5

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

The Committee Recommends:
(Moved: Nguyen/Ellacott)

That the ARIC note the updates contained within this report.

CARRIED UNANIMOUSLY

AC44 **Review of Major Projects within the Operations Department Governance Arrangements - Cultural and Environmental and Education Centre (CEEC)**

File: S10531
Vide: GB.6

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

The Committee Recommends:
(Moved: Nguyen/Ellacott)

That the ARIC note the updates contained within this report.

CARRIED UNANIMOUSLY

AC45 **Review of Major Projects Within the Operations Department Governance Arrangements - Norman Griffiths Oval Upgrade**

File: CY00440/13
Vide: GB.7

To provide the ARIC with an update on the Norman Griffiths Oval Upgrade Project being managed by the Operations Department.

The Director Operations noted the recent decision of Council at the Extraordinary Meeting on 11 September to progress the project.

The Committee Recommends:
(Moved: Nguyen/Ellacott)

That the ARIC note the updates contained within this report.

CARRIED UNANIMOUSLY

AC46 **Review of Strategy Department Major Projects Governance Arrangements**

File: CY00458/13
Vide: GB.8

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

The Committee requested additional detail on the risk controls in place on the project detailed in Confidential Attachment C3. Director Strategy & Environment to circulate further information to Committee members out of session.

The Committee Recommends:
(Moved: Ellacott/Nguyen)

That the ARIC note the updates contained within this report.

CARRIED UNANIMOUSLY

AC47 **Internal Audit Plan and Status Update Report - Sept 2025**

File: CY00458/13
Vide: GB.9

To update the Audit, Risk and Improvement Committee (ARIC) on the work of the internal audit function as well as other items of interest.

The Committee Recommends:
(Moved: Nguyen/Ellacott)

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

CARRIED UNANIMOUSLY

AC48 **Audit Risk and Improvement Committee Annual Survey FY 25**

File: CY00458/13
Vide: GB.10

To table the results of the Annual ARIC Survey for the financial year ended 30 June 2025.

The Committee Recommends:
(Moved: Nguyen/Ellacott)

That the Audit, Risk and Improvement Committee note the results of the ARIC Annual Survey for the year ended 30 June 2025.

CARRIED UNANIMOUSLY

AC49 **Status of Outstanding Internal Audit Recommendations**

File: CY00458/13
Vide: GB.11

To report on the progress of previous internal audit recommendations made.

The Committee noted significant delays in progressing delivery of some recommendations flagged as high / medium risk, and that list of outstanding audit recommendations be reviewed by management to progress actions where required, advise where workarounds or alternative strategies are in place that sufficiently control / manage the risks and issues identified in the original audit or where management is prepared to accept the risk in accordance with its risk appetite statement. Internal Audit, Manager People & Culture and Manager Governance & Corporate Strategy to note.

The Committee Recommends:(Moved: Nguyen/Ellacott)

It is recommended that the ARIC receive and note this report and attached listings of open internal audit recommendations.

CARRIED UNANIMOUSLY

AC50 **Compliance and Reporting Requirements Jun 2025 - Aug 2025**

File: CY00458/13
Vide: GB.12

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

The Committee Recommends:
(Moved: Ellacott/Nguyen)

That the Committee receive and note the report.

CARRIED UNANIMOUSLY

AC51 **GIPAA, PPIPA and HRIPA Statistics Jun 2025 to Aug 2025**

File: CY00458/13
Vide: GB.13

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

The Committee Recommends:
(Moved: Nguyen/Ellacott)

That the Committee receive and note the report.

CARRIED UNANIMOUSLY

AC52 **Summary of Legislative and Policy Updates Jun 2025 - Aug 2025**

File: CY00458/13
Vide: GB.14

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

The Committee Recommends:
(Moved: Nguyen/Ellacott)

That the Committee receive and note the report.

CARRIED UNANIMOUSLY

AC53 **Delivery Program and Operational Plan: June 2025 Biannual Report**

File: CY00458/13
Vide: GB.15

To provide the Audit, Risk and Improvement Committee with a summary of Council's progress of the Delivery Program 2022-2026 and Operational Plan 2024-25 for the period January to June 2025.

The Committee Recommends:
(Moved: Ellacott/Nguyen)

That the Committee receive and note the report.

CARRIED UNANIMOUSLY

OTHER BUSINESS

Nil

The Meeting closed at 7:51PM

HERITAGE REFERENCE COMMITTEE MEETING MINUTES OF 2 OCTOBER 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To have Council consider the minutes from previous Heritage Reference Committee ('HRC') meeting held on 2 October 2025.
BACKGROUND:	Council is required to consider and receive the minutes of the Heritage Reference Committee and to make them publicly available via Council's website. HRC minutes are confirmed by HRC prior to being presented to Council.
COMMENTS:	The Heritage Reference Committee minutes under consideration are attached.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	That Council receives and notes the HRC minutes from 2 October 2025.

PURPOSE OF REPORT

To have Council consider the minutes from previous Heritage Reference Committee ('HRC') meeting held on 2 October 2025.

BACKGROUND

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

COMMENTS

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

INTEGRATED PLANNING AND REPORTING

Theme 3: Places, Spaces and Infrastructure.

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

GOVERNANCE MATTERS

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

RISK MANAGEMENT

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

FINANCIAL CONSIDERATIONS

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

SOCIAL CONSIDERATIONS

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

ENVIRONMENTAL CONSIDERATIONS

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

COMMUNITY CONSULTATION

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

INTERNAL CONSULTATION

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

SUMMARY

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

RECOMMENDATION:

That Council receive and note the HRC minutes from the meeting held on 2 October 2025.

Claudine Loffi
Heritage Specialist Planner

Antony Fabbro
Manager Urban & Heritage Planning

Attachments: A1⇩ Heritage Reference Committee meeting minutes of 2 October 2025 2025/345534

MINUTES OF HERITAGE REFERENCE COMMITTEE HELD ON THURSDAY, 2 OCTOBER 2025

Present:	Councillor K Wheatley (Chairperson) (Wahroonga Ward) Ms Lorna Watt – Ku-ring-gai Historical Society Ms Margaret Skilbeck – Australian Institute of Architects Ms Zeny Edwards – Local Historian and Community Member Mr Chris Bluett- Community Member
Staff Present:	Manager Urban & Heritage Planning (Antony Fabbro) Heritage Specialist Planner (Claudine Loffi) Strategic Planner Heritage (Philippa Hayes) Heritage Consultant (Vanessa Holtham)
Others Present:	Mayor C Kay – Ku-ring-gai Council Councillor M Devlin – Ku ring-gai Council
Apologies:	Councillor I Balachandran (Deputy Chairperson) (Gordon Ward) Mr Robert Moore – National Trust

The Meeting commenced at 12:30 PM

DECLARATIONS OF INTEREST

No interest was declared.

MATTERS ARISING FROM PREVIOUS MEETING

NOTING OF MINUTES

Minutes of Heritage Reference Committee
File: CY00413/13
Meeting held 5 June 2025
GB.1 to GB.3.

RESOLVED:

The circulated minutes were taken as read and confirmed as an accurate record of the proceedings of the meeting.

GENERAL BUSINESS

Heritage Housekeeping Planning Proposal

File: S14986
Vide: GB.1

The Committee discussed the administrative nature and purpose of the housekeeping changes adopted by Council for public exhibition.

RESOLVED:

The Heritage Reference Committee received and noted the report.

Her-story Project Update

File: S13598
Vide: GB.2

The Heritage Reference Committee noted the latest online inventories uploaded to the State Heritage Inventory and pending upload. The overall progress on inventory updates was discussed. The Committee requested advice on the resources required to increase the rate of completion.

RESOLVED:

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

Presentation - Heritage Home Grants before and after outcomes

File: FY00674/3
Vide: GB.3

The Committee discussed the presented outcomes of Council's heritage home grants. The committee noted it was positive that owners had realised the benefit of this program to conserve their heritage properties.

RESOLVED:

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

Presentation - Heritage items and density photo survey

File: S07987
Vide: GB.4

The Committee noted the presented examples of heritage item houses and density in Ku-ring-gai and other parts of Sydney. Issues discussed included new development materials and colours, setbacks, roads, deep soil requirements and importance of gardens. The listing status, use and conversions of the pictured heritage buildings were discussed. The Committee discussed the mechanisms to achieve these outcomes through development control plan controls and the development approval process. The examples extracted from state government guidelines for different heritage typologies were also noted.

RESOLVED:

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

OTHER BUSINESS

Nil.

The Meeting closed at 1:43PM

UPDATE TO FRAUD AND CORRUPTION CONTROL POLICY AND STRATEGY

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To seek Council's adoption of the updated Fraud and Corruption Control Policy (CDN115) and to note the updated Fraud and Corruption Control Strategy (CDN174).
BACKGROUND:	The current Fraud and Corruption Control Policy (the 'Policy') and Fraud and Corruption Control Strategy (the 'Strategy') were adopted in December 2023 and are not yet due for review under their respective review cycles. However, as a matter of good governance, it was considered prudent to revise these key documents in response to: • Recommendations made by the Head of Internal Audit during the latest annual health check. • Emerging best practice guidance from ICAC and the Audit Office of NSW • The need to further strengthen alignment with AS 8001:2021 and ISO 37001:2019
COMMENTS:	The recommended updates to the Policy and Strategy ensure Council's Fraud & Corruption Control Framework remain current, practical, and compliant with evolving standards.
RECOMMENDATION:	It is recommended that Council: A. Adopt the updated Fraud and Corruption Control Policy (CDN115) as shown in Attachment A1. B. Note the updated Fraud and Corruption Control Strategy (CDN174) as shown in Attachment A2.

PURPOSE OF REPORT

To seek Council's adoption of the updated Fraud and Corruption Control Policy (CDN115) and to note the updated Fraud and Corruption Control Strategy (CDN174).

BACKGROUND

The current Fraud and Corruption Control Policy (the 'Policy') and Fraud and Corruption Control Strategy (the 'Strategy') were adopted in December 2023 and are not yet due for review under their respective review cycles.

As a matter of good governance, it was considered prudent to revise these key documents in response to:

- Recommendations made by the Head of Internal Audit during the latest annual health check
- Emerging best practice guidance from ICAC and the Audit Office of NSW
- The need to further strengthen alignment with AS 8001:2021 and ISO 37001:2019

The updated documents were approved by the General Manager and Directors in July 2025 and considered by the Audit Risk and Improvement Committee in September 2025 prior to referral to Council.

COMMENTS

The recommended updates to the Policy and Strategy ensure Council's Fraud & Corruption Control Framework remain current, practical, and compliant with evolving standards. These include:

- Clarification of fraud and corruption definitions and terminology
- Improved articulation of roles and responsibilities across all Council levels
- Inclusion of a comprehensive system-based approach to fraud and corruption control, referencing integration with Council's broader ethical and risk frameworks
- Enhanced references to notification mechanisms and third-party risk controls
- Revised formatting and structure for greater alignment with industry standards

Full copies of revised *Fraud and Corruption Control Policy (CDN115)* and *Fraud and Corruption Control Strategy (CDN174)* are attached to this report with changes tracked for easy reference (refer to Attachment A1 and A2).

INTEGRATED PLANNING AND REPORTING

Leadership and service excellence

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
Provide strong and ethical civic leadership to ensure good governance and build and maintain trust and confidence within the community.	Council's risk management, compliance, and internal control systems foster a culture of safety and accountability while ensuring	Manage and coordinate a compliant and effective Enterprise Risk Management system.

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
	adherence to legislative requirements and alignment with industry best practices.	

GOVERNANCE MATTERS

Nil

RISK IMPLICATION STATEMENT

The primary risk associated with this report pertains to risk governance, particularly as it relates to integrity in service delivery.

While fraud and corruption are critical risk areas that Council monitors closely due to their potential to trigger major risks, the recommendations contained in this report do not in themselves give rise to a material risk. Any minor issues that may arise can be addressed within Council's existing resources, policies, and procedures.

FINANCIAL CONSIDERATIONS

There is no direct financial impact associated with this report.

SOCIAL CONSIDERATIONS

Nil

ENVIRONMENTAL CONSIDERATIONS

Nil

COMMUNITY CONSULTATION

Nil

INTERNAL CONSULTATION

Nil

SUMMARY

This report seeks Council's adoption of the updated Fraud and Corruption Control Policy (CDN115) and noting of the updated Fraud and Corruption Control Strategy (CDN174).

The updated documents were approved by the General Manager and Directors in July 2025 and considered by the Audit Risk and Improvement Committee in September 2025 prior to referral to Council.

RECOMMENDATION:

It is recommended that Council:

A. Adopt the updated Fraud and Corruption Control Policy (CDN115) as shown in *Attachment A1.*

B. Note the updates made to the Fraud and Corruption Control Strategy (CDN174) as shown in *Attachment A2.*

Jo Zhu
Team Leader Risk Advisory

Attachments:	A1⇩	Fraud and Corruption Control Policy - Draft for Adoption	2025/222454
	A2⇩	Fraud and Corruption Control Strategy - Approved for Information	2025/222452

Ku-ring-gai Council

Fraud & Corruption Control Policy

Version Number 4

Adopted:

Effective:

Fraud & Corruption Control Policy

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Controlled Document Information

Authorisation Details

This is a Controlled Document. Before using this document check it is the latest version by referring to Council's Controlled Document Register. Unless otherwise indicated, printed or downloaded versions of this document are uncontrolled.			
Controlled Document Number:	115	**TRIM Record No:**	
Controlled Document Type:	Policy		
Controlled Document Name:	Fraud & Corruption Control Policy		
Version Number:	4		
Department:	Corporate		
Distribution:	Internal		
Review Period: **Max < 4 years**	3 years	**Next Review Date:**	
Document Status:	Final		
Approval Type:	Adopted by Council		
Version Start Date:		**Version End Date:**	TBC

Related Document Information, Standards & References

Related Legislation:	Public Interest Disclosure Act 2022 Independent Commission Against Corruption Act 1988 Local Government Act 1993 Local Government (General) Regulations 2005 Environmental Planning and Assessment Act 1979	
Related Policies (Council & Internal)	Code of Conduct Public Interest Disclosures Policy Procurement Policy Recruitment and Selection Policy Statement of Business Ethics Information and Cyber Security Policy	CDN132 CDN3 CDN94 CDN37 CDN 124 CDN 145
Related Documents - Procedures, Guidelines, Forms, WHS Modules/PCD's, Risk Assessments, Work Method Statements, etc	Fraud and Corruption Control Strategy	CDN174
Other References	AS 8001-2021 - Fraud and Corruption Control. AS/NZS ISO 31000:2018 - Risk Management – Guidelines AS/ISO 37001:2019 Anti Bribery Management System NSW Audit Office Fraud Control Improvement Kit (2015).	

Version History

Version Number	Version Start Date	Version End Date	Author	Details and Comments
1	21/02/2012	15/01/2021	Internal Ombudsman	
2	16/01/2021	20/06/2023	Risk Officer	Policy updated based on the attributes from NSW Audit Office Fraud Control Improvement Kit (2015) to ensure it is reflective of the current practice and compliant with the key requirements.
3	21/06/2023	21/06/2026	Team Leader Risk Advisory	Policy reviewed in line with review period. Document details updated. No significant changes made.
4	13/12/2023	TBC	Team Leader Risk Advisory	Policy reviewed to incorporate details of Fraud & Corruption Control System. Approved by GMD November 2023 and adopted by Council 12.12.2023.
5	TBC	TBC	Team Leader Risk Advisory	Policy reviewed to incorporate feedback from Head of Internal Audit following annual review.

Policy Statement

Ku-ring-gai Council is committed to upholding an ethical culture supported by appropriate policies, procedures and strategies that prevent fraudulent and corrupt behaviour. As such, it will not tolerate misconduct, fraudulent or corrupt conduct by any council official or supplier.

The Council has established a Fraud & Corruption Control Framework. The Framework has ten attributes, which sit within the principles of prevention, detection and response. Each attribute has a series of processes and actions that are detailed in Council's Fraud and Corruption Control Strategy with a comprehensive system of assessing, reviewing, reporting, auditing and sustaining the health and soundness of the overarching Fraud & Corruption Control Framework.

Purpose

This policy outlines Council's commitment to the prevention, deterrence, detection and investigation of all forms of fraud and corrupt conduct. It supports the mechanisms in place to protect the integrity, security and reputation of Council. In conjunction with Fraud and Corruption Control Strategy (CDN 174) it forms part of the overall prevention strategy in fraud management and control.

Many forms of fraud and corruption have the potential to exist within Local Government, including but not limited to:

- Extortion
- False presence
- Theft
- Forgery
- Bribery or the acceptance of a bribe
- Stealing
- Misappropriation of property
- Accounting fraud (including the manipulation of financial reporting)
- Deliberate non-declaration of a Conflict of Interest
- Cyber security threats
- Misuse of internet or email
- Misappropriation of assets

Council is committed to minimising the incidence of fraud and corruption by implementing and regularly reviewing a range of strategies that aim to prevent, detect and respond to fraud and corruption.

Scope

The policy applies to all Councillors and staff.

Legislative Context

The principal legislation underpinning this policy includes;

- Public Interest Disclosure Act 2022
- Independent Commission Against Corruption Act 1988
- Local Government Act 1993
- Local Government (general) Regulations 2005

- Environmental Planning and Assessment Act 1979

Approach and Methodology

Council's approach to the control and management of fraud & corruption is based on the NSW Audit Office's "Fraud Control Improvement Kit 2015" and considers Australian Standard 8001-2021 Fraud and Corruption Control, which have been tailored to the operating environment.

More specifically, Councils Fraud & Corruption Control Framework is based on the three principles of:

1. *Prevention* - pro-active measures designed to help reduce the risk of fraud and corruption occurring in the first place.

2. *Detection* - measures designed to uncover incidents of fraud and corruption as close as possible to the time when they occur, or before they occur by identifying attempts or acts in preparation.

3. *Response* - reactive measures designed to investigate, take any necessary corrective action, impose sanctions and remedy the harm caused by fraud or corruption.

These principles are supported by the following ten attributes:

Attribute		Theme
Attribute One	Leadership	Prevention
Attribute Two	Ethical Framework	Prevention, Detection, Response
Attribute Three	Responsibility Structures	Prevention, Detection, Response
Attribute Four	Policy	Prevention
Attribute Five	Prevention Systems	Prevention
Attribute Six	Fraud Awareness	Prevention, Response
Attribute Seven	Third Party Management Systems	Prevention, Response
Attribute Eight	Notification Systems	Detection, Response
Attribute Nine	Detection Systems	Detection
Attribute Ten	investigation Systems	Response

Fraud and Corruption Control Framework

Councils Fraud and Corruption Control Framework provides the foundations and organisational arrangements for implementing, monitoring and reviewing Council's approach to fraud & corruption prevention and management. It consists of:

- **Fraud and Corruption Control Policy** ("the Policy"): sets out the high-level commitment by Council to the implementation of strategies and actions that support Fraud and Corruption control. It also sets out individual responsibilities under the framework for implementing and monitoring actions.

- **Fraud and Corruption Control Strategy** ("the Strategy"): provides further details and sets directions to support the implementation of the Policy based on the principles of prevention, detection and response. It is structured around the 10 fraud control attributes developed by the Audit Office of NSW. The Strategy also defines an interactive Fraud and Corruption Control System which comprises of various activities and initiatives around training, risk assessment, monitoring and reporting as well as risk-based audits to enable the ongoing fraud and corruption risk management within the organisation. Instead of being a standalone framework, Fraud and Corruption Control System also takes into account any existing policies and procedures with a scope relating to fraud and corruption risk (e.g., Code of Conduct Policy, Conflict of Interest Policy).

Responsibilities

Councillors are responsible for:

- Adopting Council's Fraud & Corruption Control Policy
- Promoting ethical behavior and awareness that fraud and corruption will not be tolerated.

The *General Manager* is responsible for:

- Promoting ethical behavior and awareness that fraud and corruption will not be tolerated.
- Ensuring implementation of Council's Fraud and Corruption Control Policy and the Strategy
- Ensuring the fraud and corruption control system including related policies and procedures are adequate and that regular reviews and checks are undertaken to detect irregularities.
- Receiving reports of suspected fraud and corruption and referring these to the relevant external body and/or the Manager People & Culture for investigation and recording.
- Receiving public interest disclosures and referring these to the Disclosure Coordinator or other external integrity agency in accordance with Council's Public Interest Disclosures Policy.
- Reviewing reports and approving recommendations arising from investigations undertaken into allegations of fraud and corruption.
- Keeping the Council and Audit and Risk Improvement Committee (ARIC) informed of fraud and corruption incidents, in line with ICAC directions about confidentiality.
- Making decisions about reporting criminal matters to the New South Wales Police Force, restitution and criminal charges in all cases of fraud and corruption.
- Ensuring sufficient resources are available, with appropriate seniority, skills and experience to maintain an effective fraud and corruption control system and fraud and corruption control function.

Directors are responsible for:

- Promoting ethical behavior and awareness that fraud and corruption will not be tolerated.
- Actively fostering an ethical culture and supporting and promoting the fraud and corruption control system throughout the organisation.
- Setting an example of observable adherence to Council's Code of Conduct, the Strategy and related Council policies procedures and role modelling ethical behaviour.
- Supporting and promoting ongoing identification, analysis, mitigation and review of fraud and corruption risks and internal controls.
- Understanding areas of potential fraud and corruption risk exposure and setting an example of internal control adherence in relation to identified fraud and corruption risks.
- Receiving reports of suspected fraud and corruption and referring these to the General Manager.
- Receiving public interest disclosures and referring these to the Disclosure Coordinator in accordance with Council's Public Interest Disclosures Policy.
- Implementing recommendations arising from fraud and corruption detection processes and internal audits.
- Supporting fraud and corruption awareness programs for Councilors and staff.
- Supporting the continued operation of Council's ARIC in the pursuit of successful enterprise risk management.
- Fostering a work environment free of harassment, discrimination, victimisation, corruption, fraud maladministration and waste.

Business Unit Managers are responsible for:

- Role modelling ethical behaviour and promoting ethical behavior and awareness that fraud and corruption will not be tolerated.

- Understanding areas of potential fraud and corruption exposure and undertaking relevant activities, and measures to ensure that those exposures are mitigated through sufficient preventative and detective controls.
- Receiving reports of suspected fraud and corruption and referring these to the Director and General Manager.
- Receiving public interest disclosures and referring these to the Disclosure Coordinator in accordance with Council's Public Interest Disclosures Policy.
- Assessing the risks of fraud and corruption and the effectiveness of internal controls in place to mitigate such risks within their areas of operation and responsibility.
- Implementing recommendations arising from fraud and corruption detection processes and internal audits.
- Monitoring their workplaces to identify and address situations that are likely to raise ethical dilemmas or place staff in compromising situations (i.e. by establishing good procedural guidance for decision-making, including the exercise of discretion).
- Being available to support staff that require guidance on ethical dilemmas.
- Fostering a work environment free of harassment, discrimination, victimisation, corruption, fraud, maladministration and waste.
- Ensuring that staff are aware of the principles contained in Council's Code of Conduct and the established systems and procedures for addressing ethical problems.
- Supporting and protecting staff who report, in good faith, instances of potentially unethical, fraudulent or corrupt practices.
- Ensuring that staff are treated fairly, equitably and in accordance with legislation and policy (e.g. access to training and other development possibilities).
- Ensuring that contractors, consultants, suppliers, and the like, engaged within their area of operation are aware of Council's Statement of Business Ethics and Code of Conduct and that these documents are readily available to them.

All Council staff are responsible for:

- Preventing and mitigating fraud, corruption, maladministration and waste within their area of operation and responsibility by, at a minimum, implementing and abiding by relevant internal controls and adhering to the Policy and the Strategy.
- Operating systems of internal control to prevent and detect fraud or corruption in accordance with instructions and established procedures.
- Reporting all instances of suspected or attempted fraudulent or corrupt conduct in accordance with Council's internal reporting procedures.
- Noting that it is a criminal offence to bully, harass, intimidate, dismiss or take other detrimental action against a person making (or considering making) a PID (refer to the Public Interest Disclosures policy).
- Having regard to fraud and corruption related risks when undertaking risk assessments in relation to Council's daily functions and operations, when specific projects or events are planned, or when changes to Council's systems, processes or functions occur.
- Providing co-operation and assistance to investigators or officials investigating suspected or reported fraud or corruption.
- Undertaking any responsibilities allocated to them in other relevant Council policies.

The *Team Leader Risk Advisory is responsible for:*

- *Ensuring that council policies and procedures related to fraud and corruption are up-to-date and effective.*
- Ensuring the framework aligns with relevant legislation and best practices.

- Identifying and assessing potential fraud and corruption risks within the Council.
- Promoting a strong ethical culture within the Council.
- Developing and implementing fraud and corruption prevention strategies.
- Establishing and maintaining effective internal controls.

Monitor ICAC guidance and case studies and assess impact of Council's Fraud and Corruption program and control environment and if required, work with business unit managers to implement relevant additional controls.

The *Manager, People and Culture* is responsible for:

- Promoting ethical behavior and awareness that fraud and corruption will not be tolerated.
- Ensuring that a coordinated approach is taken through the organisation to promote an ethical organisational culture where fraud, corruption and/or misconduct will not be tolerated, and to provide training and conduct other activities to generate awareness of fraud and corruption control and conduct obligations.
- Developing, implementing and reviewing Councils Fraud and Corruption Control Policy and Strategy.
- Ensuring the fraud and corruption control system is aligned to Council's risk management framework.
- Ensuring reports of suspected fraud or corruption are referred to the ICAC as required and by direction of the General Manager (excluding matters reported under the Public Interest Disclosures policy)
- Coordinating the investigation into allegations of suspected fraud or corruption referred by the General Manager and providing reports including findings and recommendations (excluding matters reported under the Public Interest Disclosures policy)
- Maintaining a register of all reported actual or suspected fraudulent or corrupt activities/investigations and undertaking trend analysis of the data (excluding matters reported under the Public Interest Disclosures policy).
- *Considering applicable guidance and other better practice measures by the Independent Commission Against Corruption.*

The *Manager, Governance and Corporate Strategy* is responsible for:

- Periodically reporting to the Council's Audit, Risk and Improvement Committee on the register of all reported actual or suspected fraudulent or corrupt activities and investigations both under this policy and the Public Interest Disclosures policy.

The *Corporate Lawyer* is responsible for:

- Keeping the General Manager informed of ICAC directions.
- Providing advice and recommendations about reporting criminal matters involving fraud and corruption to the New South Wales Police Force.
- Making recommendations to the General Manager regarding restitution and criminal charges in all cases of fraud and corruption.
- The Corporate Lawyer is Council's Disclosure Coordinator under the PID Policy.

Internal Audit

Council recognises internal audit is an effective part of the overall control environment.

Through the Internal Audit methodology that includes but is not limited to observations, sample testing and desktop reviews, Internal Audit is responsible for:

- Conducting fraud health checks, based on approved Internal Audit plan;

- In accordance with internal audit's third line of defence role, periodically, examining and evaluating the effectiveness of internal controls over high risk processes and evaluating the potential for fraud and corruption to occur;
- Making recommendations to Council management to further enhance internal control design and effectiveness;
- Periodically (at least once in four years), undertaking an internal audit of fraud and corruption control.
- Making notifications of actual or suspected instances of fraud and corruption in accordance with relevant reporting procedures.
- Through delivery of its internal audit's program of work or ad-hoc projects requested by management, pressure testing the Council's internal control system.

The Audit Risk & Improvement Committee (ARIC)

The ARIC provides independent assurance and assistance to Council on risk management, control, governance, and external accountability responsibilities.

It provides relevant advice with a view to ensure there is an adequate and effective system of internal control throughout Council and to assist in the operation and implementation of the Internal and External Audit Plans.

More specifically with regard to fraud and corruption risk management, ARIC provides independent assurance to the General Manager and Council by overseeing and monitoring the adequacy of Council's Fraud and Corruption Control Framework. It is responsible for overseeing whether the Council has :

- a fraud and corruption policy
- clearly defined responsibilities for managing fraud and corruption
- risk-based preventative and detective controls
- policies, systems and processes to respond to, investigate and report suspected fraud and corruption
- employee awareness/education measures
- robust third-party management systems
- appropriate processes and systems in place to capture and effectively investigate fraud-related information
- regular review of the fraud and corruption control framework and reporting, and
- implemented applicable guidance and other better practice measures by the Independent Commission Against Corruption.

Reporting Breaches

Staff have an obligation to report any suspected fraud or corrupt conduct to either: a Manager, Director, the Disclosures Coordinator, a Disclosure Officer, the People & Culture Business unit, the General Manager or the ICAC.

The General Manager has an obligation, under Section 11 of the ICAC Act, to report those matters to ICAC.

It is the responsibility of Council Officials, contractors, consultants, work experience students and volunteers to comply with the provisions outlined in this policy.

Failure to comply will constitute a breach of the Council's Code of Conduct and may be considered misconduct and result in disciplinary and/or legal action.

Council also encourages members of the public to report possible fraud or corruption to the General Manager, Mayor, Disclosures Coordinator/Officer or directly to ICAC.

Public Interest Disclosures

Staff should also be aware that legal protections are available to them under the Public Interest Disclosures Act 2022 if they wish to report suspected fraud, corruption and other serious wrongdoing as a public interest disclosure. Council's Public Interest Disclosures Policy sets out:

- how Council will support and protect staff and other public officers coming forward with reports of serious wrongdoing
- how Council will deal with reports and other responsibilities under the PID Act
- who staff and other public officers should contact if they want to make a report
- how to make a report
- the protections that are available to reporters under the PID Act.

For further information see CDN3.

Review

This policy will be reviewed every two years or when there are changes due to regulatory requirements or related Council policies.

Definitions

Term	Definition
Corruption	Is defined as dishonest activity in which a director, executive, manager, employee or contractor of an entity acts contrary to the interests of the entity and abuses his/her position of trust in order to achieve personal gain or advantage for another person or entity. The concept of 'corruption' within this standard can also involve corrupt conduct by the entity, or a person purporting to act on behalf of and in the interests of the entity, in order to secure some form of improper advantage for the entity either directly or indirectly.
Fraud	is defined as dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property (including intangible properties such as intellectual property and information) by employees or persons external to the entity and/or where deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal financial benefit. A conduct under fraud does not necessarily need to represent a breach of the criminal law.

Ku-ring-gai Council

Fraud & Corruption Control Strategy

Version Number: 3

Adopted:

Effective:

Fraud & Corruption Control Strategy

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Controlled Document Information

Authorisation Details

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Related Legislation:	Public Interest Disclosure Act 2022 Independent Commission Against Corruption Act 1988 Local Government Act 1993 Local Government (General) Regulations 2005 Environmental Planning and Assessment Act 1979	
Related Policies (Council & Internal)	Code of Conduct Public Interest Disclosures Policy Procurement Policy Recruitment and Selection Policy Statement of Business Ethics Information and Cyber Security Policy	CDN 132 CDN 3 CDN 94 CDN 37 CDN 124 CDN 145
Related Documents - Procedures, Guidelines, Forms, WHS Modules/PCD's, Risk Assessments, Work Method Statements, etc	Fraud and Corruption Control Policy Workplace Investigations Procedure	CDN 115 CDN 156

Other References	AS 8001-2021 - Fraud and Corruption Control. AS/NZS ISO 31000:2018 - Risk Management – Guidelines AS/ISO 37001:2019 Anti Bribery Management System NSW Audit Office Fraud Control Improvement Kit (2015).	

Version History

Version Number	Version Start Date	Version End Date	Author	Details and Comments
1	16.01.2021	26.05.2023	Risk Officer	The Fraud and Corruption Control Strategy is structured around the 10 fraud control attributes by the Audit Office of NSW. It provides further details to support the implementation of the Fraud and Corruption Control Policy.
2	27.05.2023	15.11.2023	Team Leader Risk Advisory	Reviewed in line with review period. Document details updated. No other changes made.
3	13.12.2023	TBC	Team Leader Risk Advisory	Reviewed to include details regarding Councils overarching fraud & corruption control system Approved by GMD November 2023 and adopted by Council 12.12.2023.
4	TBC	TBC	Team Leader Risk Advisory	Reviewed to incorporate feedback from Head of Internal Audit following annual review.

Statement of commitment

Ku-ring-gai Council is committed to upholding an ethical culture supported by appropriate policies, procedures and strategies that prevent fraudulent and corrupt behaviour. As such, it will not tolerate misconduct, fraudulent or corrupt conduct by any council official or supplier.

Purpose

This strategy outlines Council's approach to the prevention, deterrence, detection and investigation of all forms of fraud and corrupt conduct. It ensures the appropriate mechanisms are in place to protect the integrity, security and reputation of Council.

Approach and Methodology

The Strategy has been established based on the 10 fraud control attributes developed by the Audit Office of NSW (Appendix 1).

It provides further details and sets directions to support the implementation of the Policy under a well-structured fraud and corruption control framework based on the principles of:

- *Prevention* - pro-active measures designed to help reduce the risk of fraud and corruption occurring in the first place.
- *Detection* - measures designed to uncover incidents of fraud and corruption as close as possible to the time when they occur, or before they occur by identifying attempts or acts in preparation.
- *Response* - reactive measures designed to investigate, take any necessary corrective action, impose sanctions and remedy the harm caused by fraud or corruption.

In particular, prevention is the most important principle in ensuring a proactive fraud and corruption control framework. Most of the attributes are preventative with some exhibiting more than one of the above principles.

Fraud and Corruption Control Strategy

Attribute 1: Leadership *(prevention)*

The Strategy aligns with the Community Strategic Plan theme of 'Good Governance and Management' to achieve "The organisation provides ethical decision-making, efficient management and quality customer service (L4.1)".

Council and its senior management acknowledge fraud and corruption as a serious risk and is highly committed to controlling the risks of fraud and corruption both against the organisation and by the organisation.

The General Manager has ultimate responsibility for managing fraud and corruption risks in Council and is supported by the leadership team, and the Audit, Risk and Improvement Committee (ARIC).

Councillors, the General Manager and senior management demonstrate their commitment to an effective fraud and corruption control system through clearly defined responsibilities, accountability and actions including regular communication to all staff.

Attribute 2: Ethical Framework *(Prevention, Detection, Response)*

Council has clear policies setting out acceptable standards of ethical behaviour, which are available to all staff.

Council's Fraud and Corruption Control Framework comprises of:

- Fraud and Corruption Control Policy ("the Policy"); and
- Fraud and Corruption Control Strategy ("the Strategy")

Council also maintains a broader ethical framework that comprises of:

- Code of Conduct
- Public Interest Disclosures Policy
- Procurement Policy
- Recruitment and Selection Policy
- Statement of Business Ethics

Compliance to the ethical framework is monitored via surveys, attestations and periodic audit/ independent reviews.

The Strategy aligns with the following 'Best Practice' guidelines:

- AS 8001-2021 - Fraud and Corruption Control.
- AS/NZS ISO 31000:2018 - Risk Management – Guidelines
- AS/ISO 37001:2019 Anti Bribery Management System
- NSW Audit Office Fraud Control Improvement Kit (2015).

Attribute 3: Responsibility Structure *(Prevention, Detection, Response)*

Council has clearly defined responsibilities for implementing and monitoring actions associated with fraud and corruption control.

These responsibilities will be clearly communicated to Councillors, staff, management and relevant Council Committees so that there is a common understanding of fraud and corruption control responsibilities and expectations.

Councillors are responsible for:

- Adopting Council's Fraud & Corruption Control Policy
- Promoting ethical behavior and awareness that fraud and corruption will not be tolerated.

The *General Manager* is responsible for:

- Promoting ethical behavior and awareness that fraud and corruption will not be tolerated.
- Ensuring Implementation of Council's Fraud and Corruption Control Policy and the Strategy.
- Ensuring the fraud and corruption control system including related policies and procedures are adequate and that regular reviews and checks are undertaken to detect irregularities.
- Receiving reports of suspected fraud and corruption and referring these to the relevant external body and/or the Manager People & Culture for investigation and recording.
- Receiving public interest disclosures and referring these to the Disclosure Coordinator or other external integrity agency in accordance with Council's Public Interest Disclosures Policy.
- Reviewing reports and approving recommendations arising from investigations undertaken into allegations of fraud and corruption.
- Keeping the Council and audit And Risk Improvement Committee (ARIC) informed of fraud and corruption incidents, in line with ICAC directions about confidentiality.
- Making decisions about reporting criminal matters to the New South Wales Police Force, restitution

and criminal charges in all cases of fraud and corruption.
- Ensuring sufficient resources are available, with appropriate seniority, skills and experience to maintain an effective fraud and corruption control system and fraud and corruption control function.

Directors are responsible for:

- Promoting ethical behavior and awareness that fraud and corruption will not be tolerated.
- Actively fostering an ethical culture and supporting and promoting the fraud and corruption control system throughout the organisation.
- Setting an example of observable adherence to Council's Code of Conduct, the Strategy and related Council policies procedures and role modelling ethical behaviour.
- Supporting and promoting ongoing identification, analysis, mitigation and review of fraud and corruption risks and internal controls.
- Understanding areas of potential fraud and corruption risk exposure and setting an example of internal control adherence in relation to identified fraud and corruption risks.
- Receiving reports of suspected fraud and corruption and referring these to the General Manager.
- Receiving public interest disclosures and referring these to the Disclosure Coordinator in accordance with Council's Public Interest Disclosures Policy.
- Implementing recommendations arising from fraud and corruption detection systems and internal audits.
- Supporting fraud and corruption awareness programs for Councilors and staff.
- Supporting the continued operation of Council's ARIC in the pursuit of successful enterprise risk management.
- Fostering a work environment free of harassment, discrimination, victimisation, corruption, fraud, maladministration and waste.

Business Unit Managers are responsible for:

- Role modelling ethical behaviour and promoting ethical behavior and awareness that fraud and corruption will not be tolerated.Understanding areas of potential fraud and corruption exposure and undertaking relevant activities, and measures to ensure that those exposures are mitigated through sufficient preventative and detective controls.Receiving reports of suspected fraud and corruption and referring these to the Director and General Manager.
- Receiving public interest disclosures and referring these to the Disclosure Coordinator in accordance with Council's Public Interest Disclosures Policy.
- Assessing the risks of fraud and corruption and the effectiveness of internal controls in place to mitigate such risks within their areas of operation and responsibility.
- Implementing recommendations arising from fraud and corruption detection systems and internal audits.
- Monitoring their workplaces to identify and address situations that are likely to raise ethical dilemmas or place staff in compromising situations (i.e. by establishing good procedural guidance for decision-making, including the exercise of discretion).
- Being available to support staff that require guidance on ethical dilemmas.
- Fostering a work environment free of harassment, discrimination, victimisation, corruption, fraud, maladministration and waste.
- Ensuring that staff are aware of the principles contained in Council's Code of Conduct and the established systems and procedures for addressing ethical problems.
- Supporting and protecting staff who report, in good faith, instances of potentially unethical, fraudulent or corrupt practices.
- Ensuring that staff are treated fairly, equitably and in accordance with legislation and policy (e.g. access to training and other development possibilities).

- Ensuring that contractors, consultants, suppliers, and the like, engaged within their area of operation are aware of Council's Statement of Business Ethics and Code of Conduct and that these documents are readily available to them.

All Council staff are responsible for:

- Preventing and mitigating fraud, corruption, maladministration and waste within their area of operation and responsibility by, at a minimum, implementing and abiding by relevant internal controls and adhering to the Policy and the Strategy.
- Operating systems of internal control to prevent and detect fraud or corruption in accordance with instructions and established procedures.
- Reporting all instances of suspected or attempted fraudulent or corrupt conduct in accordance with Council's internal reporting procedures.
- Noting that it is a criminal offence to bully, harass, intimidate, dismiss or take other detrimental action against a person making (or considering making) a PID (refer to the Public Interest Disclosures policy).
- Having regard to fraud and corruption related risks when undertaking risk assessments in relation to Council's daily functions and operations, when specific projects or events are planned, or when changes to Council's systems, processes or functions occur.
- Providing co-operation and assistance to investigators or officials investigating suspected or reported fraud or corruption.
- Undertaking any responsibilities allocated to them in other relevant Council policies
-

The *Team Leader Risk Advisory is responsible for:*:

- Ensuring that council policies and procedures related to fraud and corruption are up-to-date and effective.
- Ensuring the framework aligns with relevant legislation and best practices.
- Identifying and assessing potential fraud and corruption risks within the council.
- Promoting a strong ethical culture within the council.
- Developing and implementing fraud and corruption prevention strategies.
- Establishing and maintaining effective internal controls.
- Monitor ICAC guidance and case studies and assess impact of Council's Fraud and Corruption program and control environment and if required, work with business unit managers to implement relevant additional controls.

The *Manager, People and Culture* is responsible for:

- Promoting ethical behavior and awareness that fraud and corruption will not be tolerated.
- Ensuring that a coordinated approach is taken through the organisation tor promote an ethical organisational culture where fraud, corruption and/or misconduct will not be tolerated, and provide training and conduct other activities to generate awareness of fraud and corruption control and conduct obligations.
- Developing, implementing and reviewing Councils Fraud and Corruption Control Policy and Strategy.
- Ensuring the fraud and corruption control system is aligned to Council's risk management framework.
- Ensuring that reports of suspected fraud or corruption are referred to the ICAC as required and by direction of the General Manager (excluding matters reported under the Public Interest Disclosures policy).
- Coordinating the investigation into allegations of suspected fraud or corruption referred by the General Manager and providing reports including findings and recommendations (excluding matters reported

under the Public Interest Disclosures policy)
- Maintaining a register of all reported actual or suspected fraudulent or corrupt activities/investigations and undertaking trend analysis of the data (excluding matters reported under the Public Interest Disclosures policy) Considering applicable guidance and other better practice measures by the Independent Commission Against Corruption.

The *Manager, Governance and Corporate Strategy* is responsible for:

- Periodically reporting to the Council's Audit, Risk and Improvement Committee on the register of all reported actual or suspected fraudulent or corrupt activities and investigations both under this policy and the Public Interest Disclosures policy.

The *Corporate Lawyer* is responsible for:

- Keeping the General Manager informed of ICAC directions.
- Providing advice and recommendations about reporting criminal matters involving fraud and corruption to the New South Wales Police Force.
- Making recommendations to the General Manager regarding restitution and criminal charges in all cases of fraud and corruption.
- The Corporate Lawyer is Council's Disclosure Coordinator under the PID Policy.

Internal Audit

Council recognises that internal audit is an effective part of the overall control environment.

Through the Internal Audit methodology that includes but is not limited to observations, sample testing and desktop reviews, Internal Audit is responsible for:

- Conducting fraud health checks, based on approved Internal Audit plan;
- In accordance with internal audit's third line of defence role, periodically examining and evaluating the effectiveness of internal controls over high risk processes and evaluating the potential for fraud and corruption to occur;
- Making recommendations to Council management to further enhance internal control design and effectiveness;
- Periodically (at least once in four years), undertaking an internal audit of fraud and corruption control.
- Making notifications of actual or suspected instances of fraud and corruption identified in accordance with relevant reporting procedures.
- Through delivery of its internal audit's program of work or ad-hoc projects requested by management, pressure testing the Council's internal control system.

The Audit Risk & Improvement Committee (ARIC)

The ARIC provides independent assurance and assistance to Council on risk management, control, governance, and external accountability responsibilities.

It provides relevant advice with a view to ensuring that there is an adequate and effective system of internal control throughout Council and to assist in the operation and implementation of the Internal and External Audit Plans.

More specifically with regard to fraud and corruption risk management, ARIC provides independent assurance to the General Manager and Council by overseeing and monitoring the adequacy of Council's Fraud and Corruption Control Framework. It is responsible for overseeing whether the Council has:

- a fraud and corruption policy
- clearly defined responsibilities for managing fraud and corruption
- risk-based preventative and detective controls
- policies, systems and processes to respond to, investigate and report suspected fraud and corruption
- employee awareness/education measures
- robust third-party management systems
- appropriate processes and systems in place to capture and effectively investigate fraud-related information
- regular review of the fraud and corruption control framework and reporting, and
- implemented applicable guidance and other better practice measures by the Independent Commission Against Corruption.

Attribute 4: Policy *(Prevention)*

The Fraud and Corruption Control Policy sets out the high-level commitment by Council to the implementation of strategies and actions that support Fraud and Corruption control.

It should be read in conjunction with Council's other related ethical framework policies, which set out acceptable standards of ethical behaviour to all staff including:

- Fraud and Corruption Control Policy
- Code of Conduct
- Public Interest Disclosures Policy
- Procurement Policy
- Recruitment and Selection Policy
- Statement of Business Ethics

Attribute 5: Prevention Systems *(Prevention)*

Council has the following strategies in place to identify and mitigate fraud and corruption risks.

The Fraud and Corruption Control Policy: Council's adopted policy confirms that fraud and corruption prevention is the responsibility of all Council officials.

Fraud and Corruption Risk Assessments: Fraud and corruption are business risks and will have a similar impact on Council as other types of enterprise risks. Council applies the same risk management principles as set out in its Enterprise Risk Management Framework, which is based on AS ISO31000:2018.

- Communication and consultation
- Scope, context and criteria
- Risk assessment
- Risk treatment
- Monitoring and review
- Record and reporting

Council's identified fraud and corruption risks, internal controls and proposed risk treatment are documented and recorded in Council's Risk Register.

Council will continue to assess fraud and corruption risks periodically as part of its enterprise wide approach to risk management. As part of this process, Council will review its Risk Register to ensure that additional fraud and corruption risks are identified as they emerge and that Council's operations and functions, particularly those with a high predisposition to fraud and corruption, are subject to ongoing and effective internal controls.

Fraud and Corruption Control System: Council's Fraud and Corruption Control System refers to its holistic approach to managing fraud and corruption related risks and exposures as detailed in the Strategy which is based on the 10 fraud control attributes from the NSW Audit Office Fraud Control Improvement Kit (2015). It provides further details to support the implementation of the Policy in key/high fraud risk areas identified. Effective fraud and corruption management requires an interactive system which comprises of various activities and initiatives around training, risk assessment, monitoring and reporting as well as risk-based audits within the organisation. Instead of being a standalone framework, the Fraud and Corruption Control System also takes into account any existing policies and procedures with a scope relating to fraud and corruption risk (e.g. Code of Conduct Policy, Conflict of Interest Policy) from established business processes and systems across all business areas. Please also see Appendix 2 for further details regarding Fraud and Corruption Risk Management Activities.

Fraud & Corruption Database: Council is committed to having a sound and sophisticated system in place to record incidents of fraud and corruption. Analysis of reports of fraud help to identify potential weaknesses in internal controls and promote transparency.

Ethical Workforce: Council is committed to employing staff that support ethical values. Council will conduct pre-employment screening including reference checks and NSW police checks for high-risk positions.

Information and Cyber Security Policy (CDN 145): Council will consider the impact of cyber-crime and data breaches arising from inadequate security and their impact on fraud related risks.

Attribute 6: Fraud Awareness *(Prevention, Response)*

A key element of Council's approach to the control of fraud & corruption is to create awareness of the various elements of the Strategy, what activities are considered fraudulent and how to respond if fraud is suspected.

Council will ensure that Council Officials, Contractors, Consultants, Work Experience Students and Volunteers are aware of:

- That the organisation will not tolerate fraud and corruption,
- The behaviours expected of them in the workplace under the Code of Conduct; and
- That they have an obligation to report any instances of suspected fraud or corruption.

Council has the following in place to facilitate awareness;

- Induction training that includes elements of fraud and corruption.
- Fraud and Corruption Control training for all staff.
- Code of Conduct training to ensure an understanding of the ethical behaviour expected in the workplace and the types of activities that may constitute fraudulent or corrupt behaviour and Council's response to this type of activity.
- Public Interest Disclosure Training for disclosure officers, managers, supervisors and other staff.
- Readily available documentation including; Council's Fraud and Corruption Control Strategy, and related policies and procedures.
- Active use of Council's Gifts and Benefits Register and Political Donations and Gifts Disclosure

Register in Councils records management system.

Council is also committed to ensuring that customers and suppliers are aware of our commitment to ethical behaviour. Our Statement of Business Ethics is published on our website together with the Public Interest Disclosure Policy and Code of Conduct.

Council will communicate with service providers and key stakeholders to raise awareness of Council's ethical policy framework, especially around higher risk periods such as Christmas and elections.

Attribute 7: Third Party Management Systems *(Preventions, Response)*

Council ensures that appropriate controls such as segregation of duties, procurement controls and processes are in place to manage dealings with third parties.

Third party management also covers managing staff conflicts of interest. Council's Code of Conduct sets out how conflicts of interest should be managed, including additional employment.

Council will undertake targeted training and/or communication activities for staff, elected representatives and third parties to ensure awareness of council's policies and disclosure requirements

Attribute 8: Notification Systems *(Prevention, Response)*

Council will maintain a culture that supports staff reporting fraud and management acting on those reports

Council has documented notification mechanisms for reporting fraud. Training is available to make sure that staff are aware of those mechanisms and they can make reports without fear of reprisal and be confident that they will be taken seriously and acted upon.

Allegations of Fraud

Council encourages staff and members of the public to report known or suspected fraud or unethical behaviour.

Council's Public Interest Disclosure Policy, the Fraud & Corruption Control Policy and the Code of Conduct provide guidance to Council officials on how to report suspected or actual fraud.

Both staff and members of the public also have the option of reporting fraud directly to ICAC. Any substantial fraud will be referred to the relevant external body, the NSW Police, the Ombudsman and ICAC.

Where there is a suspicion that corrupt conduct has occurred, the General Manger has a duty under section 11 of the Independent Commission Against Corruption Act 1998 to report it to ICAC as soon as the suspicion arises. This is irrespective of how insignificant or minor the allegation.

Notification of Third Party

Where third parties are affected by a fraud or corruption event involving Council, Council will consider whether it is appropriate, in all circumstances, to notify third parties even where there is no legal obligation to do so.

Third parties impacted by a fraud or corruption event involving Council may include:

- Customers and clients

- Government services including law enforcement, prosecutors, counts, tribunals and legal aid
- Community
- Environment
- Industry/Market
- Security (at both organisational and national level)

Public Interest Disclosures

Staff should also be aware that legal protections are available to them under the Public Interest Disclosures Act 2022 if they wish to report suspected fraud, corruption and other serious wrongdoing as a public interest disclosure. Council's Public Interest Disclosures Policy sets out:

- how Council will support and protect staff and other public officers coming forward with reports of serious wrongdoing
- how Council will deal with reports and other responsibilities under the PID Act
- who staff and other public officers should contact if they want to make a report
- how to make a report
- the protections that are available to reporters under the PID Act.

For further information see here [CDN 3]

Attribute 9: Detection Systems *(Detection)*

Council understands the importance of taking ownership of its fraud & corruption risks and implementing effective detection systems to mitigate these risks.

These internal controls are effective in detecting fraud and Council maintains appropriate controls including:

- Segregation of duties
- Approvals and authorization
- Verification
- Reconciliations
- Staff rotation in high-risk areas
- Delegations manual
- Regular reviews and checks to detect irregularities in high-risk areas including exception reporting
- Systems and IT controls
- Physical security
- Independent reviews like internal and external audits

Fraud and Corruption risks are identified in the Operational risk register under Council's Enterprise Risk Management (ERM) Framework, which includes an ERM Policy, an ERM Strategy and a Risk Appetite Statement. The ERM Strategy outlines the overall risks management methodology and is also applicable to the assessment and management of fraud and corruption risks.

Immediate actions in response to discovery of fraud

In the case of a fraud event being detected, Council will consider, where appropriate, action the following:

- Identify as quickly as possible whether funds have been removed from bank accounts controlled

by the organization.
- Act to freeze the company's bank account to prevent any further leakage of funds through unauthorized transactions that are awaiting processing.
- Act to freeze an account into which Council's funds have been transferred (swift legal action may be required).
- Quarantine, capture and collate digital evidence (e.g. emails, software patches).
- Risk assess what the event will mean to the business and then activate Council's response and recovery system.

Immediate actions in response to discovery of corruption

In the case of a corruption event being detected, Council will consider, where appropriate, action the following:
- Identify as quickly as possible the parties involved internal to Council.
- Identify as quickly as possible the parties involved external to Council.
- Quarantine, capture and collate all digital storage devices that are or could be relevant to the matter (e.g. laptop, computers, mobile devices, external storage devices).
- Quarantine, capture and collate all digital evidence held in centrally managed sources (e.g. emails held in the mail server, shared files, cloud stored data).
- Risk assess what the event will mean to the business and then activate Council's response and recovery system.

Attribute 10: Investigations Systems *(Response)*

Investigation is typically the last stage of the fraud control framework.

Council could know or strongly suspect that fraud or corruption events are occurring and causing financial and non-financial loss but it may not be possible to identify the perpetrators and to deal with them in traditional ways. Therefore, in response to fraud and corruption events, Council should initially disrupt the activity rather than to investigate it further.

Preliminary Assessment

Where an allegation of fraud is made under Council's Code of Conduct, the General Manager:
- will undertake a preliminary assessment of the allegations and determine how the allegations should be progressed.
- may, if the allegation is serious and the evidence is compelling, refer the matter immediately to an external body

Full Investigation

Following a preliminary assessment of an allegation made under made under Council's Code of Conduct, the General Manager may determine to have the matter investigated internally or by an external investigator. Likewise, the complainant will be advised of the decision and any actions that will be taken.

Proper and full records will be kept during an investigation and any evidence gathered will be secured and maintained. Capture and analysis of digital evidence during investigations are following the principles set out in relevant internal protocols as well as ISO/IEC 27037 Information Technology – security techniques.

Investigations can put investigating officers at personal risk including the risk of physical, emotional or psychological harm. Council will assesses such risk and ensure appropriate protocols and training are in place for the safety of all officers tasked with conducting investigations.

Support

During an investigation, affected staff will be offered support through Councils Employee Assistance Provider. The People & Culture business unit will be available to provide additional support where necessary.

Maintaining Confidentiality

Every endeavour will be made to ensure that any allegations of fraud and subsequent investigations are handled confidentially. There may, however, be situations where confidentiality may not be possible or appropriate. This will be discussed with the staff member making the report.

Council will accept anonymous reports, however anonymity may limit Council's ability to seek further information to assess the report adequately.

Vexatious, Frivolous or Misleading Allegations

Any allegation that is vexatious, frivolous or misleading will result in disciplinary action against the staff member making the allegation.

Disciplinary Standards

Where an allegation is substantiated, the General Manager will determine the nature of any disciplinary action in accordance with relevant policies and procedures.

Documenting Reported Fraud

The People & Culture business unit will maintain a register of all reported actual or suspected fraudulent or corrupt activities/investigations, excluding matters reported under the Public Interest Disclosures policy, and undertake trend analysis of the data

This register will assist Council to determine where it should focus its efforts and where changes to controls, policies or procedures are required.

This register will include the following information in relation to every reported fraud and corruption incident:

- Date and time of report.
- Date and time that incident was detected.
- How the incident came to the attention of management (e.g. anonymous report, normal report, supplier report).
- The nature of the incident.
- Value of loss (if any) to the entity.
- The action taken following discovery of the incident

Public Interest Disclosures

Further information on how Council will deal with reports and other responsibilities under the Public Interest Disclosures Act, including protections and support available to reporters is detailed in Council's Public Interest Disclosures Policy. For further information see CDN 3.

Health checks and improvement workshops

Council will undertake fraud and corruption Health Checks at least once every 2 years in line with the requirements of the Audit Office of NSW, Better Practice Guide "Fraud Control Improvement Kit".

A Health Check may also be undertaken more regularly as deemed necessary, particularly in areas that present a higher level of fraud and corruption related risks.

Improvement Workshops will be undertaken in line with the requirements of the Audit Office of NSW, Better Practice Guide "Fraud Control Improvement Kit" in identified areas.

Review

Council's Fraud and Corruption Control Strategy will be reviewed every two years, or sooner in the event of major fraud or corruption related incident that require changes to the fraud and corruption control system.

Definitions[1]

Bribe	The act of paying a secret commission to another individual. It is also used to describe the secret commission itself.
Control (also 'internal control')	An existing process, policy, device, practice or other action that acts to minimise negative risks or enhance positive opportunities.
Corruption	Dishonest activity in which a director, executive, manager, employee or contractor of an entity acts contrary to the interests of the entity and abuses his/her position of trust in order to achieve personal gain or advantage for him or herself or for another person or entity. The concept of 'corruption' within this standard can also involve corrupt conduct by the entity, or a person purporting to act on behalf of and in the interests of the entity, in order to secure some form of improper advantage for the entity either directly or indirectly.
Effective (in the context of internal control effectiveness)	In the context of fraud and corruption risk, an effective control is one that is considered to be effective in preventing or detecting fraud or corruption and therefore contributes to enabling the entity to achieve its overall goals and objectives.
Evidence	Oral testimony either given in legal proceedings or which a witness indicates he or she is prepared to give under oath or affirmation in legal proceedings and documents of any description that can legally be admitted as evidence in a Court of Law.
Fraud	Dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property (including intangible properties such as intellectual property and information) by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal financial benefit. A conduct under fraud does not necessarily need to represent a breach of the criminal law.
Fraud and corruption risk assessment	The application of risk management principles and techniques in the assessment of the risk of fraud and corruption within an entity.
Investigation	A search for evidence connecting or tending to connect a person (either a natural person or a body corporate) with conduct that infringes the criminal law or the policies and standards set by the affected entity
Risk	The chance of something happening that will have an impact upon objectives. In consideration of fraud and corruption risk, this will generally be a negative impact.
Serious (in the context of a risk or event)	Likely to have more than an immaterial impact on the entity, if it occurred, with the potential to threaten the business' economic viability in the short, medium or long term or to have a noticeable impact on the organization's business reputation.

[1] *(Australian Standard 8001-2008 Fraud and Corruption Control)*

Appendix 1 – Top 10 Attributes of Fraud

The "critical factors for success" (top 10 attributes) suggested under the “Fraud Control Improvement Kit (February 2015): Managing Your Fraud Control Obligations" developed by the Audit Office of NSW that underpin Council's Fraud and Corruption Control Strategy are outlined below.

Attribute 1 – Leadership Senior management in Councils is committed to effective fraud control	Leadership that models ethical behaviour and communicates expectations regarding conduct is fundamental to fraud control. The Kit identifies two common elements of leadership namely: • GM and senior management commitment to fraud control • Clearly defined GM and senior management accountability and responsibility
Attribute 2 – Ethical Framework The Model Code provides the ethical framework for councils	An organisation’s fraud control framework is part of a much bigger ethical framework that guides the values of the organisation and provides standards for behaviour and decision-making. The ethical framework sets the organisational culture that is fundamental to the success of a fraud control framework.
Attribute 3 – Responsibility structure Responsibility for fraud control oversight is not always clear	A comprehensive responsibility structure is required to implement an organisation’s fraud control framework. Key elements of this structure include: • Management and all staff have clearly defined responsibilities for managing fraud; • Integration of fraud management with core business; and • Resources allocated to managing fraud.
Attribute 4 – Fraud Control policy Most councils have a fraud control policy	Organisations need to have policies, systems and procedures in place that minimise the risk of fraud. These should include holistic and integrated risk-based policies appropriate to the organisation. Organisations need to review them regularly to ensure they remain current.
Attribute 5 – Prevention Systems Few councils have fraud control plans or undertake regular risk assessments	Fraud prevention systems are a cost effective way to minimise fraud in an organisation. As with all aspects of the fraud control framework, the prevention strategies used by an organisation should be proportionate to the fraud risks involved. They should include: • Proactive and integrated risk assessments • Planning and follow up accountability mechanisms. These should be reviewed after substantial change and at least every two years.
Attribute 6 – Fraud Awareness Councils provide only limited training and information on fraud.	Staff within an organisation are a prime source of information on suspected frauds. To make best use of this valuable resource, staff need to be aware of what fraud is, common types of fraud they may encounter, their responsibilities and how to report suspected frauds. Importantly, organisational culture must encourage reporting of suspected fraud.

Attribute 7 – Third Party Management Systems Councils have implemented most recommended controls on third party management.	Third party management systems include: • Targeted training and education for key staff • Due diligence and clear contractual obligations and accountabilities • Effective third party internal controls • Third party awareness and reporting • Staff disclosure of conflicts of interest and secondary employment.
Attribute 8 – Notification Systems Councils usually document notification systems but rarely communicate these to the public	Organisations should encourage employees and external parties to report unethical behaviour, including fraud. Employees must understand that they can make reports without fear of reprisal and be confident that they will be taken seriously and acted upon.
Attribute 9 – Detection Systems While councils report good coverage of detection controls, our financial audits highlight a need for regular review in this area	It is important for an organisation to take ownership of its fraud risk and implement effective detection systems to mitigate these risks. An organisation should have: • Robust internal controls • Monitoring and review processes • Risk-based internal audit programs.
Attribute 10 – Investigation Systems Councils need to ensure they have formal processes to investigate suspected fraud	Investigation is typically the last stage of the fraud control framework. Successful investigation systems document how the organisation will conduct fraud investigations and disciplinary procedures in relation to fraud perpetrators.

Appendix 2 – Fraud and Corruption Risk Management Activities

Action	Description	Responsibility	Timing
Fraud and Corruption Control Policy	Review the currency and effectiveness	Manager People and Culture, endorsed by GMD adopted by Council	Every 3 years
Fraud and Corruption Control Strategy	Review the currency and effectiveness	Manager People and Culture, endorsed by GMD and reviewed by ARIC	Every 2 years (maximum 4 years)
Fraud and Corruption Control Strategy implementation	Monitor and report on key actions associated with implementation of the Fraud and Corruption Control Strategy	Manager People and Culture supported by Team Leader Risk Advisory	Quarterly or whenever updates are available on key actions in line with P&C metrics reporting
Fraud and Corruption Control Strategy Monitoring	Oversee and monitor the progress of Fraud and Corruption Control Strategy	ARIC supported by Team Leader Risk Advisory	Annually in line with the ARIC reporting schedule
Fraud and Corruption risks as part of the Organisational Risk Registers	Review risks and controls contained in Business Unit risk register and identify new or emerging risks Monitor progress of all risk treatment plans relating to the fraud and corruption control system	Business Unit Managers (risk owners) and GMD supported by Team Leader, Risk Advisory	Six-monthly in conjunction with the Biannual Risk Review Process
Risk Status Report	Identify and review any fraud and corruption risk issues/concerns arising from the biannual risk register review and the current status of key risks, incidents and other issues	Team Leader Risk Advisory supported by Manager People and Culture, reported to GMD and ARIC	Quarterly
Standing Agenda Items	Ensure “Risk Management” is a standing agenda item for meetings including ARIC meetings, Council meetings, management and staff meetings with key fraud and corruption risk concerns included where applicable.	Business Unit Managers, Directors, GM,	Quarterly
Annual Report	Detail risk management activities undertaken during the previous year and any relevant risk management issues.	Team Leader Risk Advisory supported by Manager People and Culture	Annually
Annual attestation by GM	Publish in council’s annual report an attestation certificate indicating whether the council has complied with the fraud risk management requirements based on Appendix 1 in draft Guidelines for Risk Management and Internal Audit for Local Government in NSW (the Guidelines)	GM, supported by Manager People and Culture and Team Leader Risk Advisory	Annually once the Guidelines are finalised and implemented
Annual Code of Conduct Refresher Training for staff	All employees attend the Code of Conduct training/annual refresher and to report any breaches on an ongoing basis	Learning and Development Coordinator supported by Manager People & Culture	Annually
Integrated planning documents	Identify key risks that may impact on objectives as well as strategies and controls in place (or proposed) to manage those risks.	Business Unit Managers, Directors overseen by Team Leader, Risk Advisory	Annually

	Strategic/operational plans, policies and procedures consider incorporating the management of fraud and corruption risks and controls as appropriate		
Training	Ensure both key and general staff are aware of the fraud risk management process and their obligations	Learning & Development Coordinator, supported by Team Leader Risk Advisory and Manager People and Culture	Refresher every 2 years. Introduction for all new staff at induction. Ongoing professional training.
Staff Performance	Ensure fraud risk management performance of Risk Owners and people with responsibilities are assessed on a regular basis	Business Unit Managers, Directors and GM	Annually
Communication	Include a Six-monthly fraud and corruption message in periodic addresses to staff and any other relevant staff engagement opportunities	GM, supported by Manager People and Culture, Manager Corporate Communications and Team Leader, Risk Advisory	Six-monthly
Staff surveys	Include questions relating to ethical culture (including Code of Conduct, Conflict of Interest, fraud and corruption) in periodic staff surveys to monitor staff awareness.	Manager People and Culture	Every 2 years
Independent Review	Review internal controls in accordance with program of work	Internal Audit (or external expert) supported by Manager People and Culture and Team Leader, Risk Advisory	Annually
Independent Review	Review Fraud and Corruption Control Program	Internal Audit (or external expert) supported by Manager People and Culture and Team Leader, Risk Advisory	Every 4 years

IMPROVE ASSET UTILISATION AND SUPPORT THE ARTS IN KU-RING-GAI

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	The purpose of this report is to present for Council's consideration a draft framework for the Stages and Spaces: Ku-ring-gai Creative 12-Month Pilot Program, incorporating a targeted review of community facilities to encourage higher utilisation, support local artists and creative practitioners, and strengthen community participation in the arts.
BACKGROUND:	The Stages and Spaces: Ku-ring-gai Creative Pilot Program has been developed to advance Council's objective of increasing utilisation of community facilities and strengthening participation in the arts. The program design was informed by a targeted review of Council venues and consultation with advisory committees, arts organisations, and facility users to identify barriers and opportunities for creative activation. Engagement with Inner West and Randwick Councils, provided valuable insights into effective models for supporting local creative industries and improving access to community spaces.
COMMENTS:	Feedback from Council Committees indicated strong support for the development of a 12-month pilot to enhance creative use of Council facilities. Affordability, accessibility, and flexibility were consistently identified as key success factors. The facility review, consultation outcomes, and supporting financial analysis have together established a robust framework for the Stages and Spaces: Ku-ring-gai Creative Pilot Program. This ensures alignment with Council's broader cultural objectives and provides a strong foundation for future planning and investment in arts and community infrastructure.
RECOMMENDATION: (Refer to the full Recommendations at the end of this report)	That Council endorse the Stages and Spaces: Ku-ring-gai Creative 12-Month Pilot Program as outlined in this report, incorporating feedback from Council's Advisory Committees to enhance accessibility, inclusivity, and administrative simplicity.

PURPOSE OF REPORT

The purpose of this report is to present for Council's consideration a draft framework for the Stages and Spaces: Ku-ring-gai Creative 12-Month Pilot Program, incorporating a targeted review of community facilities to encourage higher utilisation, support local artists and creative practitioners, and strengthen community participation in the arts.

BACKGROUND

Following a Notice of Motion by Councillor Indu Balachandran at the Ordinary Meeting of Council held on 17 June 2025, Council resolved as follows:

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:*
   1. *Designed in collaboration with all relevant Council Committees and reported to Council including potential financial impacts at the November 2025 Council Meeting.*
   2. *To implement the pilot program from January 2026.*
   3. *To evaluate the pilot program after 12 months.*

C. *Incorporate learnings into the Cultural Facilities Review.*

In response, Council officers undertook a targeted review of community facilities to assess their suitability for creative use, current utilisation patterns, and opportunities for low-cost improvements. Consultation with relevant Council Committees and current creative users of Council facilities identified access barriers and opportunities to enhance support for creative activity in Ku-ring-gai. An economic analysis was also undertaken to consider the feasibility and financial implications of a subsidised access model.

The outcomes of this work have informed the development of Stages and Spaces: Ku-ring-gai Creative Pilot Program, a 12-month initiative designed to trial innovative approaches to activating community facilities. The program will provide affordable access for artists and creative practitioners and inform future planning and investment in Council's cultural infrastructure.

In the recent past, Council has undertaken a range of minor upgrades to its halls and meeting rooms to improve presentation, usability and comfort. While these works were not specifically designed for the arts and cultural sector, they have enhanced the quality and functionality of Council's facilities. Improvements include refurbished bathrooms and meeting rooms, upgraded foyers and kitchen facilities, new paint and furniture, air conditioning and acoustic curtains, and audio-visual upgrades such as projector screens and Bluetooth connectivity. Feedback from hirers has been consistently positive, with many noting improved amenity and accessibility.

These upgrades provide a strong foundation for the Stages and Spaces: Ku-ring-gai Creative Pilot Program, which will build on recent investments to enhance access for artists and creative practitioners and inform longer-term cultural infrastructure planning.

COMMENTS

Stages and Spaces: Ku-ring-gai Creative Pilot Program:

The Stages and Spaces pilot program has been developed to strengthen Ku-ring-gai's arts and cultural sector by providing equitable access to Council facilities for creative activity. The program supports rehearsals, exhibitions, performances, and other artistic work, primarily during off-peak periods, and aims to enliven the local creative community while improving facility utilisation.

Development of the program was informed by targeted consultation with key stakeholders, including Council Committees and current users of Council facilities. Input focused on operational requirements, access needs, and potential barriers to participation. Council staff also engaged with other local government areas, including Inner West and Randwick Councils, to learn from comparable programs. These consultations highlighted that similar initiatives primarily aim to foster creative activity, support local artists, and contribute to cultural vibrancy, with economic benefits being secondary.

Community Committee Feedback Summary - Arts and Creative Sector Pilot Programme.

The survey collected feedback from 24 respondents between 3 October and 24 October 2025, providing a broad snapshot of advisory committee perspectives on the Ku-ring-gai Creative Pilot Programme. The programme received overwhelmingly positive feedback, with respondents recognising the initiative as addressing the need for affordable creative spaces. Key quantitative findings include:

- 71% strongly agreed that the programme's objectives are clear and relevant, and that it supports artists facing economic or structural barriers
- 67% strongly agreed the programme encourages innovation and new creative work
- 65% strongly agreed that lower hire/setup costs through upgrades would be valuable
- 63% agreed that booking, venue allocation, and support arrangements are practical

The programme was recognised for its potential to deliver economic, social, and equity benefits whilst better utilising existing Council facilities. Respondents particularly valued the focus on social connection and community integration given Ku-ring-gai's diverse population.

However, some concerns emerged about application complexity. Several respondents indicated the current criteria appear overly stringent and may discourage emerging artists. Key concerns included:

- requirement for detailed business cases seen as unnecessarily burdensome when basic information, portfolios, and existing safeguards (insurance, bonds) should suffice;
- unclear definition of "significant financial hardship" and privacy-respecting verification methods;
- subjective nature of "innovation" requiring clearer examples, and
- need to clarify which organisations are eligible, particularly regarding fundraising events

Respondents advocated for explicitly prioritising emerging artists who need support whilst developing their skills. Several recommended the programme acknowledge and respect artistic and cultural traditions alongside fostering innovation, ensuring innovation requirements don't overshadow support for traditional practices.

Regarding facility improvements, respondents identified clear priorities: lower hire/setup costs (65% strongly agreed), improved lighting and AV equipment (84% agreed/strongly agreed), accessibility as a fundamental right, and additional amenities to help artists focus on creative

work. Several suggested prioritising Marian Street Theatre Complex, which is purpose-designed for all arts, over general community facilities.

Operational recommendations included establishing an advisory group of sector experts and practising artists, creating an accessible online database of available facilities, using the Gordon Library as a support hub, and implementing quarterly monitoring rather than waiting until the pilot ends. Respondents also requested flexible term-based bookings during off-peak hours and consideration of extending the programme to community not-for-profits facing similar barriers.

Looking forward, 52% felt the programme could maybe be applied to other community organisations. Potential expansion areas include multicultural groups, fitness and wellness programmes, youth activities, and weekend use of schools and libraries.

Overall, feedback from community committee members was highly positive, demonstrating strong quantitative support across all elements of the program. Addressing identified issues relating to clarity, accessibility, and process simplicity will help maximise participation and ensure the program achieves its intended objectives.

Lessons from these consultations have informed the structure and design of the Ku-ring-gai pilot, which incorporates a concierge-style support system, an application and assessment process, and mechanisms to adapt operations and support structures over the 12-month period. The program is intentionally flexible, enabling adjustments based on feedback and evolving needs within the local arts sector.

Attachment 1 provides the full draft pilot program outline, including objectives, eligibility, booking arrangements, support tiers, and assessment and evaluation processes.

Targeted Review of selected community facilities to identify low-cost upgrades that support increased utilisation.

In line with Council's resolution, staff undertook a targeted review of community facilities, focused on existing halls and meeting rooms, and identified six (6) facilities that were both:

a. suitable for activities that were creative development and/or creative presentation based on size, current facility attributes and associated infrastructure e.g. parking, accessibility and amenities, and;
b. had the capacity for increased utilisation or improved experience specifically for creative presentation because of low-cost upgrades.

The six (6) facilities identified are:

1. Ku-ring-gai Town Hall,
2. East Lindfield Community Hall,
3. West Pymble Community Hall,
4. Gordon Library Meeting Rooms,
5. Ku-ring-gai Community Meeting Room, and
6. Turramurra Seniors Centre / Community Hall.

Over the past few years, there have been some minor upgrades to these facilities using available recurrent budgets to improve the user experience and increase the potential for higher utilisation. The recently completed improvements are shown in the following table:

No.	Location	Ward	Minor Improvement Works Recently Completed
1	Ku-ring-gai Town Hall	St Ives	Renewal of kitchen.
2	East Lindfield Community Hall	Roseville	New floating timber floor.
3	West Pymble Community Hall	Comenarra	Renewal of toilets and upgraded switchboard.
4	Gordon Library Meeting Rooms	Gordon	Upgraded AV system in Meeting Room 1.
5	Ku-ring-gai Community Meeting Room	St Ives	New flooring and new air conditioning.
6	Turramurra Seniors Centre / Community Hall	Wahroonga	Painting and floor polish.

Potential low-cost improvement opportunities to these facilities have been identified, and costs estimated. Improvements to lighting and AV systems were identified as a need across most of these facilities. This is supported by positive feedback in relation to recent AV upgrades at Gordon Meeting Room 1, St Ives Community Centre and Caley's Pavilion at Ku-ring-gai Wildflower Garden. The potential low-cost upgrades supplement the already completed improvements and are aimed at providing further opportunities to increase utilisation for arts and hirers. These low-cost improvement upgrades are currently unfunded.

The low-cost improvement opportunities are shown in the following table:

No.	Location	Ward	Low-cost Improvement Opportunities	Cost Estimate (excl GST)
1	Ku-ring-gai Town Hall	St Ives	New AV system and upgraded hall lighting.	$35,000
2	East Lindfield Community Hall	Roseville	Upgraded AV system, installation of stage curtains and upgraded hall lighting.	$45,000
3	West Pymble Community Hall	Comenarra	New AV system.	$25,000
4	Gordon Library Meeting Rooms	Gordon	Upgraded AV system in Meeting Room 2 and upgraded hall lighting.	$35,000
5	Ku-ring-gai Community Meeting Room	St Ives	New AV system.	$5,000
6	Turramurra Seniors Centre/ Community Hall	Wahroonga	Simplification of existing AV system.	$15,000
Total				**$160,000**

The Stages and Spaces pilot program aims to increase creative presentation within Ku-ring-gai. However, the available stage infrastructure across the local government area does not currently support this usage. Stage infrastructure includes but is not limited to stage curtains, stage lighting, storage and stage accessibility. This was treated as a lower priority due to uncertainty on its immediate impact on utilisation.

INTEGRATED PLANNING AND REPORTING

An inclusive, connected and safe community.

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
C4: Cultivate lifelong learning, foster local arts and creativity and celebrate our cultural diversity.	C4.2: The creative arts sector and local artists are provided opportunities to participate in Council's programs and events that showcase our diverse and talented arts sector.	C4.2.2: Provide opportunities for the local arts and cultural community through the annual Arts and Culture Festival.

GOVERNANCE MATTERS

The Stages and Spaces: Ku-ring-gai Creative Pilot Program will be supported by robust governance structures to ensure transparency, accountability, and equitable access. Oversight of the pilot program will be managed by Council professional staff, leveraging existing policies, procedures, guidelines, and expertise.

Council will consider input from relevant stakeholders at appropriate stages to support decision-making, application assessment, and allocation of facility access. Reporting and evaluation mechanisms will be built into the program to keep Council informed of progress, outcomes, and any adjustments needed to align with strategic objectives and community expectations.

RISK IMPLICATION STATEMENT

The Stages and Spaces: Ku-ring-gai Creative Pilot Program carries potential risks related to eligibility, equitable access, and program delivery. These risks will be mitigated through adherence to the pilot program guidelines, which outline eligibility criteria, ineligible activities, and application requirements, alongside existing Council policies and procedures. Council staff will oversee program implementation, with input from relevant stakeholders as appropriate. Reporting and evaluation mechanisms will ensure transparency, accountability, and alignment with Council's strategic objectives.

FINANCIAL CONSIDERATIONS

The Stages and Spaces: Ku-ring-gai Creative Pilot Program will operate within the framework of Council's existing facility management arrangements. To minimise financial disruption, Council will complete its annual allocation of permanent hirers for 2026 prior to the launch of the pilot program, ensuring that only unallocated time is available for participating groups.

Experience from Inner West Council, which operates a similar creative space pilot program, indicates that such initiatives can lead to increased facility utilisation and enhanced creative output, suggesting potential positive outcomes. However, the likely take-up in Ku-ring-gai remains uncertain, as the local arts and cultural sector differs in size, scale, and character from that of Inner West Council. This introduces an additional variable in estimating both participation levels and potential financial impacts.

To ensure a prudent and defensible financial model for the Stages and Spaces: Ku-ring-gai Creative Pilot Program, the projections are based on a conservative utilisation estimate of 60% permanent hire and 40% casual hire.

This ratio reflects the absence of a detailed breakdown between permanent and casual bookings, which categorises usage by purpose, approximately 20% commercial and 80% non-commercial.

The proposed allocation therefore represents a conservative assumption, balancing available data with operational and financial risk considerations.

To provide a high-level estimate of potential revenue impact, three illustrative scenarios can be considered:

- Low-impact scenario: Minimal displacement of casual bookings (e.g., 10% of casual bookings affected), resulting in a negligible reduction in revenue $17,884
- Medium-impact scenario: Moderate displacement of casual bookings (e.g., 25% affected), resulting in a potential revenue reduction of approximately $44,710
- High-impact scenario: Significant displacement of casual bookings (e.g., 50% affected), resulting in a potential revenue reduction of approximately $89,420

These scenarios are indicative only and based on assumptions drawn from historical booking patterns and comparable programs. Actual impacts will be monitored in real time, allowing Council to adjust scheduling and program parameters to balance financial outcomes with the program's objectives of supporting the arts and cultural sector.

Impact of Eligibility Criteria

Under the program's Ineligible Activities criteria, a significant proportion of commercial hires will likely be excluded. These include private functions, non-creative or commercial events, fundraising activities, and cultural observances without a creative outcome. Consequently, a substantial share of the commercial use category (approximately 20%) would not qualify for subsidy or inclusion in the pilot program's target audience.

Similarly, within the non-commercial category, many existing hirers are not arts or cultural organisations and would not meet the definition of "creative practitioners." As a result, the actual number of eligible applicants from the non-commercial cohort is expected to be materially lower than the recorded 80%.

Given these constraints, the 60/40 split remains a reasonable, conservative, and defensible estimate for financial forecasting purposes.

Fee Waiver Modelling

It is not recommended to undertake quantitative modelling of the 100% versus 50% fee waiver categories, as there is insufficient baseline data to support accurate differentiation. Based on experience with comparable Council subsidy and grant programs, most applicants are likely to seek a full (100%) fee waiver due to limited financial capacity or structural barriers to participation. Assessing an applicant's capacity to pay, whether partial or full, presents ongoing challenges, given the limited availability of financial information and the variable nature of creative project costs. This issue is consistent with broader difficulties observed across Council's grant assessment processes, where reliable financial capacity data is often unavailable or incomplete.

Financial Risk Management and Reporting

To manage financial exposure and maintain transparency:

- The 60% permanent / 40% casual hire ratio should be adopted as the baseline scenario for budget forecasting.
- As part of Council's quarterly budget and management reporting cycle, utilisation rates, subsidy allocations, and emerging cost impacts can be monitored and reported.

- Any material variances or trends affecting program sustainability can be identified and reported to Council, with recommendations for adjustment as required.

In addition to potential impacts on booking revenue, higher levels of utilisation under the Stages and Spaces: Ku-ring-gai Creative Pilot Program may result in increased operating costs. These could include more frequent cleaning, higher power consumption, waste collection and additional maintenance associated with greater wear and tear on facilities and equipment. The extent of these costs will depend on the level and nature of facility use, the type of activities delivered, and the number of participants involved. As these factors cannot be accurately determined in advance, operational budgets may need to be reviewed and adjusted as usage patterns become clearer during the pilot period.

The low-cost improvement upgrades to facilities identified are unfunded. Funding of $160,000 will need to be identified in future budgets should Council decide to undertake these works.

SOCIAL CONSIDERATIONS

The Stages and Spaces: Ku-ring-gai Creative Pilot Program is designed to support the local arts and cultural sector by providing accessible creative spaces and opportunities for participation. The program aims to strengthen community engagement, foster collaboration, and enhance the visibility and vitality of Ku-ring-gai's arts and cultural activities.

ENVIRONMENTAL CONSIDERATIONS

Any Council improvements, including those already undertaken, are designed with environmental sustainability in mind. Upgrades or equipment associated with the program, such as lighting, AV systems, or fittings, will comply with Council's environmental policies and support its sustainability objectives.

COMMUNITY CONSULTATION

Consultation was undertaken with all relevant Community Committees of Council to inform the development of the Stages and Spaces: Ku-ring-gai Creative 12-Month Pilot Program. This included engagement with the Arts and Culture Advisory Committee, Status of Women Advisory Committee, Youth Advisory Committee, Heritage Reference Committee, and Multicultural Advisory Committee.

Committee members were invited to provide feedback via survey on program objectives, accessibility, and opportunities for creative activation within Council facilities. The feedback was collated and analysed to inform program design and implementation.

The outcomes of the consultation are provided in the Comments section of this report.

INTERNAL CONSULTATION

Internal consultation engaged the Community, Operations, Finance, Corporate, Strategy and Governance teams and included structured meetings to scope the project, define roles and responsibilities, coordinate activities, and establish reporting mechanisms. This collaborative approach ensured the pilot program is operationally feasible, financially responsible, and aligned with Council policies and strategic objectives.

SUMMARY

The Stages and Spaces: Ku-ring-gai Creative Pilot Program is a 12-month trial providing affordable access to Council venues for local artists and creative groups. It aims to activate underused spaces, foster cultural participation, and inform a long-term Creative Spaces Framework.

Following Advisory Committee feedback, the program has been refined to simplify applications, clarify eligibility, and enhance accessibility and inclusion. The pilot will run from January to December 2026, with quarterly reporting and a final evaluation to guide future directions.

RECOMMENDATION:

A. That Council endorse the Stages and Spaces: Ku-ring-gai Creative 12-Month Pilot Program as outlined in this report, incorporating feedback from Council's Advisory Committees to enhance accessibility, inclusivity, and administrative simplicity.
B. That Council approve implementation of the pilot from January to December 2026, with quarterly progress and budget reporting to Council.
C. That Council consider, as part of the 2026/2027 budget deliberations, the identified low-cost improvement upgrades to the selected facilities estimated at $160,000 as detailed in the body of this report, to support creative and community use.
D. That Council consider the continuation of the 12-month pilot following an evaluation report outlining outcomes, utilisation data, community feedback, and recommended adjustments to inform development of a long-term Creative Spaces Framework.

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Attachments: A1⇩ Stages and Spaces Ku-ring-gai's Creative Pilot Program 2025/366318

Stages and Spaces:
Ku-ring-gai's Creative Pilot Program

About the Pilot Program

Stages and Spaces is a 12-month pilot program offering local artists and creative groups affordable access to Council venues for rehearsals, exhibitions, performances, and creative development.

The program aims to strengthen Ku-ring-gai's cultural life, support emerging and established creatives, and make better use of Council facilities during off-peak periods. Feedback from participants will help shape a future, longer-term program.

The pilot also seeks to ensure equitable participation by women, young people, and culturally and linguistically diverse creatives, particularly those facing financial or structural barriers.

1. Program Overview

Ku-ring-gai Council is launching this pilot program to support local artists and creative organisations by increasing the use of Council facilities for cultural and creative purposes.

The program enables artists and creative groups to rehearse, perform, and exhibit new and innovative work within the local community.

By providing free or low-cost access to selected Council venues, the program seeks to:

- Enliven the arts sector.
- Foster community wellbeing and social connection.
- Encourage creative experimentation.
- Contribute to local economic and cultural vibrancy.
- Promote equitable participation and cultural diversity across creative practices.

Venues will be made available primarily during off-peak periods, balancing regular community use with creative activation. This approach opens Council spaces to artists while supporting the long-term sustainability of facilities and encouraging diverse cultural opportunities.

For the purposes of this program, "creative" refers to activities involving artistic expression or cultural practice, such as visual arts, performance, music, writing, or other forms of creative production.

2. Program Objectives

- Support local arts and cultural development.
- Provide equitable, low-barrier access to creative spaces for eligible individuals and groups, including women, young people, and culturally and linguistically diverse creatives, especially those facing financial or structural barriers.
- Encourage new, innovative, or experimental creative work that contributes to Ku-ring-gai's cultural vibrancy.
- Improve utilisation of existing Council assets.
- Trial and evaluate a scalable model to inform future cultural policy and facility planning.

3. Who Can Apply

- Local creative individuals or groups living, working, or with a demonstrated connection to Ku-ring-gai.
- Practitioners working across visual arts, performing arts, music, literary arts, or cross-disciplinary practice.
- Not-for-profit arts organisations (incorporated or unincorporated) whose primary purpose is creative practice. (For unincorporated groups, a nominated responsible individual must sign agreements and accept accountability for bookings, compliance with venue conditions, and any associated risks. Unincorporated groups must demonstrate adequate insurance coverage (personal or group) sufficient to cover the planned activity.)
- Emerging creatives seeking space to develop or present new work.
- Emerging creatives under 30 are encouraged to apply. Council may offer mentoring or partnership opportunities to support participation.
- Applicants must be 18 years or older. For individuals under 18, applications must be submitted by a parent or guardian.

4. Eligible Activities

- **Creative development -** Activities focused on creating new artistic work, such as rehearsals, writing, workshops, or exploring new techniques, approaches, or forms.
- **Creative presentation -** Activities that publicly share artistic work, such as exhibitions, performances, readings, installations, or showcases.

5. Ineligible Activities

- Private events (e.g. weddings, birthdays, or similar personal events).
- Activities where the main purpose is not creative (e.g. yoga, sport, or commercial product launches).
- Commercial events that could reasonably proceed without venue subsidy.
- Fundraising events, markets, or retail activities.
- Cultural or community celebrations where the main purpose is the observance of a tradition or festival, unless the activity includes a significant creative component such as the creation or performance of new artistic work.

6. Booking Conditions and Access Guidelines

- Use is mainly during off-peak periods to minimise disruption to regular community users.
- Dry hire model - Hirers are responsible for setup, pack-down, and returning the venue to its original condition.
- A maximum of three (3) weekend bookings per calendar year may be made at subsidised rates. After this limit, standard hire fees apply. (Special consideration for longer-term or additional subsidised bookings may be requested and will be assessed on a case-by-case basis.)
- Each individual, group, or organisation may make up to two (2) extended block bookings (up to two weeks of exclusive use) per calendar year across all venues, subject to availability.
- Bookings must be made at least 15 business days in advance.
- Sound levels must comply with venue-specific noise restrictions.
- Public liability insurance ($20M) is required for recurring or public events.
- A refundable bond may be applied depending on the venue and nature of the activity.

- Applicants should consider safety and accessibility in their project planning. Council venues included in the pilot where possible will meet accessibility standards and provide safe access for all participants.

These conditions ensure equitable access, support emerging artists, and maintain the availability of Council facilities for regular community users.

7. Available Venues

A selection of Council venues will be made available through this pilot program. These may include spaces suited to creative development, rehearsals, exhibitions, and performances.

Venues will be selected based on their suitability for arts and cultural activities, availability during off-peak times, and accessibility for participants.

Applicants are encouraged to review the full list of Council venues at Halls, meeting rooms and function areas Ku-ring-gai to understand the range of spaces available. Please note that not all listed venues will be included in the pilot program.

Council staff will discuss with each eligible applicant the features and suitability of each pilot venue (size, facilities, and best-suited activities) to assist applicants in selecting the most suitable space.

8. Support Tiers

- **Full Fee Waiver (100%) -** For applicants demonstrating significant financial hardship or structural barriers to participation, where the project cannot proceed without full subsidy. Priority will be given to new and innovative projects.
- **Partial Fee Waiver (50%) -** For projects that require partial support to ensure affordability and viability. Applicants must show how partial support enables delivery.
- **Full Fee (No Subsidy) -** For commercial, private, or ineligible activities, or where applicants can meet hire costs without assistance.

All subsidised users must acknowledge Council's support in any marketing or promotional materials.

9. Application and Assessment Process

Applicants must submit an online Expression of Interest (EOI) outlining:

- Details of the proposed activity
- Preferred venue and dates
- Budget
- Rationale for financial support

Applications are reviewed on a rolling basis, subject to venue availability. Due to limited space, not all eligible applications may be supported during the pilot period.
Applications will be assessed by Council staff and relevant representatives as required.
Applicants requiring support with the Expression of Interest process may contact Council's Community Facilities and Recreation Bookings Team teams for guidance.

10. Assessment Criteria

Applications will be assessed against the following criteria:

- **Creative Activity and Purpose -** Relevance of the project to artistic or cultural practice and alignment with program objectives.

- **Innovation and New Work -** The extent to which the project develops new, original, or experimental work.
- **Artistic Experience or Potential -** Demonstrated experience or potential as an artist, creative practitioner, or emerging artist, evidenced by past or current projects.
- **Community and Cultural Benefit -** How the project contributes to Ku-ring-gai's cultural life, supports participation and diversity, and benefits the local community.
- **Contribution to cultural diversity -** The extent to which the project reflects or promotes cultural, linguistic, or creative diversity within Ku-ring-gai.
- **Financial Need -** Evidence that financial or structural barriers limit access to creative space.
- **Suitability of Venue -** Compatibility of the proposed activity with the venue's size, facilities, and availability.
- **Connection to Ku-ring-gai -** The applicant's residential, professional, or creative connection to the local area.

11. Program Implementation and Support

- Council's Community Facilities and Recreation Bookings Team will assist applicants with venue information and booking logistics.
- Council will conduct a targeted review of facilities to identify low-cost improvements supporting increased utilisation.
- Council will cover general maintenance and standard cleaning during the pilot program.
- Council will promote the pilot through its website, e-news, and community networks to ensure broad awareness among local creatives.

12. How to Apply

Applicants can submit an online enquiry through Council's website to express interest in the *Stages and Spaces: Ku-ring-gai Creative Pilot Program*. The form asks applicants to describe their proposed creative activity, preferred venue, and any request for fee support.

This is an enquiry form only. Submissions will be reviewed by Council, and a representative will contact applicants within five (5) business days to discuss their proposal.

Applicants are encouraged to read the program guidelines and eligibility criteria before submitting an enquiry. Please note that enquiries will not be accepted if the proposed activity is scheduled to occur within fifteen (15) business days of submission.

If you require assistance completing the form or have specific access needs, please contact recreationbookings@krg.nsw.gov.au

13. Timeline

Milestone	**Date**
Draft program to Council	November 2025
Pilot commencement	January 2026
Pilot conclusion and evaluation	December 2026
Final evaluation to Council	Early 2027

14. Evaluation and Reporting

Council will evaluate the pilot at its conclusion based on participation rates, diversity of applicants, utilisation of venues, and community feedback. Findings will inform future cultural planning and the design of a long-term creative spaces framework.

15. Definitions

To ensure transparency and consistency, the following definitions apply throughout the pilot program:

Financial Hardship

For the purposes of this program, "financial hardship" means a situation in which the applicant or organisation would be unable to proceed with the proposed creative activity without a subsidy due to demonstrable financial constraints. Examples include reliance on income support, limited or no paid employment from creative work, or operation as an unfunded not-for-profit group.

Verification of hardship will be based on applicant self-declaration supported by brief contextual information (e.g. income source, recent funding outcomes, or group status). Council will not request sensitive personal financial documentation. This approach balances fairness, privacy, and accessibility.

Innovation and New Work
"Innovation" refers to creative approaches that develop new artistic ideas, reinterpret existing forms, or explore emerging methods, materials, or collaborations. This may include:

- First-time public presentation of original work;
- Use of non-traditional spaces, media, or cross-disciplinary practice; or
- Revitalisation of traditional art forms through new perspectives.

Innovation does not require technical novelty or large-scale productions; projects may be modest in scope but original in intent or expression.

Emerging Artist or Creative
An "emerging" creative is an individual or group within the first ten years of their professional or community arts practice, seeking to develop their skills, profile, and creative body of work.

Why This Program Matters

This pilot program will help Council and the community explore new ways to activate local spaces, support artistic innovation, and strengthen Ku-ring-gai's creative identity. By participating, local artists and groups contribute to shaping a more vibrant and inclusive cultural future for the area.

Item GB.5 FY00623/8
7 October 2025

INVESTMENT REPORT AS AT 31 OCTOBER 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To present Council's investment portfolio performance for October 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 October 2025 was $3,093,000, against the budget of $2,725,000 giving a year-to-date favourable variance of $368,000.
RECOMMENDATION:	That the summary of investments performance for October 2025 be received and noted; and that the Certificate of the Responsible Accounting Officer be noted and the report adopted.

Item GB.5 FY00623/8
7 October 2025

PURPOSE OF REPORT

To present Council's investment portfolio performance for October 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.

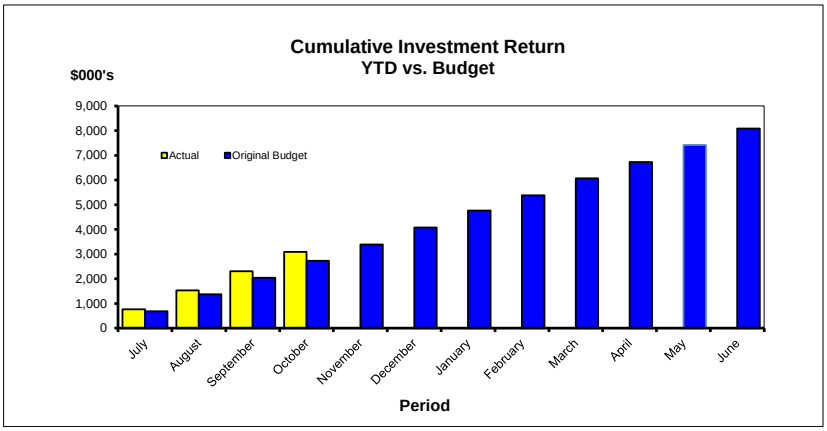
Performance Indicator & Policy Targets	Indicator	Details
Portfolio Performance vs. Benchmark	✔	Council's investment performance aligned with the Industry benchmark
Monthly Investment Income vs. Budget	✔	Council's income from investments exceeded monthly budget
Investment Policy Compliance:		
Legislative Requirements	✔	Fully compliant
Portfolio Credit Rating Limit	✔	Fully compliant
Institutional Exposure Limits	✔	Fully compliant
Term to Maturity Limits	✔	Fully compliant

Cumulative Investment Returns against Budget

The net return on investments for the financial year to the end of October 2025 is $3,093,000, compared to the budget of $2,725,000, resulting in a favourable year-to-date variance of $368,000.

$000's	Oct-25 Year To Date
Investment Return	3,093
Budget	2,725
Variance	**368**

A comparison of the cumulative investment returns against year-to-date budget is shown in the chart below.



Cash Flow and Investment Movements

Council's total cash and investment portfolio as at 31 October 2025 was $204,676,000 compared to $204,862,000 at the end of September 2025. The net cash outflow of $186,000 was mainly due creditor payments.

During the month, two investments have matured and there was one new investment.

Investment Name	Investment Rating (S&P)	New/Re-Investments $' 000	Investments Matured/Sold $' 000	Interest Rate %
Mystate Bank 3 Year Senior FRN	BBB+	0	1,500	90 Day BBSW + 1.30
Suncorp-Metway Ltd 3 Year Fixed Covered Bond	AAA	0	2,200	4.85
Bank of China 6 Month Term Deposit	A	5,000	0	4.16
TOTAL		**5,000**	**3,700**	

Investment Performance against Industry Benchmark

Overall, the investment performance in October 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 OCT 2025 YTD Return %	Annualised Industry Benchmark %	Variance %
At Call/Cash/Term Deposits/FRNs (Benchmark is AusBond Bank Bill Index)	4.66	3.65	1.01

Table 2 below provides a summary of all investments by type and performance during the month.

Table 2 - Investments Portfolio Summary during October 2025

Investment Name	Investment Rating	Invested at 31-Oct-2025 $000's	Month Return (%)	Annualised YTD Return (%)	Total Invested (%)	Market Value at 31-Oct-2025 $000's	Maturity
At Call/Cash Account**							
Westpac At-Call	AA-	985	0.00	0.00	0.48	985	At Call
Westpac Bank Deposit Max-I Investment	AA-	9,784	0.32	4.11	4.78	9,784	At Call
Westpac Bank Deposit Transport NSW Grant (LCH)	AA+	63	0.00	0.42	0.03	63	At Call
Sub Total		**10,832**				**10,832**	
Term Deposits							
Rabobank Australia 6 Month Term	A	4,000	0.35	4.33	1.95	4,000	Nov-25
Bank of China 3 Month Term Deposit	A	4,000	0.34	4.11	1.95	4,000	Nov-25
AMP Bank 6 Month Term Deposit	BBB+	6,000	0.36	4.45	2.93	6,000	Nov-25
Bank of China 3 Month Term Deposit	A	6,000	0.32	3.95	2.93	6,000	Nov-25
AMP BANK 5 Month Term Deposit	BBB+	4,000	0.35	4.30	1.95	4,000	Dec-25
Bank of China 4 Month Term Deposit	A	4,000	0.34	4.11	1.95	4,000	Jan-26
Heartland Bank 6 Month Term Deposit	BBB	6,000	0.36	4.35	2.93	6,000	Jan-26
Bank of China 6 Month Term Deposit	A	5,000	0.34	4.16	2.44	5,000	Feb-26
Beyond Bank 6 Month Term Deposit	BBB+	8,000	0.35	4.25	3.91	8,000	Feb-26
Bank of Queensland 3 Year Term Deposit	A-	5,000	0.40	4.95	2.44	5,000	Feb-26
ING Bank 1 Year Term Deposit	A	4,000	0.38	4.66	1.95	4,000	Mar-26
Bank of China 6 Month Term Deposit	A	5,000	0.34	4.16	2.44	5,000	Apr-26
ING Bank 3 Year Term Deposit	A	5,000	0.43	5.30	2.44	5,000	Jun-26
Judo Bank 1 Year Term Deposit	BBB	6,000	0.35	4.30	2.93	6,000	Jul-26
P&N Bank 3 Year Term Deposit	BBB+	5,000	0.45	5.50	2.44	5,000	Jul-26
Heartland 1 Year Term Deposit	BBB	2,000	0.34	4.20	0.98	2,000	Aug-26
Westpac 5 Year Term Deposit	AA-	4,000	0.21	2.50	1.95	4,000	Feb-27
Rabobank Australia 3 Year Term Deposit	A	5,000	0.42	5.12	2.44	5,000	May-27
Macquarie Bank 5 Year Term Deposit	A	1,000	0.37	4.55	0.49	1,000	Sep-27
Macquarie Bank 5 Year Term Deposit	A	1,000	0.37	4.55	0.49	1,000	Sep-27
ING Bank 5 Year Term Deposit	A	5,000	0.42	5.13	2.44	5,000	Feb-28
ING Bank 5 Year Term Deposit	A	5,000	0.42	5.20	2.44	5,000	Jun-28
Rabobank Australia 5 Year Term Deposit	A	5,000	0.42	5.20	2.44	5,000	Feb-29
Rabobank Australia 5 Year Term Deposit	A	6,000	0.42	5.15	2.93	6,000	Feb-29
ING Bank 5 Year Term Deposit	A	5,000	0.42	5.13	2.44	5,000	Feb-29
Rabobank Australia 5 Year Term Deposit	A	3,000	0.44	5.35	1.47	3,000	Apr-29
Rabobank Australia 5 Year Term Deposit	A	6,000	0.40	4.85	2.93	6,000	Aug-29
Rabobank Australia 5 Year Term Deposit	A	6,000	0.42	5.10	2.93	6,000	Feb-30
Rabobank Australia 5 Year Term Deposit	A	4,000	0.41	5.02	1.95	4,000	Mar-30
Rabobank Australia 5 Year Term Deposit	A	4,000	0.38	4.70	1.95	4,000	Apr-30
Rabobank Australia 5 Year Term Deposit	A	5,000	0.37	4.55	2.44	5,000	Jun-30
Rabobank Australia 5 Year Term Deposit	A	6,000	0.38	4.70	2.93	6,000	Jul-30
Sub Total		**150,000**				**150,000**	
Investment Name	**Investment Rating**	**Invested at 31-Oct-2025 $000's**	**Month Return (%)**	**Annualised YTD Return (%)**	**Total Invested (%)**	**Market Value at 30-Sep-2025 $000's*** **	**Maturity**
Fixed & Floating Rate Notes (FRNs)							
Bendigo Bank 5 Year FRN	A-	1,700	0.34	4.23	0.83	1,706	Dec-25
Suncorp-Metway Limited 5 Year FRN	AA-	4,500	0.37	4.60	2.20	7,449	Jan-27
Commonwealth Bank 5 Year Fixed Senior Note	AA-	3,496	0.37	4.55	1.71	3,548	Aug-27
AMP Bank 3 Year FRN	BBB+	3,400	0.40	5.03	1.66	3,429	Sep-27
ANZ Bank 5 Year Senior FRN	AA-	800	0.39	4.73	0.39	810	Mar-28
Bank of Queensland 5 Year Floating Covered Bond	AAA	1,750	0.38	5.00	0.86	1,776	May-28
Mutual Bank 3 Year Floating Bond	BBB	3,000	0.43	5.28	1.47	3,004	May-28
Bendigo Bank 5 Year Floating Covered Bond	AAA	2,800	0.39	4.89	1.37	2,839	Jun-28
Suncorp Metway 5 Year Floating Covered Bond	AAA	3,000	0.39	4.86	1.47	3,043	Jul-28
Commonwealth Bank of Australia 5 Year Senior FRN	AA-	5,000	0.38	4.70	2.44	5,079	Aug-28
ANZ 5 Year FRN Senior	AA-	4,200	0.38	4.68	2.05	4,242	Sep-28
Rabobank Australia 5 Year Fixed MTNs	A	4,000	0.42	5.15	1.95	4,117	Feb-29
Suncorp Metway 5 Year Fixed MTNs	AA-	1,598	0.40	4.89	0.78	1,626	Mar-29
Rabobank Australia 5 Year Senior MTN	A	2,600	0.38	4.71	1.27	2,644	Jul-29
ING Bank 5 Year Covered FRN	AAA	2,000	0.37	4.46	0.98	2,009	Jul-29
Sub Total		**43,844**				**47,321**	
Total Portfolio		**204,676**		**4.62***	**100.00**	**208,153**	
Matured/Traded Investments - Weighted YTD Average Return (%)				**4.88**			
Weighted Average Overall Return Year To date (%)				**4.66**			

** Weighted average returns.*

*** Funds in at-call/short term accounts are working funds kept for the purpose of meeting short term cash outflow requirements. At-call investments portfolio is being monitored on a regular basis to ensure funds are reinvested at higher rates when opportunities arise, whilst also keeping and adequate balance for short-term cash outflows.*

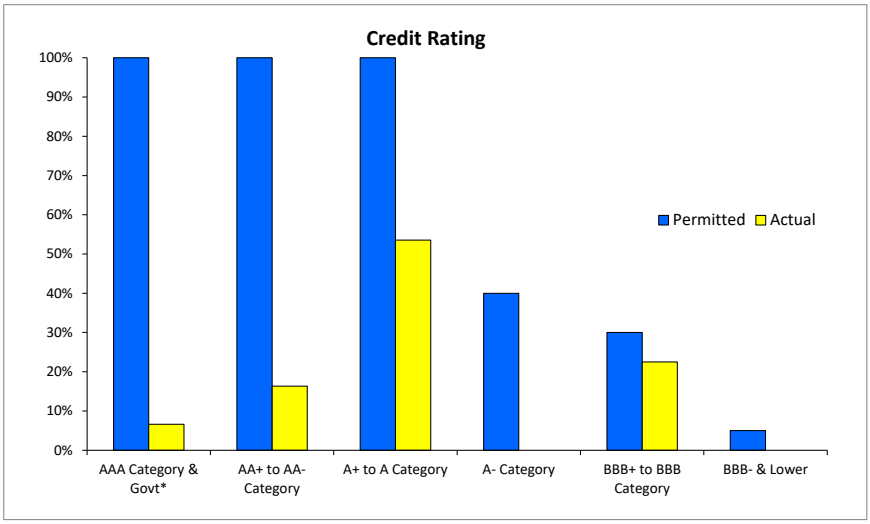
**** Market Values as at 31 October 2025 were not available at the time of writing the report.*

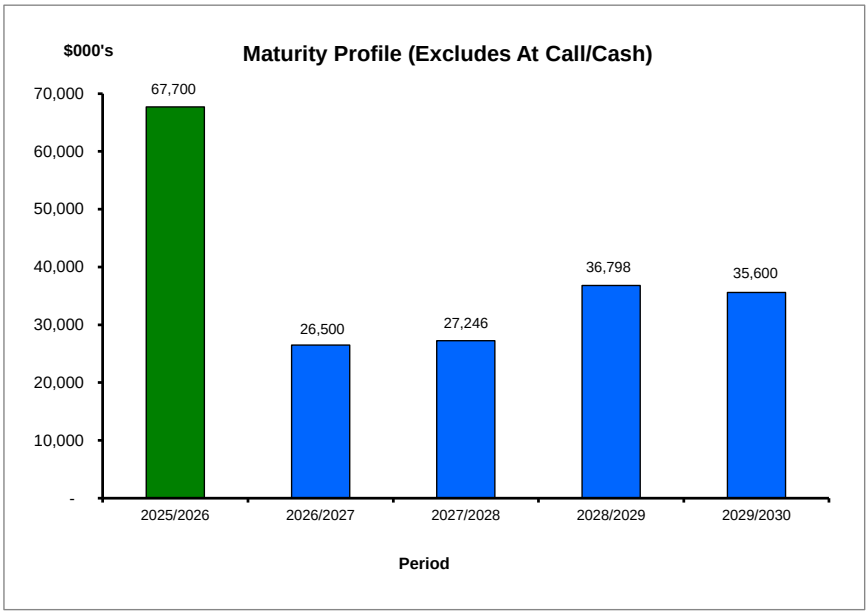
Investment by Credit rating and Maturity Profile

The allocation of Council's investments by credit rating and the maturity profile are shown below:

Rating Group	Permitted	Actual	Permitted Less Actual
AAA Category & Govt*	100%	7%	93%
AA+ to AA- Category	100%	16%	84%
A+ to A Category	100%	54%	46%
A- Category	40%	0%	40%
BBB+ to BBB Category	30%	23%	7%
BBB- & Lower	5%	0%	5%

** Government guaranteed ADI deposits (first $250,000 investment that Council holds with any bank, credit union, and building society)*





INTEGRATED PLANNING AND REPORTING

Leadership & Governance

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L2.1 Council rigorously manages its financial resources and assets to maximise delivery of services	Council maintains and improves its long-term financial position and performance	Continue to analyse opportunities to expand the revenue base of Council

GOVERNANCE MATTERS

Council's investments are made in accordance with the Local Government Act (1993), the Local Government (General) Regulation 2005 and Council's Investment Policy.

Section 212 of the Local Government (General) Regulation 2005 states:

(1) The responsible accounting officer of a council:

(a) must provide the council with a written report (setting out details of all money that the council has invested under section 625 of the Act) to be presented:

(i) if only one ordinary meeting of the council is held in a month, at that meeting, or

(ii) if more than one such meeting is held in a month, at whichever of those meetings the council by resolution determines, and

(b) must include in the report a certificate as to whether or not the investment has been made in accordance with the Act, the regulations and the council's investment policies.

(2) The report must be made up to the last day of the month immediately preceding the meeting.

RISK MANAGEMENT

Council manages the risk associated with investments by diversifying the types of investment, credit quality, counterparty exposure and term to maturity profile.

Council invests its funds in accordance with The Ministerial Investment Order.

All investments are made with consideration of advice from Council's appointed investment advisor, CPG Research & Advisory.

FINANCIAL CONSIDERATIONS

The adopted budget for interest on investments for the financial year 2025/2026 is $8,083,000. Of this amount approximately $4,332,700 is restricted for the benefit of future expenditure relating to development contributions, $1,682,500 transferred to the internally restricted Infrastructure & Facility Reserve, and the remainder of $2,067,800 is available for operations.

SOCIAL CONSIDERATIONS

Not applicable.

ENVIRONMENTAL CONSIDERATIONS

Not applicable.

COMMUNITY CONSULTATION

None undertaken or required.

INTERNAL CONSULTATION

None undertaken or required.

Certification - Responsible Accounting Officer

I hereby certify that the investments listed in the attached report have been made in accordance with Section 625 of the Local Government Act 1993, clause 212 of the Local Government General Regulation 2005 and Council's Investment Policy.

SUMMARY

As at 31 October 2025:

- Council's total cash and investment portfolio was $204,676,000, a net cash outflow of $186,000 mainly due creditor payments.

- The net return on investments for the financial year to the end of October 2025 is $3,093,000, compared to the budget of $2,725,000, resulting in a favourable year-to-date variance of $368,000.

RECOMMENDATION:

That:

A. The summary of investments and performance for October 2025 be received and noted.

B. The Certificate of the Responsible Accounting Officer be noted and the report adopted.

Tony Ly
Financial Accounting Officer

Mette Kofoed
Acting Manager Finance

Item GB.5 FY00623/8
7 October 2025

Angela Apostol
Director Corporate

Ann Wang
Financial Accountant

Item GB.6 **FY00623/8**
7 October 2025

ANALYSIS OF LAND AND ENVIRONMENT COURT COSTS - 1ST QUARTER 2025 TO 2026

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To report legal costs in relation to development appeal matters in the Land and Environment Court for the quarter ended 30 September 2025.
BACKGROUND:	A person may commence proceedings in the Land and Environment Court in relation to a development application which has either been refused by Council or is deemed to have been refused. An appeal may also be commenced in relation to conditions of development consent and the issue of Building Information Certificates and orders.
COMMENTS:	For the nine months ended 30 September 2025, Council's legal and associated payments in relation to the Land and Environment Court were $399,303. This compares with the annual budget of $1,338,800.
RECOMMENDATION:	That the analysis of Land and Environment Court costs for the period ended 30 September 2025 be received and noted.

Item GB.6 **FY00623/8**
7 October 2025

PURPOSE OF REPORT

To report legal costs in relation to development appeal matters in the Land and Environment Court for the quarter ended 30 September 2025.

BACKGROUND

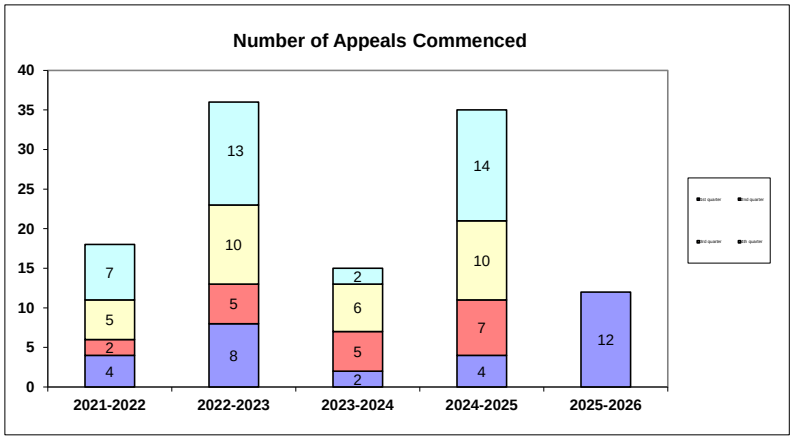
A person may commence proceedings in the Land and Environment Court in relation to a development application which has either been refused by Council or is deemed to have been refused (a development application is deemed to have been refused if it has not been determined within a period of 40 days or such longer period that may be calculated in accordance with the Environmental Planning and Assessment Act). An appeal may also be commenced in relation to conditions of development consent and the issue of building certificates and orders. Council is a respondent to such proceedings.

COMMENTS

APPEALS LODGED

In the quarter ended 30 September 2025 there were twelve new appeals lodged with the Land and Environment Court. The number of appeals received in prior years is as follows:

Financial year	Number of appeals received (whole year)
2021/2022	18
2022/2023	36
2023/2024	15
2024/2025	35
2025/2026 (as at 30 SEP 2025)	12



The appeals commenced during the quarter to 30 September 2025 concerned the following subject matters:

- Construction of seniors living units
- Construction of multi-unit residential flat buildings
- Single dwelling
- Multi dwelling

Council was also in receipt of two appeals against a Development Control Order and one appeal against refusal of an application to issue a Building Information Certificate.

COSTS

For the nine months ended 30 September 2025, Council made payments totalling $399,303 on appeals and associated expenses in relation to Land & Environment Court matters. This compares with the annual budget of $1,338,800.

In addition to expenditure on appeals, there were no other expenses incurred in obtaining legal advice regarding development assessment matters.

Land & Environment Court Costs
2021/2022 - 2025/2026

Financial Year	*Total Costs*	*1st quarter September*	*2nd quarter December*	*3rd quarter March*	*4th quarter June*
2021/2022 * **(18 appeals lodged)**	**$1,114,447**	$402,328	$258,053	$226,500	$227,566
2022/2023 **(36 appeals lodged)**	**$1,261,734**	$324,397	$300,017	$474,367	$162,953
2023/2024 **(15 appeals lodged)**	**$1,183,240**	$381,788	$366,869	$204,835	$229,748

Land & Environment Court Costs 2021/2022 - 2025/2026					
2024/2025 (35 appeals lodged)	**$977,535**	$246,574	$211,682	$251,795	$267,484
2025/2026 (12 appeals lodged)	**$399,303**	$399,303			

* Costs reported to Council in previous reports

The costs incurred in the period to 30 September 2025 represent 29.83% of the annual budget of $1,338,800.

The commencement of appeals does not lie within the control of Council, however there a number of factors that appear to influence the volume of appeals:

- Amendments to the *Environmental Planning and Assessment Act* made in 2013 and then reintroduced in 2022 reduced the timeframe for lodgement of an appeal from twelve months to six months. This had the effect of applicants for more substantial and complex development proposals lodging appeals for no other reason than as a mechanism to preserve early appeal rights.

- In addition, the prospect of changing economic market conditions in recent periods appears to have led to urgency on the part of developers, with a particularly high number and proportion of appeals commenced at an early stage on the basis of deemed refusal. As a result, Court listings are currently heavily booked and long delays for several months for the holding of both mediation conferences and hearings are occurring.

- The additional pressure on development application processing times arising from the most recent Statement of Expectations issued to all NSW councils by the current Minister for Planning in July 2024. Additionally, increased demands on assessment staff has increased the extent to which Council has found it necessary to obtain the services of external consultants to act as expert witnesses in appeals, which has resulted in additional costs.

Notwithstanding these factors, Council's overall success rate in appeals has been high.

In relation to costs recovered, the amount of $5,050 had been recovered at 30 September 2025 compared to an annual budget for costs recovered of $126,000.

OUTCOMES

At an early stage of each appeal, Council as respondent, is required to file with the Court a Statement of Facts and Contentions outlining the grounds which Council asserts as warranting refusal of a development, or alternatively, that may be addressed by way of conditions of consent.

In cases where issues raised by Council are capable of resolution by the applicant providing additional information or amendment of the proposal, it is the Court's expectation that this should occur. The Court's current practice of listing appeals for a preliminary mediation conference before a Commissioner of the Court pursuant to section 34 of the *Land & Environment Court Act*, strongly encourages this.

In this context, any of three outcomes can be regarded as favourable, namely:

1. If the appeal is in relation to a deemed refusal of an application which, upon assessment, is appropriate for approval: that the development is determined by Council, allowing the appeal to be discontinued by the applicant and avoiding as much as is practicable the incurring of unnecessary legal costs;

2. If the issues raised by Council are capable of resolution by the applicant providing further information, or amending the proposal: that this occurs, so that development consent should be granted, either by Council or the Court;

3. If the issues raised by Council are either not capable of resolution or the applicant declines to take the steps that are necessary to resolve them: that the appeal is either discontinued by the applicant, or dismissed (refused) by the Court.

Five matters were concluded during the quarter. A favourable outcome was achieved in all matters:

- One appeal was discontinued,
- One appeal was dismissed and;
- three appeals were resolved by agreement in relation to an amended proposal.

As at 30 September 2025, there was a total of 29 matters before the Court.

INTEGRATED PLANNING AND REPORTING

Leadership & Governance

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L2.1 Council rigorously manages its financial resources and assets to maximise delivery of services.	Achieve financial sustainability targets identified in the Long Term Financial Plan.	Undertake quarterly reporting to Council on the financial performance of the organisation.

GOVERNANCE MATTERS

Under Section 428 of the Local Government Act 1993, Council is required to report legal costs, and the outcome of each case in its Annual Report.

RISK MANAGEMENT

Quarterly reporting of legal costs to Council together with information about the number, character and outcomes of proceedings enable ongoing oversight of this area of Council's activity.

FINANCIAL CONSIDERATIONS

Land & Environment Court legal costs form part of Council's recurrent operating budget.

SOCIAL CONSIDERATIONS

None undertaken or required.

ENVIRONMENTAL CONSIDERATIONS

None undertaken or required.

COMMUNITY CONSULTATION

None undertaken or required.

INTERNAL CONSULTATION

This report has been developed with input from Council's Corporate Lawyer, Director Corporate and Director Development & Regulation.

SUMMARY

For the period ended 30 September 2025, Council made payments totalling $399,303 on Land & Environment Court appeals. This compares with the annual budget of $1,338,800.

RECOMMENDATION:

That the analysis of Land and Environment Court costs for the period ended 30 September 2025 be received and noted.

Tony Ly
Financial Accounting Officer

Jamie Taylor
Corporate Lawyer

Shaun Garland
Acting Director Development and Regulation

Attachments: A1⇩ Individual Case Summary 30 September 2025 - Land and Environment Court Costs 2025/364842

ATTACHMENT NO: 1 - INDIVIDUAL CASE SUMMARY 30 SEPTEMBER 2025 - LAND AND ENVIRONMENT COURT COSTS

ITEM NO: GB.6

	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods $	Year To Date Costs as at 30 September 2025 $
1	March 15, 2024	24/100039	Random Primer Pty Ltd	186 Pacific Highway Roseville	DA0466/22	500798	Appeal against refusal of consent which seeks demolition of existing structures and construction of multi-unit residential flat and associated works	HWL Ebsworth	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 30 April 2025	93,779	948
2	June 24, 2024	24/232723	Random Primer Pty Ltd	26 Pacific Highway	DA0532/22	500800	Appeal against refusal which seeks consent for the demolition of existing structures and construction of multi-unit residential flat building and associated works	HWL Ebsworth	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 7 August 2025	107,527	14,996
3	June 28, 2024	24/238749	Kate McCutcheon & Richard Horton	33 Marian Street Killara	DA0385/23	500801	Appeal against refusal which seeks consent for alterations and additions to dwelling including new swimming pool, outbuildingm gazebo, landscaping and associated works	Shaw Reynolds Lawyers	N/A	N/A	N/A	Not concluded	75,682	10,151
4	October 10, 2024	24/375019	McIntyre Development Ptd Ltd	26-30 McIntyre Street Gordon	eMOD0078/24	500808	Appeal to modify consent granted by the Court	Wilshire Webb Staunton Beattie	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 18 June 2025	8,365	7,898
5	October 29, 2024	24/400982	Beaconsfield Pde Pty Ltd	4-4A Beaconsfield Parade Lindfield	eDA0376/24	500810	Appeal against deemed refusal for the demolition of existing structures, tree removal, construction of apartments, basement carpark and associated works	Sparke Helmore	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 16 July 2025	26,787	2,784

	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods $	Year To Date Costs as at 30 September 2025 $
6	December 18, 2024	24/470680	Adrian Moschella	11 Glen Road Roseville	eDA0265/24	500812	Appeal against refusal for the construction of a new dwelling, pool, garage, integrated landscaping and associated works	Shaw Reynolds Lawyers	N/A	N/A	N/A	Not concluded	48,971	740
7	February 4, 2025	25/45178	Yuan Hai Pty Lty	75 Douglas Street St Ives	eDA0316/24	500813	Appeal against actual refusal for demolition of existing structures, Torrens title subdivision and construction of a new dwelling and associated landscaping	Wilshire Webb Staunton Beattie	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 9 July 2025	1,498	4,972
8	February 14, 2025	25/57775	Qing Yang Li & Ors	397 Bobbin Head Road North Turramurra	eDA0484/24	500814	Appeal against deemed refusal for demolition of pool and rear room, alterations and additions to existing dwelling, construction of a new pool and basketball court and driveway	Wilshire Webb Staunton Beattie	N/A	N/A	N/A	Not concluded	1,674	20,417
9	February 13, 2025	25/57724	Lei Gao & Hao Ning	12 Ku-ring-gai Ave Turramurra	eDA0328/23	500815	Application to modify consent concerning alterations to existing dwelling including garage, demolition of pool and construction of new pool and cabana	Shaw Reynolds Lawyers	N/A	N/A	N/A	Discontinued on 12 March 2025	5840.2	405.2

	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods $	Year To Date Costs as at 30 September 2025 $
10	February 28, 2025	25/80395	MSV Ultima Pty Ltd	91-93 Carrington Road Wahroonga	eDA0586/24	500816	Appeal against deemed refusal for demolition of 2 dwellings and other structures and the construction of 10 villas and associated driveways, parking and works	Wilshire Webb Staunton Beattie	N/A	N/A	N/A	Not concluded	1,241	4,039
11	March 20, 2025	25/107490	BWSLD Killara Pty Ltd	8A, 14, 16 Buckingham Road Killara	eDA0020/25	500817	Appeal against deemed refusal of demolition of existing buildings, amalgamation of lots and construction of three multi-storey residential flats totalling 34 units with basement parking	HWL Ebsworth	N/A	N/A	N/A	Discontinued on 3 July 2025	19,749	4,907
12	March 14, 2025	25/100654	Stuart & Amanda Barnard	34 Marlborough Place St Ives	eDA0189/24	500818	Appeal against refusal of demolition of existing structures and construction of a new dwelling, pool and associated landscaping	Shaw Reynolds Lawyers	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 2 September 2025	12,619	19,670
13	March 19, 2025	25/106769	MSV Pinnacle Pty Ltd	3-5 Lofberg Road West Pymble	eDA0587/24	500819	Appeal against deemed refusal of demolition of existing structures and construction of 14 villas and 8 units with basement parking	Wilshire Webb Staunton Beattie	N/A	N/A	N/A	Not concluded	1,565	4,378
14	March 11, 2025	25/95646	Qiang Lin & LQ Building Services Pty Ltd	15 Larchmont Avenue East Killara	eDA0008/24	500820	Appeal against refusal for the construction of a new dwelling with basement parking, pool with cabana and relocation of tennis court	Sparke Helmore	N/A	N/A	N/A	Not concluded	4737.9	11398

ATTACHMENT NO: 1 - INDIVIDUAL CASE SUMMARY 30 SEPTEMBER 2025 - LAND AND ENVIRONMENT COURT COSTS

ITEM NO: GB.6

	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods $	Year To Date Costs as at 30 September 2025 $
15	March 11, 2025	25/95647	Qiang Lin & LQ Building Services Pty Ltd	17 Larchmont Avenue East Killara	eDA0009/24	500821	Appeal against refusal for the construction of a new dwelling with basement parking, pool with cabana and tennis court	Sparke Helmore	N/A	N/A	N/A	Not concluded	4,508	14,295
16	April 4, 2025	25/129611	Antranik Panoyan & Anne Panoyan	12 Barana Parade Roseville Chase	eDA0485/24	500822	Appeal against refusal for change of use of existing buildings to a detached dual occupancy including alterations and additions	Maddocks	N/A	N/A	N/A	Not concluded	9,388	10,386
17	May 23, 2025	25/170522	Elissa Bogardus	8 Yalunga Place St Ives	eDA0496/24	500823	Appeal against the replacement of boundary fencing and tree removal	Shaw Reynolds Lawyers	11 & 12 September 2025	23rd September 2025	Washington	Appeal dismissed	12,698	34,518
18	May 1, 2025	25/167136	Mohini Patel	16 Burns Rd Wahroonga and 81 Coonanbarra Rd Wahroonga	eDA0478/24	500824	Appeal against KLPP refusal for conversion of a dwelling house to a childcare facility and construction of a new childcare building with basement parking and associated works	Shaw Reynolds Lawyers	N/A	N/A	N/A	Not concluded	6153.1	537.3

ATTACHMENT NO: 1 - INDIVIDUAL CASE SUMMARY 30 SEPTEMBER 2025 - LAND AND ENVIRONMENT COURT COSTS

ITEM NO: GB.6

	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods $	Year To Date Costs as at 30 September 2025 $
19	April 17, 2025	25/50464	GP Holding One Pty Ltd	69 Ayres Rd St Ives	eDA0030/25	500825	Appeal against deemed refusal for the demolition of existing structures, construction of a new dwelling including basement, lift, pool and associated works	HWL Ebsworth	N/A	N/A	N/A	Resolved by agreement in relation to amended proposal on 26 September 2025	9,590	58,886
20	May 14, 2025	25/184916	Wey Group Pty Ltd	28-30 Wellington Avenue East Lindfield	eDA0023/25	500826	Appeal against the deemed refusal for the construction of a dwelling house with swimming pool and tennis court	Maddocks	N/A	N/A	N/A	Not concluded	11,186	16,015
21	June 10, 2025	25/215807	BWSLD Killara II Pty Ltd	23-25 Lorne Avenue Killara	eDA0592/24	500827	Appeal against the deemed refusal for the demolition of existing structures, amalgamation of two lots and construction of a nine storey building of 55 units and associated works.	Sparke Helmore	N/A	N/A	N/A	Not concluded	1,443	9,227
22	June 5, 2025	25/215363	Xiaodong Yin & Min Ye	56 Treatts Road Lindfield	eDA0546/24	500828	Appeal against the refusal for alterations and additions to existing dwelling and detached garage and studio, driveway and related landscaping	HWL Ebsworth	N/A	N/A	N/A	Not concluded	0	13447.5

	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods $	Year To Date Costs as at 30 September 2025 $
23	June 10, 2025	25/221020	GP Holding Two Pty Ltd	71 Ayres Road St Ives	eDA0118/25	500829	Appeal against deemed refusal for the demolition of existing structures, construction of a new dwelling, pool and associated landscaping and drainage works	HWL Ebsworth	N/A	N/A	N/A	Discontinued on 7 October 2025	0	10,047
24	June 4, 2025	25/214188	Fareeda Sidiqui	24 Larchmont Avenue East Killara	eDA0115/25	500830	Appeal against deemed refusal for alterations and additions to existing building to create attached dual occupancy	Sparke Helmore	N/A	N/A	N/A	Not concluded	0	6,630
25	May 22, 2025	25/195994	HMR Developments Pty Ltd	2-4 Shinfield Ave St Ives	eDA0028/25	500831	Appeal against the deemed refusal for the demolition of existing structures and construction of a new residential flat building	Shaw Reynolds Lawyers	N/A	N/A	N/A	Not concluded	4,594	18,063
26	June 10, 2025	25/221240	Ram Chhabra	218 Bobbin Head Rd North Turramurra	eDA0592/24	500832	Appeal against the refusal for use of an existing carport	Hones Lawyers	N/A	N/A	N/A	Not concluded	172	8719.5

ATTACHMENT NO: 1 - INDIVIDUAL CASE SUMMARY 30 SEPTEMBER 2025 - LAND AND ENVIRONMENT COURT COSTS

ITEM NO: GB.6

	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods $	Year To Date Costs as at 30 September 2025 $
27	June 18, 2025	25/232954	Castle 38 Pty Ltd	5-7 Middle Harbour Road Lindfield	eDA0182/25	500833	Appeal against the deemed refusal for the demolition of existing structures and buildings, amalgamation of lots and erection of an eight storey building with 61 units	Sparke Helmore	N/A	N/A	N/A	Not concluded	0	8,494
28	June 19, 2025	25/234742	Sam Vakili	44 Shirley Road Roseville	eDA0123/25	500834	Appeal against deemed refusal for alterations and additions to existing dwelling including addition of a first-floor level, pool and construction of outdoor structures	Shaw Reynolds Lawyers	N/A	N/A	N/A	Not concluded	0	22,261
29	June 24, 2025	25/241518	Macol Investment Holdings Pty Ltd	11 Jefferson Avenue St Ives	eDA0184/25	500835	Appeal against the deemed refusal for the demolition of existing structures and construction of ten independent living units	Wilshire Webb Staunton Beattie	N/A	N/A	N/A	Not concluded	0	3,167
30	July 18, 2025	25/275489	Jianqing Xue	3 Nyora Street Killara	eREV0002/25	500836	Appeal against refusal for first floor addition to existing dwelling house, a new pool and related landscaping works	TBA	N/A	N/A	N/A	Not concluded	0	14,465

	Date Lodged	Appeal #	Appellant	Property Address	DA No	Job No	Decision Appealed Against	Solicitor	Hearing Date	Decision Date	Commissioner	Result	Costs reported in previous periods $	Year To Date Costs as at 30 September 2025 $
31	July 17, 2025	25/274459	AHG Homebush Pty Ltd	130 Killeaton Street St Ives	eDA0170/25	500837	Appeal against deemed refusal for demolition of existing structures and construction of residential flat building with 37 units over seven storeys with basement parking	TBA	N/A	N/A	N/A	Not concluded	0	6,330
32	July 11, 2025	25/266522	Ali Ghafari	3-5 Alma Street Pymble	eDA0253/25	500838	Appeal against deemed refusal for the demolition of existing pool and tennis courts with addition to existing dwelling of one villa, two townhouses and four units for seniors living with parking	TBA	N/A	N/A	N/A	Not concluded	0	20,383
33	July 24, 2025	25/283197	Jiaying Chen	3A Stuart Street Roseville	eDA0194/25	500839	Appeal against actual refusal for the demolition of existing structures and construction of a new dwelling, pool, cabana, gatehouse and associated works	Wilshire Webb Staunton Beattie	N/A	N/A	N/A	Not concluded	0	1,753
34	August 20, 2025	25/319510	Inhabit Selective Pty Ltd as the Trustee for the Inhabit Selective Trust	48 Lord Street Roseville	eDA0436/24	500840	Appeal against actual refusal for alterations and additions to an existing dwelling, new pool, dual garage and associated landscaping works.	HWL Ebsworth	N/A	N/A	N/A	Not concluded	0	13,977
	Total Legal Costs													**399,303**

Item GB.7 **FY00701/2**
21 October 2025

2025 - 2026 BUDGET REVIEW - 1ST QUARTER ENDED SEPTEMBER 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To inform Council of the results of the first quarter budget review of 2025/26 and proposed adjustments to the annual budget based on the actual financial performance and trend for the period 1 July 2025 to 30 September 2025.
BACKGROUND:	Section 203(1) of the Local Government Regulation 2005 requires that at the end of each quarter, a Budget Review Statement be prepared and submitted to Council that provides the latest estimate of income and expenditure for the current financial year. The Office of Local Government has revised the Quarterly Budget Review Statement Guidelines for Local Government with the aim to improve financial oversight and help councillors stay in control of Council's financial performance. The Quarterly Budget Review Statement (QBRS) reporting requirements outlined in the Guidelines are mandatory for all NSW councils and take effect from the reporting period the 1st quarter QBRS by no later than 30 November 2025.
COMMENTS:	Proposed budget adjustments in this report are expected to decrease the net operating result (excluding capital grants) by $1.9 million, primarily due to additional contractor costs as detailed in this report partly offset by increased grant income. From a funding perspective, after accounting for capital and operational grants, deferred expenditure, and restricted items, the net working capital is projected to increase by $150k, primarily due to increased grants partly offset by materials and contracts costs as detailed in the report.
RECOMMENDATION:	That the 2025/26 September Quarterly Budget Review and the recommended changes are received and noted.

PURPOSE OF REPORT

To inform Council of the results of the first quarter budget review of 2025/26 and proposed adjustments to the annual budget based on the actual financial performance and trend for the period 1 July 2025 to 30 September 2025.

BACKGROUND

In accordance with Part 9, Division 3, Clause 203 of the Local Government (General) Regulation 2005 ("The Regulation"):

(1) Not later than 2 months after the end of each quarter (except the June quarter), the responsible accounting officer of a council must prepare and submit to the council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the statement of the council's revenue policy included in the operational plan for the relevant year, a revised estimate of the income and expenditure for that year.

(2) A budget review statement must include or be accompanied by:

a) a report as to whether or not the responsible accounting officer believes that the statement indicates that the financial position of the council is satisfactory, having regard to the original estimate of income and expenditure, and

b) if that position is unsatisfactory, recommendations for remedial action.

(3) A budget review statement must also include any information required by the Code to be included in such a statement.

The Office of Local Government has developed a set of minimum requirements that assists councils in meeting their obligations as set out in legislation.

At the Council meeting held on 17 June 2025, Council adopted the Delivery Program 2025-2029 & Operational Plan 2025-2026, which incorporated the Annual Budget for 2026-2027.

COMMENTS

This review analyses Council's financial performance for the first quarter of 2025/26 and forecasts an end of financial year position by recommending budget adjustments to operating and capital budget.

Budget adjustments proposed in this review will decrease the net operating result (excluding capital grants) by $1.9m. This is mainly due to increase in materials and contracts, as outlined in this report partly offset by increased grant income. It is important to note that the additional net revenue recognised will be allocated to fund various projects reflected in the capital budget.

From a funding perspective, after accounting for changes in capital and operational grants, deferred expenditure, and restricted items, the net working capital is projected to increase by $150k, primarily due to increase in financial assistance grant as detailed further in the report.

Proposed adjustments to forecast budget

Operating Income

The proposed net increase to the operating income of $336k is mainly from increase in operating grants and contributions received:

- Financial Assistance Grant (FAG) Equalisation Component ($162.8k)
- FAG Local Roads Component ($77.4k)
- RFS – Fire hazard reduction ($96.2k)

Operating expenditure

The change (net increase) to the operating expenditure ($2.3m) is mainly due to increases in materials and contracts as detailed below; plus increase of budgeted expenditure associated with operating projects.

- Net increase in costs related to materials and contracts ($1.9m):
  - Domestic Waste contractors general and other expenses ($1.036m) funded by Domestic Waste Reserve, due to compliance works and monitoring ($600k) at legacy landfill sites, recycling contracts ($100k), increased collection costs ($300k) and other minor adjustments ($36k)
  - One off increase to consultants for asset revaluation in line with audit requirements ($90k)
  - An increase to Environmental Levy Programs ($718k) funded from environmental levy ($640k) and transfer of general fund from project ($78k).

- Net increase to Operational projects expenditure ($354k) mainly due:
  - Bushland restoration program ($462k)
  - Stormwater Drainage - CCTV Inspection - FY26 ($107k)
  - Wild Things urban wildlife program ($90k).
  - Support for Visitor Experience ($25k)

  Partly reduced by deferred project:
  - Partly deferring Digital transformation to align with budget allocation and commitments ($330k)

Capital budget

- Major adjustments to the capital budget are due to:
  - Capital projects deferred to future financial years to better align with work commitments ($30m)

- Adjustment to St Ives Indoor Sports Courts to reflect timing of milestone payments ($8.3m)
- Reduced Road to Recovery grant ($69)

Partly offset by budget allocation as per Council resolution to:
- Norman Griffith Oval ($1m) in 2025-26 and reminder ($4.5m) allocated in 2026-27.

Other budget adjustments to capital projects are detailed further in the report and listed in Attachment A2.

New Quarterly Budget Review Statement as per Office of Local Government (OLG) guidelines

The Office of Local Government has revised the Quarterly Budget Review Statement Guidelines for Local Government with the aim to improve financial oversight and help councillors stay in control of the council's finances.

The updated Guidelines clarify the purpose and benefits of effective financial reporting, define key roles and responsibilities, and introduce standardised templates for Quarterly Budget Review Statements (QBRS). Additionally, they incorporate a QBRS overview and fund-based reporting of council income and expenditure. These enhancements aim to provide governing bodies and communities with clearer, more relevant, and meaningful financial information.

The Quarterly Budget Review Statement (QBRS) reporting requirements outlined in the Guidelines are mandatory for all NSW councils. To support understanding, a one-page guide titled "How to Read Your Quarterly Financial Overview" has been developed and can be rebranded for council use. Councils are expected to begin reporting the first quarter QBRS under the revised Guidelines by no later than 30 November 2025.

During transition to the new QBRS statements, the existing QBRS tables will be reflected within this report and the new QBRS statements can be viewed in Attachment 3. These reports will be improved with more detailed explanations and commentary in future reviews.

"How to Read Your Quarterly Financial Overview" (sample guide) and QBRS Guidelines can be viewed in Attachments 4 and 5.

Quarterly Budget Review Statements (QBRS)

The Quarterly Budget Review Statements (QBRS) as prescribed by the OLG guidelines are composed of the following budget review reports:

- Operating and Capital Budget Review Statement (Table 1)
- Proposed Operating and Capital Budget Adjustments by Resource Group (Table 2)
- Income and Expenses Statement by Theme (Table 3)
- Cash and Investments position (Table 4)
- Contracts and Consultancy Expenses (Table 5)
- Capital and Operational Projects Summary (Table 6)
- Statement by the Responsible Accounting Officer

These statements are shown below.

Proposed Budget Adjustments

The table below lists the proposed budget adjustments, including comments for the September Quarterly Budget Review.

Table 1

Ku-Ring-Gai Council
September Budget Review Statement
Operating and Capital Budget Review Statement
Period: 01/07/2025 - 30/09/2025

('$000)	ORIGINAL Budget 2025/26	Approved Carried Forwards	Revised Budget 2026	Recommended Changes For Council Resolution	PROJECTED Year End Result 2025/26 Q1	ACTUAL YTD 2026
Income						
Rates and Annual Charges	110,063		110,063		110,063	110,188
User Charges and Fees	23,956		23,956		23,956	5,889
Other Revenues	13,895		13,895		13,895	5,465
Interest & Investments Income	8,204		8,204		8,204	2,426
Operating Grants & Contributions	9,188		9,188	336	9,524	1,296
Total Income	**165,305**		**165,306**	**336**	**165,642**	**125,264**
Expenses						
Employee Costs	56,452		56,452		56,452	13,287
Materials & Contracts	74,158		74,158	1,940	76,098	20,350
Interest Expense	1,139		1,139		1,139	328
Other Expenses	236		236		236	127
Depreciation	29,525		29,525		29,525	7,005
Operating Projects Expense	3,681	3,443	7,124	354	7,478	1,106
Total Expenses	**165,192**	**3,443**	**168,634**	**2,294**	**170,928**	**42,203**
Net Operating Result	**114**	**-3,443**	**-3,328**	**-1,958**	**-5,286**	**83,061**
Capital Grants & Contributions	4,005	5,749	9,754	-3,328	6,426	673
Development Contributions	12,590		12,590		12,590	2,925
Net Gain/(Loss) on Asset Disposal & FV adjustments						-22
Net Operating Result incl Capital income	**16,709**	**2,306**	**19,016**	**-5,286**	**13,730**	**86,637**
Adjust: Depreciation, FV adjustments & Non Cash items	29,525		29,525		29,525	7,005
Adjust: Book Value of Assets Sold						
Cash Available to Fund Projects	**46,234**	**2,306**	**48,541**	**-5,286**	**43,255**	**93,642**
Funding						
Net Reserves						
Net Reserves Funding	25,688	22,692	48,380	-33,123	15,257	-11,790
Cash from Borrowings						
Total Capital Funding	**71,922**	**24,998**	**96,921**	**-38,409**	**58,512**	**81,853**
Capital Expenditure						
New Assets	25,673	10,045	35,718	-14,402	21,319	410
Asset Replacement & Upgrades	46,147	14,955	61,102	-24,157	36,943	4,262
Loan Repayments						1,190
Total Capital Expenditure (incl. Loan repaym.)	**71,820**	**25,000**	**96,820**	**-38,559**	**58,262**	**5,862**
Net Working Capital Change	**100**		**100**	**150**	**250**	**75,991**

Table 2

Major Operating and Capital Budget Variations by Resource Group

Period: 01/07/2025 - 30/09/2025

Income	Increase/ Decrease	Proposed Adjustments '$000	Comments
Operating Grants &Contributions	☑	336	Increase due to ($162.8k) for FAG Equalisation Component, ($77.4k) Grants - FAG Local Roads Component, and ($96.2k) for RFS Fire Hazard grant
Net Increase in Income	☑	**336**	
Expenditure	**Increase/ Decrease**	**$000**	**Comments**
Materials & Contracts	☒	1,940	Unfavourable mainly due to increase in domestic waste for waste collection contractor and other minor adjustments ($1.036m), environmental management programs ($718k), consultants for re-valuation of recreational facility assets ($90k)and contractors fire services ($96k).
Operating Projects Expense	☒	354	Increase in bushland restoration program ($462k), stormwater drainage - CCTV inspection ($107k), Wild Things urban wildlife program ($90k) and support for visitor experience ($25k). This is partly offset by deferral of IT digital transformation ($330k).
Net Increase in Expense	☒	**2,294**	
Total Operating Budget adjustments	☒	**-1,958**	
Capital Grants & Contributions	☒	-3,328	Decreased due to timing adjustment in St Ives Indoor Sports Court grant ($1.5m) and reduction in Roads to Recovery Grant ($69k). This is partly offset by ($1.76m) deferred for Bannockburn Oval Clubhouse ($167k), HPAA- Lindfield CBD ($362k) and HPAA Eastern ($553k), Footpath Torokina Ave ($379k) and Robert Street Gordon pedestrian crossing ($299k).
Capital Income & Operating Variance	☒	**-5,286**	
Funding	**Transfer To / From**	**$000**	**Comments**
Net Reserve Funding	☑	-33,123	Net transfer to reserves mainly due to deferred projects ($28.7m), timing adjustment to funding for St Ives Indoor Sports Courts ($6.5m) partly offset by increased funding to Norman Griffith Oval upgrade ($1m), DWM operating expense ($1.036m)
TOTAL CAPITAL FUNDING		**-38,409**	
Capital Expenditure	☑	-38,561	Decrease mainly due to deferred projects (30.1m),timing adjustment for Indoor Sports Centre at St Ives High School ($8.3m) and reduction in projects funded from environmental levy ($456k) and transfers to operating projects and recurrent budget (614k). This is partly offset by increased funding for Norman Griffith Oval upgrade ($1m).
Net Working Capital Change		**150**	

Attachment A2 summarises all proposed budget adjustments for Projects.

The table below splits the current budget by six themes identified within Council's Delivery Program 2025 – 2028. These themes are used as a platform for planning our activities to address the community's stated needs and aspirations.

Table 3

Quarterly Budget Review Statement
Income & Expenses By Theme
Period: 01/07/2025 - 30/09/2025

('$000)	ORIGINAL Budget 2025/26	Approved Carried Forwards	Revised Budget 2025/26	Recommended Changes For Council Resolution	PROJECTED Year End Result 2025/26 Q4	ACTUAL YTD 2026
Operating Income						
Access, Traffic & Transport	4,171		4,171		4,171	754
Community, People & Culture	14,143		14,143		14,143	4,306
Natural Environment	26,821		26,821	96	26,917	26,458
Leadership & Governance	99,226		99,226	240	99,467	88,333
Local Economy & Employment						
Places, Spaces & Infrastructure	20,945		20,946		20,946	5,413
Total Operating Income	**165,306**		**165,307**	**336**	**165,643**	**125,264**
Operating Expenditure						
Access, Traffic & Transport	2,792		2,792		2,792	671
Community, People & Culture	29,000	368	29,368		29,368	6,664
Natural Environment	34,104	613	34,717	2,427	37,145	8,145
Leadership & Governance	32,542	1,026	33,568	-330	33,238	10,391
Local Economy & Employment	219		219		219	46
Places, Spaces & Infrastructure	66,536	1,437	67,971	197	68,169	16,287
Total Operating Expenses	**165,193**	**3,443**	**168,633**	**2,294**	**170,927**	**42,204**
Operating Result	**114**	**-3,443**	**-3,328**	**-1,958**	**-5,286**	**83,061**

Cash and Investments position

Restricted funds are invested in accordance with Council's Investment Policy. Total investments portfolio as at the end of September quarter is $204m.

Table 4

Quarterly Budget Review Statement
Cash and Investments Balances
Period: 01/07/2025 - 30/09/2025

$000	Opening Balance at 2025	Approved Original Budget 2026		Approved Carried Forwards	Revised Budget 2025/26	Recommended Changes For Council Resolution	PROJECTED Year End Result 2025/26 Q4	ACTUAL YTD 2026
		Expenditure	Income					
Externally Restricted								
Infrastructure Levy*		-3,651	3,651	-1,559	-1,559		-1,559	
Unexpended Loan - LIRS						2,327	2,327	210
Environmental Levy	2,391	-4,084	3,808	-487	1,628	-214	1,414	
New Facilities								4,682
Develt Contribution (S7.11)	84,533	-36,126	16,887	-7,225	58,069	26,731	84,800	105,916
Unexpended Grants	857	-4,072		-1,636	-4,851	139	-4,712	1,913
Domestic Waste	10,057			-9	10,048	-1,036	9,012	10,955
External Loans	2,897				2,897		2,897	559
Total - Externally Restricted	**100,735**	**-47,933**	**24,346**	**-10,916**	**66,232**	**27,947**	**94,179**	**124,235**
Intern. Projects Reserves	61,266	-23,261	15,313	-11,721	41,597	5,176	46,773	64,635
Intern. Liabilities Reserves	5,159	-2,897	1,336	-54			3,544	
- incl. Asset Sale Reserve					3,544			5,278
Total Restricted	**167,160**	**-74,091**	**40,995**	**-22,691**	**111,373**	**33,123**	**144,496**	**194,148**
Unrestricted Funds	6,966		100		7,068	151	7,218	9,516
Total Cash & Investments	**174,126**	**-74,091**	**41,095**	**-22,691**	**118,440**	**33,274**	**151,715**	**203,664**
Add: Unpresented Cash Items								634
Total Cash & Investments as per September Investment Report								**204,298**

A detailed **Restricted Assets Report** as of September 2025 (Actual) is shown in **Attachment A1.**

Consultancy Expenses

Consultancy and Legal Expenses

Expense	YTD Actual $000	Budgeted (Y/N)
Consultants - General	871	Y
Consultants - Recruitment	15.00	Y
Consultants - Legal	580	Y
Consultants - Investments		Y
Total	**1,465**	

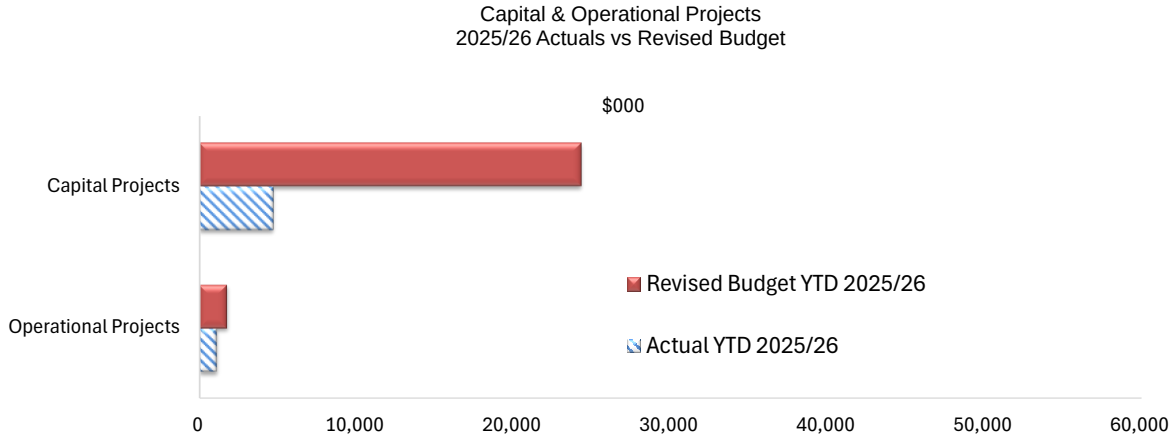
Capital & Operational Projects Summary

Actual expenditure for capital and operational projects for the period ending 30 September 2025 is ($5.8m) against the full year revised budget of ($103.9m). The September review decreases the forecast project budget by ($38.2m net); the decrease is mainly due to projects deferred ($30m), timing adjustment for St Ives Indoor Sports Court ($8.3m). This is partly offset by a new grant received ($96k).

The table and chart below show the YTD actual project expenditure against 2025/26 full year revised budget and projected forecast.

Table 6

Capital & Operational Projects $000	Actual YTD 2025/26	Revised Budget YTD 2025/26	Variance as at 31 September 2025	Full Year Revised Budget Before Q1	Recommended Changes For Council Resolution	PROJECTED Year End Result 2025/26
Operational Projects	1,106	1,782	-676	7,124	354	7,478
Capital Projects	4,672	24,290	-19,618	96,820	-38,559	58,262
Total Projects	**5,778**	**26,072**	**-20,294**	**103,944**	**-38,205**	**65,741**



The proposed budget changes to operational and capital projects represent a decrease of ($38.2m). The most significant variations and projects proposed for adjustment are listed below:

- Deferral of capital expenditure
  - S7.11 and S7.12 funded ($22.6m):
    - Gordon Nth Streetscape Improve Construction ($4.9m)
    - Lindfield Avenue and Tryon Road Precinct ($4.4m)
    - Bedes Forest Upgrade ($3.7m)
    - Robert Pymble Park Precinct ($3.1m)
    - St Ives Showground Main Car Park Upgrade ($876k)
    - Queen Elizabeth Reserve Playground Upgrade ($823k)
    - Ku-ring-gai Wildflower Garden Upgrade($778k)
    - Roseville Park Play Space Upgrade ($688k)
    - St Ives Cultural and Environmental Education Centre ($639k)
    - Ibbitson Park Upgrade ($620k)
    - East Turramurra - Neighbourhood Centre Upgrade ($546k)
    - Streetscape Works - Werona Avenue, Gordon – construction ($484k)
    - Killara Park Accessible Toilet Block ($209k)
    - Heritage Park and Werona Ave Streetscape Improvements. ($156k)
    - The Glade - Preparation of Master Plan & construction ($156k)
    - Roseville Memorial Park Upgrade ($122k)
    - Warrimoo Sportsground Upgrade ($102k)
    - The Glade Play Space Upgrade ($89k)

- New Bus Route Works Rohini St via New St to Turramurra Ave &Hwy ($64k)
- Roseville Streetscape Improvements – Design – ($32k)
- Turramurra Streetscape Improvements – Design ($31k)
- St Ives Streetscape Improvements – Design ($29k)

- Infrastructure and facilities funded ($5.5m):
  - Bannockburn Oval Clubhouse & Amenities Renewal ($2m)
  - Retaining Wall Rehabilitation - Station St ($1.5m)
  - Charles Bean Synthetic Sportsfield replacement ($828k)
  - Bannockburn Oval - Masterplan & Sportsfield upgrade ($802k)
  - Queen Elizabeth Reserve Playground Upgrade ($110k)
  - Ku-ring-gai Wildflower Garden Upgrade ($97k)
  - Burns Rd/Cleveland St/Grosvenor St, Wahroonga($75k)
  - The Glade Play Space Upgrade ($54k)
  - Mitchell Crescent Reserve Playground Upgrade ($9k)

- Grant funded ($1.9m):
  - HPAA - Eastern Road, Turramurra - Worcester Chilton ($553k)
  - Footpath Torokina Ave and Wombat crossing Yarrabung (379k)
  - HPAA - Lindfield CBD ($362k)
  - Robert Street, Gordon - Pedestrian crossing ($299k)
  - Bannockburn Oval Clubhouse & Amenities Renewal ($167k)
  - Wildflower Garden upgrade ($139k)

- Other deferred projects ($506k):
  - Partly defer IT Digital Transformation ($330k) funded from revenue carried forward to align with budget allocation and commtiments.
  - St Ives Cultural and Environmental Education Centre ($176k) funded from environmental levy

- Other adjustments ($7.5m) net decrease:
  - Increase for Norman Griffiths Oval Upgrade ($1m) funded from infrastructure and facilities reserve
  - Decrease to reflect adjustment for timing St Ives Indoor Sports Courts ($8.3m) spent in 2025-26 funded from ($1.5m) grant, ($4.2m) s7.12, ($2.3m) loan and ($343k) I&F
  - Decrease to reflect transfers from energy management projects to recurrent ($166k)

- Transfers of funding from Projects to Recurrent budget - ($166k)
  - Reinvestment of Savings from energy projects ($78k) to Energy Management
  - Energy Efficient Outdoor and Sportsfield/Court lighting ($60k) to Energy Management

All Proposed Budget adjustments for each Project and explanation for the changes are detailed in *Attachment A2 – Summary of Capital and Operational Project Budget Adjustments*

Statement by Responsible Accounting Officer

It is my opinion that the Quarterly Budget Review Statement for Ku-ring-gai Council for the quarter ended 30 September 2025 indicates that Council's projected financial position on 30 June 2025 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

INTEGRATED PLANNING AND REPORTING

Theme 6: Leadership and Governance

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L2.1 Council rigorously manages its financial resources and assets to maximise delivery of services.	L2.1.2 Council's financial services provide accurate, timely, open and honest advice to the community.	Manages financial performance to achieve targets as defined in the Long-Term Financial Plan.

GOVERNANCE MATTERS

Section 203(1) of the Local Government Regulation 2005 requires that at the end of each quarter, a Budget Review Statement be prepared and submitted to Council that provides the latest estimate of Income and Expenditure for the current financial year.

The Office of Local Government has revised the Quarterly Budget Review Statement Guidelines for Local Government with the aim to improve financial oversight and help councillors stay in control of the council's finances. The Quarterly Budget Review Statement (QBRS) reporting requirements outlined in the Guidelines are mandatory for all NSW councils and take effect from the reporting period the 1st quarter QBRS by no later than 30 November 2025.

RISK MANAGEMENT

Income and expenditure is managed through the quarterly budget review process. Although some income and expenditure cannot be directly controlled, it can be monitored and action taken to mitigate potential financial or budgetary risk. Further, Council staff utilise monthly management reporting for managing operational and project income and expenditure, and any budget variations are reported to the Director. The management team are also provided with monthly financial reports that allow executives to make informed decisions and plan ahead to ensure budget targets are met.

FINANCIAL CONSIDERATIONS

Financial impacts from recommended budget adjustments are discussed in detail in other sections of this report.

SOCIAL CONSIDERATIONS

Not applicable.

ENVIRONMENTAL CONSIDERATIONS

Not applicable.

COMMUNITY CONSULTATION

Not applicable.

INTERNAL CONSULTATION

Finance met with directors and managers as part of the Quarterly Budget Review process to ensure departmental budget targets reflect current forecasts.

SUMMARY

Budget adjustments proposed in this review will increase the net operating result (excluding capital grants) by $1.9m, primarily due to additional contractor costs as detailed in this report partly offset by increased grant income.

From a funding perspective, after accounting for capital and operational grants, deferred expenditure, and restricted items, the net working capital is projected to increase by $150k, primarily due to increased grants partly offset by materials and contracts costs as detailed in this report.

RECOMMENDATION:

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

Mette Kofoed
Acting Manager Finance

Angela Apostol
Director Corporate

Attachments:	A1⇩	Attachment A1 - Restricted Assets Report - September 2025	2025/364693
	A2⇩	Attachment A2 - Summary of Capital and Operational Projects Budget Adjustments - September 2025	2025/367149
	A3⇩	Attachment 3 - QBRS Statements - September 2025	2025/367635
	A4⇩	Attachment 4 - How to Read Your Quarterly Financial Overview	2025/367365
	A5⇩	Attachment 5 - Quarterly Budget Review Statement Guidelines for Local Government	2025/367360

Attachement 1

Restricted Assets Report Actual as at September 2025

2025/26

ACTUAL to September 2025

Reserve	Balance at 01/07/2025	Income	Expenditure	Interest Allocation	Balance at September 2025
INTERNALLY RESTRICTED RESERVES					
Infrastructure & Facilities	56,101,128	4,979,447	1,678,750	638,319	60,040,144
Revenue Fund Carried Forward Works	5,164,744	50,983	621,403	0	4,594,504
Project Loan Reserve	-921,937	0	0	0	-921,937
Contribution To Works	459,883	0	43,975	0	415,908
Golf Course	2,107,766	50,983	0	0	2,158,749
Infrastructure Renewal Asset Sales	-87,868	0	0	0	-87,868
Asset Sale - 2010 CP	605,712	0	4,286	0	601,426
Bonds & Deposits	670,038	0	0	0	670,038
Election	614,049	90,054	0	0	704,103
Employee Leave Entitlements	3,269,506	33,233	0	0	3,302,739
SUB-TOTAL INTERNAL	**66,425,177**	**5,153,717**	**2,304,438**	**638,319**	**69,912,954**
EXTERNALLY RESTRICTED RESERVES	0				
Pre 1993 and 1993 Plans					
Car Parking	18,807	0	12	217	19,013
Car Parking	864,023	0	32,286	9,794	841,531
2000/2003 PLAN					
Open Space-Pymble	203,038	0	0	2,345	205,383
SEPP 5 PLAN					
Open Space	407,613	0	0	4,708	412,321
2004-2009 PLAN (not transferred to 2010 Plan)					
Local Parks & Sporting Faclities-LGA	805,277	0	4,020	9,278	810,536
Child Care Facilities	3,238,823	0	0	37,411	3,276,234
2010 PLAN (Including 2004-2009 & Town Centres Plans)					
Local Parks & Sporting Facilities-South	2,535,892	980,443	25,621	34,806	3,525,520
Local Parks & Sporting Facilities-North	50,682,093	60,686	15,059	585,684	51,313,403
Local Recreational, Cultural & Social Facilities	6,073,978	130,239	23,661	70,775	6,251,331
New Roads & Road Modifications	-2,797,079	246,220	25,012	0	-2,575,871
Townscape, Transport & Pedestrian Facilities	28,330,076	486,281	74,998	329,611	29,070,970
Administration & Management	-114	0	0	0	-114
Section s7.12 PLAN					
s7.12 Contributions	11,640,838	1,020,641	35,578	140,150	12,766,051
SUB-TOTAL s7.11 and 7.12	**102,003,265**	**2,924,510**	**236,247**	**1,224,780**	**105,916,307**
OTHER RESERVES					
Infrastructure Levy	0	1,330,195	1,120,351	0	209,844
Environmental Levy	3,821,866	1,386,172	526,026	0	4,682,012
Unexpended Grants	1,644,723	671,768	403,602	0	1,912,889
Unexpended Grants	671,150	671,768	242,334	0	1,100,584
Unexpended Grants included in Liabilities	973,573	0	161,269	0	812,304
Domestic Waste	7,892,466	9,493,759	6,431,095	0	10,955,130
External Loan	570,300	0	11,692	0	558,608
Sub Total Externally Restricted Reserves - Other	**13,929,355**	**12,881,894**	**8,492,766**	**0**	**18,318,483**
Total Reserves	**182,357,797**	**20,960,120**	**11,033,452**	**1,863,099**	**194,147,744**
UNRESTRICTED CASH	6,966,298			758,299	9,516,213
TOTAL CASH (INVESTMENTS)	**189,324,095**	**20,960,120**	**11,033,452**	**2,621,398**	**203,663,957**

Attachment A2

Ku-ring-gai Council

Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments by Program

July - September 2025

Projects by Program $000	September YTD Actual	September YTD Budget	September YTD Variance	Revised Budget Q0	Recommended Changes For Council Resolution	PROJECTED Year End Result 2025/26 Q1	Comments
Biodiversity	36	95	(59)	383	462	845	T/f from environmental levy reserve
Bridges and Other Road Assets	106	596	(490)	2,386	(797)	1,589	T/f from $707k from Roads Renewal Program and defer $1.5m
Building Works & Maintenance	0	716	(716)	2,864	197	3,061	T/f $150k from Sustainable Energy Program and $47k from Parks Development Program
Capital Building Works	34	701	(667)	2,807		2,807	No adjustment to forecast
Car Parks	3		3				No adjustment to forecast
Catchment Analysis	140	66	74	265		265	No adjustment to forecast
Catchment Management & Analysis	6	116	(109)	463	(149)	314	T/f from environmental levy reserve
Communication	5	12	(7)	48		48	No adjustment to forecast
Community Centres & Halls	93	97	(4)	385		385	No adjustment to forecast
Community Development	19	30	(10)	116		116	No adjustment to forecast
Community Partnerships	35	415	(380)	1,315	(725)	590	Defer $815k and t/f $90k from environmental levy reserve

Projects by Program $000	September YTD Actual	September YTD Budget	September YTD Variance	Revised Budget Q0	Recommended Changes For Council Resolution	PROJECTED Year End Result 2025/26 Q1	Comments
Community Projects	19	235	(216)	940		940	No adjustment to forecast
Contributions Program Administration	51	132	(81)	529		529	No adjustment to forecast
Drainage Structures	200	971	(770)	3,881		3,881	No adjustment to forecast
Environmental Levy Projects	31	63	(32)	252	45	298	T/f $20k from Sustainable Transport Program and t/f $25k from environmental levy reserve
Fencing & Parking Areas	36	283	(247)	1,134	(876)	258	Defer $876k to FY28
Fire Management	(2)	4	(6)	15		15	No adjustment to forecast
Footpaths	104	624	(520)	2,495		2,495	No adjustment to forecast
Gordon Golf Course		33	(33)	131		131	No adjustment to forecast
Heritage Planning		91	(91)	364		364	No adjustment to forecast
Human Resources	44	86	(42)	345		345	No adjustment to forecast
Information Technology	126	219	(93)	875	(330)	545	Defer $330k to FY27
Land Acquisition	2		2				No adjustment to forecast
Land Sales	24	51	(26)	203		203	No adjustment to forecast
Library Resources	521	307	214	1,227		1,227	No adjustment to forecast

Projects by Program $000	September YTD Actual	September YTD Budget	September YTD Variance	Revised Budget Q0	Recommended Changes For Council Resolution	PROJECTED Year End Result 2025/26 Q1	Comments
Open Space Acquisition	34	1,598	(1,564)	6,392		6,392	No adjustment to forecast
Open Space/Recreational Assets	100	192	(92)	768	(590)	178	Defer $620k to FY27, t/f $30k from Sport Courts program
Operating Projects	0	31	(31)	125		125	No adjustment to forecast
Other		56	(56)	224		224	No adjustment to forecast
Other Operating Projects	66	151	(85)	605		605	No adjustment to forecast
Parks Development	7	2,237	(2,229)	8,945	(7,328)	1,617	Defer $7.3m to FY27 and t/f $47k from Building Works & Maintenance program
Planning Projects	39	8	31	31		31	No adjustment to forecast
Plant & Vehicles	714	482	233	1,926		1,926	No adjustment to forecast
Playgrounds	11	1,174	(1,163)	4,700	(2,758)	1,942	Defer $2.8m to FY27, t/f $30k from Roads Renewal program
Project Management	38		38				No adjustment to forecast
Public Toilets	249	761	(512)	3,045	(2,193)	852	Defer $2.2m to FY27
Recreation Facilities	1	10	(9)	40		40	No adjustment to forecast
Regulation & Enforcement	15		15				No adjustment to forecast
Roads New & Upgrade	57	251	(194)	1,002		1,002	No adjustment to forecast

Projects by Program $000	September YTD Actual	September YTD Budget	September YTD Variance	Revised Budget Q0	Recommended Changes For Council Resolution	PROJECTED Year End Result 2025/26 Q1	Comments
Roads Renewal Program	1,482	3,429	(1,947)	13,718	(1,538)	12,180	T/f $707k to Bridges and Other Road Assets program, $732k to Traffic Facilities program, t/f $30k to Playgrounds program and reduce R2R grant $69k
Sports Courts	51	2,681	(2,629)	10,722	(8,363)	2,359	Reduce Dt Ives Indoor Sports Courts $8.3m (timing), T/f ($30k) to Open Space/Recreational Assets program
Sportsfields	186	765	(579)	3,059	(732)	2,327	Defer $732k to FY27
Street Furniture	37	43	(6)	170		170	No adjustment to forecast
Sustainable Energy	(16)	150	(166)	598	(308)	290	T/f $150k to Building Works & Maintenance program, t/f $138k to recurrent Energy Management program, t/f $20k to Environmental Levy program
Swimming Pool	475	127	348	507		507	No adjustment to forecast
Town Centre & Urban Design	52	94	(42)	376		376	No adjustment to forecast
Town Centre Streetscape	116	3,041	(2,926)	12,160	(10,669)	1,491	Defer $10.7m to FY27
Town Centres	54	769	(715)	3,076		3,076	No adjustment to forecast
Traffic Facilities	310	1,826	(1,515)	7,304	(934)	6,369	T/f $732k from Roads Renewal program and defer $1.7m to FY27
Transport	3	90	(87)	359	(310)	49	Return $310k to environmental levy reserve
Tree Planting	0	23	(22)	89		89	No adjustment to forecast
Waste & Recycling	61	68	(8)	271		271	No adjustment to forecast

Projects by Program $000	September YTD Actual	September YTD Budget	September YTD Variance	Revised Budget Q0	Recommended Changes For Council Resolution	PROJECTED Year End Result 2025/26 Q1	Comments
Water & Catchments	2		2				No adjustment to forecast
Water Sensitive Urban Design		77	(77)	307	(307)		Return $307k to environmental levy reserve
Total Projects	**5,778**	**26,072**	**(20,294)**	**103,941**	**(38,205)**	**65,737**	

Attachment A2

Ku-ring-gai Council

Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments

July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
BIODIVER	103194	Bushland restoration program		$462,000	$462,000			$462,000		T/f $462k from environmental levy reserve
BIODIVER Subtotal				**$462,000**	**$462,000**			**$462,000**		
BRIDGES	113011	Retaining Wall Rehabilitation - Station St	$1,753,400	$250,000	($1,503,400)			($1,503,400)		Defer $1.5m to FY27
BRIDGES	115095	Bridges - Renewal Program	$557,800	$1,264,700	$706,900	$706,900				T/f $706.9k (I&F) from PW116016 Roads - Rehabilitation Program
BRIDGES Subtotal			**$2,311,200**	**$1,514,700**	**($796,500)**	**$706,900**		**($1,503,400)**		
BUILDING	115125	KFAC Mechanical Services Upgrades	$82,400	$279,400	$197,000	$197,000				T/f $47k (I&F) from PW114008 - Parks Development T/f $150k (Gen Fund) from PW106053 Reinvestment of savings from energy projects
BUILDING Subtotal			**$82,400**	**$279,400**	**$197,000**	**$197,000**				
CATCHMNT	106220	WSUD projects from catchment studies	$149,000		($149,000)			($149,000)		Return $149k to environmental levy reserve
CATCHMNT	106264	Catchment management - Operational	$313,500	$243,500	($70,000)	($70,000)				T/f $70k (revenue carriewd forward) to PJ107274 Stormwater Reuse Maintenance

Attachment A2

Ku-ring-gai Council

Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments

July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
CATCHMNT	107274	Stormwater Reuse Maintenance		$70,000	$70,000	$70,000				T/f $70k (revenue carriewd forward) from PJ106264 Catchment management - Operational
CATCHMNT Subtotal			**$462,500**	**$313,500**	**($149,000)**			**($149,000)**		
COMMPART	103211	Wild Things urban wildlife program		$90,000	$90,000			$90,000		Increased $90k from the environmental levy reserve.
COMMPART	109019	St Ives Cultural and Environmental Education Centre	$1,315,300	$500,000	($815,300)			($815,300)		Defer $815.3k to FY27
COMMPART Subtotal			**$1,315,300**	**$590,000**	**($725,300)**			**($725,300)**		
DRAINAGE	113135	Drainage - The Rifleway - Open Channel Installation	$93,500		($93,500)	($93,500)				T/f $93.5k (I&F) to PW116086 Stormwater Drainage Minor Works
DRAINAGE	113136	Drainage - Wellesley Road - Open Channel Restoration	$304,800	$204,800	($100,000)	($100,000)				T/f $100k (I&F) to PW 116085 Stormwater Drainage - CCTV Inspection - FY26
DRAINAGE	114048	Drainage System Culvert Construction - Vale Street	$6,700		($6,700)	($6,700)				T/f $6.7K (I&F) to PJ116085 Stormwater Drainage - CCTV Inspection - FY26
DRAINAGE	115096	Stormwater Drainage - Minor Works FY25	$40,900	$10,000	($30,900)	($30,900)				T/f $30,9K (I&F to PW116086 Stormwater Drainage - Minor Works - FY26

Attachment A2

Ku-ring-gai Council

Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments

July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
DRAINAGE	116085	Stormwater Drainage - CCTV Inspection - FY26	$72,000	$178,700	$106,700	$106,700				T/f $100k (I&F) from PW113136 Drainage - Wellesley Road - Open Channel Restoration and t/f $6.7K (I&F) from 114048 Drainage System Culvert Construction - Vale Street
DRAINAGE	116086	Stormwater Drainage - Minor Works - FY26	$79,400	$203,800	$124,400	$124,400				T/f $93.5k (I&F) from PW 113136 Drainage - Wellesley Road - Open Channel Restoration and t/f $30.9l (I&F) from PW115096 Stormwater Drainage - Minor Works FY25
DRAINAGE Subtotal			**$597,300**	**$597,300**						
ENVLEVY	112096	Net Zero Fleet Initiatives - CAPEX	$219,900	$240,000	$20,100	$20,100				T/f $20.1k (Gen Fnd) from PJ106053 - Reinvestment of Savings from Energy Projects
ENVLEVY	115118	Support for Visitor Experience & Events		$25,000	$25,000			$25,000		Increase $25k from the Environmental Levy Reserve
ENVLEVY Subtotal			**$219,900**	**$265,000**	**$45,100**	**$20,100**		**$25,000**		
FENCING	107190	St Ives Showground Main Car Park Upgrade	$875,700		($875,700)			($875,700)		Defer $875.7k (S7.11) to FY28
FENCING Subtotal			**$875,700**		**($875,700)**			**($875,700)**		
FLEETREP	100705	Operational Fleet	$1,880,000	$1,380,000	($500,000)	($500,000)				T/f $500k (Gen Fnd) to PW100706 Passenger Fleet

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Ku-ring-gai Council
Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments
July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
FLEETREP	100706	Passenger Fleet	$45,800	$545,800	$500,000	$500,000				T/F $500k (Gen Fnd) from PW100705 Operational Fleet
FLEETREP Subtotal			**$1,925,800**	**$1,925,800**						
FTPATHS	115081	Footpaths - Capital Renewal FY25		$229,600	$229,600	$229,600				Trf $229.6K (I&F) from PW116073Footpaths - Capital Renewal FY26
FTPATHS	116073	Footpaths - Capital Renewal FY26	$229,600		($229,600)	($229,600)				T/f $229.6k (I&F) to PW115081 Footpaths - Capital Renewal FY25
FTPATHS Subtotal			**$229,600**	**$229,600**						
INFOTECH	111013	IT Digital Transformation	$653,600	$452,400	($201,200)	$128,800		($330,000)		T/f $128.8k (Gen Fnd) frpm PJ112024 IT Systems Projects and defer $330k to FY27
INFOTECH	112024	IT Systems Projects	$206,600	$77,800	($128,800)	($128,800)				T/f $128.8k (Gen Fnd) to PW111013 IT Digital Transformation (Consolidation)
INFOTECH Subtotal			**$860,200**	**$530,200**	**($330,000)**			**($330,000)**		
OPSPCREC	112052	Ibbitson Park Upgrade	$720,300	$100,000	($620,300)			($620,300)		Defer $620.3k to FY27
OPSPCREC	113029	Caleys Pond and Banks Track Boardwalk		$29,900	$29,900	$29,900				T/f $29.9k from PW113077 Sports Courts Development Program FY25

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Ku-ring-gai Council

Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments

July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
OPSPCREC Subtotal			**$720,300**	**$129,900**	**($590,400)**	**$29,900**		**($620,300)**		
PARKS	107142	Killara Park Accessible Toilet Block	$309,300	$100,000	($209,300)			($209,300)		Defer $209.3k to FY27
PARKS	111001	Bedes Forest Upgrade	$3,717,300	$50,000	($3,667,300)			($3,667,300)		Defer $3.67m (S7.11) to FY27
PARKS	111007	Robert Pymble Park Precinct	$3,327,000	$200,000	($3,127,000)			($3,127,000)		Defer $3.1m (S7.11) to FY27
PARKS	112009	The Glade - Preparation of Master Plan & construction	$205,800	$50,000	($155,800)			($155,800)		Defer $155.8k (S7.11) to FY27
PARKS	114007	Roseville Memorial Park Upgrade	$122,000		($122,000)			($122,000)		Defer $122k (I&F) to FY27
PARKS	114008	Parks Development Program FY26	$305,700	$258,700	($47,000)	($47,000)				T/f $47k (I&F) to PW115125 KFAC Mechanical Services Upgrades
PARKS Subtotal			**$7,987,100**	**$658,700**	**($7,328,400)**	**($47,000)**		**($7,281,400)**		
PLAYGRND	112140	Sequoia Close Park Playground Upgrade	$207,000	$307,000	$100,000	$100,000				T/f $70k (S7.12) from PW113043-Mitchell Crescent Reserve and t/f $30k (I&F) from 116016-Roads Rehabilitation Program - KRG - FY26

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Ku-ring-gai Council
Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments
July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
PLAYGRND	113043	Mitchell Crescent Reserve Playground Upgrade	$78,600		($78,600)	($70,000)		($8,600)		T/f $70k (S7.12) to PW112140 Sequoia Close Park Playground Upgrade and defer $8.6k (I&F) to FY27
PLAYGRND	113103	Ku-ring-gai Wildflower Garden Upgrade	$1,115,000	$100,000	($1,015,000)			($1,015,000)		Defer $1.015m to FY27 - $97.3k (I&F), $139.2k (Grant) and $778.5k (S7.12)
PLAYGRND	114022	The Glade Play Space Upgrade	$142,600		($142,600)			($142,600)		Defer $142.6k to FY27 - $53.9k (I&F), $88.7k (S7.12)
PLAYGRND	115013	Queen Elizabeth Reserve Playground Upgrade	$1,033,900	$100,000	($933,900)			($933,900)		Defer $933.9k to FY27 - $110.1k (I&F), $823.8k (S7.12)
PLAYGRND	115128	Roseville Park Play Space Upgrade	$788,200	$100,000	($688,200)			($688,200)		Defer $688.2k (S7.12) to FY27
PLAYGRND Subtotal			**$3,365,300**	**$607,000**	**($2,758,300)**	**$30,000**		**($2,788,300)**		
PUBLICTO	114028	Bannockburn Oval Clubhouse & Amenities Renewal	$2,392,500	$200,000	($2,192,500)			($2,192,500)		Defer $2.2m to FY27 - $2.025m (I&F), $167k (Grant)
PUBLICTO Subtotal			**$2,392,500**	**$200,000**	**($2,192,500)**			**($2,192,500)**		
ROADS	115094	Roads Rehabilitation Program - Ku-ring-gai LGA FY25	$1,860,100	$2,971,200	$1,111,100	$1,111,100				T/f $1.1m (I&F) from PW116016 Roads - Rehabilitation Program KRG - FY26

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Ku-ring-gai Council

Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments

July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
ROADS	**116016**	Roads - Rehabilitation Program - KRG - FY26	$6,632,500	$2,493,300	($4,139,200)	($4,139,200)				T/f (I&F) $30k to PW112140 Sequoia Close Park Playground Upgrade $706.85 to PW115095 Bridge Renewal Program $1,111m to PW115094 Road Rehabilitation Program FY25 - Capper St and Iona Ave $1,558.9m to PW116099 Road Rehabilitation Program - FY26 $91.5k to PW113018 Wombat Crossing - Hunter Avenue, St Ives $169.6k to PW113022 Wombat Crossing - Water Street $169.6K to PW113023 Wombat Crossing $278.9k to PW114044 Wombat Crossing Fox Valley Road $22.7k to PW1130274 Wombat Crossing - Culvert Avenue
ROADS	116098	Road Rehabilitation Program - Road to Recovery Grant FY26	$1,200,000	$1,131,000	($69,000)		($69,000)			Reduce Roads to Recovery grant $69k
ROADS	116099	Road Rehabilitation Program - Infrastructure Levy FY26	$3,650,500	$5,209,400	$1,558,900	$1,558,900				T/f $1,558.9k from PW116016 Road Rehabilitation Program - FY26
ROADS Subtotal			**$13,343,100**	**$11,804,900**	**($1,538,200)**	**($1,469,200)**	**($69,000)**			

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Ku-ring-gai Council

Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments

July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
SPFIELDS	107167	Norman Griffiths Oval Upgrade		$1,000,000	$1,000,000			$1,000,000		Increase $5.4m (I&F) to complete this project. $1m required in FY26, balance of $4.4m allocated to FY27
SPFIELDS	108010	Warrimoo Sportsground Upgrade	$102,000		($102,000)			($102,000)		Defer $102k (S7.11) to FY27
SPFIELDS	109046	Bannockburn Oval - Masterplan & sportsfield upgrade	$801,900		($801,900)			($801,900)		Defer $801.9k (I&F) to FY27
SPFIELDS	115083	Charles Bean Synthetic Sportsfield replacement	$928,200	$100,000	($828,200)			($828,200)		Defer $828.2k (I&F) to FY27
SPFIELDS Subtotal			**$1,832,100**	**$1,100,000**	**($732,100)**			**($732,100)**		
SPORTSCT	109191	Indoor Sports Centre at St Ives High School	$10,158,100	$1,824,600	($8,333,500)		($1,500,000)	($6,833,500)		Decrease $8.334m (Spent FY25) - $1.5m (Grant), $342.6 (I&F), $2.327m (Loan), $4.164m (S7.12)
SPORTSCT	113077	Sports Courts Development Program FY25	$563,800	$533,900	($29,900)	($29,900)				T/f $29.9k (I&F) to PW113029 Caley's Pond and Banks track boardwalk
SPORTSCT Subtotal			**$10,721,900**	**$2,358,500**	**($8,363,400)**	**($29,900)**	**($1,500,000)**	**($6,833,500)**		

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Ku-ring-gai Council

Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments

July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
SUSTAINA	106053	Reinvestment of savings from energy projects	$285,500		($285,500)	($207,800)			($77,700)	T/f (Gen Fnd) $150k to PW115125 KFAC Mechanical Services Upgrades, $37.7k to PW108037 Alternative energy and energy efficiency projects - CAPEX, $20.1k to PW112096 Net Zero Fleet Initiatives - CAPEX and $77.7k to Energy Management programs in recurrent
SUSTAINA	108037	Alternative energy and energy efficiency projects - CAPEX	$252,300	$290,000	$37,700	$37,700				T/f $37.7k (Gen Fnd) from PW 106053 Reinvestment of savings from energy projects
SUSTAINA	108058	Energy efficient outdoor and sportsfield / court lighting	$60,400		($60,400)				($60,400)	T/f $60.4k to Energy Management programs in recurrent
SUSTAINA Subtotal			**$598,200**	**$290,000**	**($308,200)**	**($170,100)**			**($138,100)**	
TOWNSTR	110076	Lindfield Avenue and Tryon Road Precinct (PRJ-100259)	$4,609,700	$200,000	($4,409,700)			($4,409,700)		Defer $4.4m (S7.11) to FY27
TOWNSTR	111220	Turramurra Streetscape Improvements - Design	$51,200	$20,500	($30,700)			($30,700)		Defer $30.7 (S7.11) to FY27
TOWNSTR	112013	Roseville Streetscape Improvements - Design	$31,600		($31,600)			($31,600)		Defer $31.6k (S7.11) to FY35

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Ku-ring-gai Council

Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments

July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
TOWNSTR	112015	St Ives Streetscape Improvements - Design	$28,800		($28,800)			($28,800)		Defer $28.8k (S7.11) to FY27
TOWNSTR	113016	New Bus Route Works Rohini St via New St to Turra Ave &Hwy	$64,100		($64,100)			($64,100)		Defer $64.1k (S7.11) to FY27
TOWNSTR	113055	East Turramurra - Neighbourhood Centre Upgrade	$595,600	$50,000	($545,600)			($545,600)		Defer $545.6k (S7.12) to FY27
TOWNSTR	113115	Gordon Nth Streetscape Improve Construction	$5,069,400	$150,000	($4,919,400)			($4,919,400)		Defer $4.9m (S7.11) to FY27
TOWNSTR	115002	Streetscape Works - Werona Avenue, Gordon - construction	$483,500		($483,500)			($483,500)		Defer $483.5k (S7.11) to FY27
TOWNSTR	116100	Heritage Park and Werona Ave Streetscape Improvements.	$205,800	$50,000	($155,800)			($155,800)		Defer $155.8k (S7.11) to FY27
TOWNSTR Subtotal			**$11,139,700**	**$470,500**	**($10,669,200)**			**($10,669,200)**		
TRAFFAC	113018	Wombat Crossing -Hunter Avenue, St Ives	$144,500	$236,000	$91,500	$91,500				T/f $91.5k (I&F) from PW116016 Road Rehabilitation Program - FY26

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Ku-ring-gai Council

Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments

July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
TRAFFAC	113022	Wombat Crossing -Water Street	$104,400	$274,000	$169,600	$169,600				T/f $169.6k (I&F) from PW116016 Road Rehabilitation Program - FY26
TRAFFAC	113023	Wombat Crossing - Cleveland Street	$104,900	$274,500	$169,600	$169,600				T/f $169.6k (I&F) from PW116016 Road Rehabilitation Program - FY26
TRAFFAC	113024	Wombat Crossing - Culworth Avenue	$105,500	$128,200	$22,700	$22,700				T/F $22.7k (I&F) from PW116016 Road Rehabilitation Program - FY26
TRAFFAC	114006	Burns Rd/Cleveland St/Grosvenor St, Wahroonga	$124,600	$50,000	($74,600)			($74,600)		Defer 74.6k (I&F) to FY27
TRAFFAC	114043	HPAA - Lindfield CBD	$361,600		($361,600)		($361,600)			Defer $361.6k (Grant) to FY27
TRAFFAC	114044	Fox Valley Road - Wombat Crossing	$54,100	$333,000	$278,900	$278,900				T/f $278.9k (I&F) from PW16016 Roads - Rehabilitation Program - FY26
TRAFFAC	115114	Footpath Torokina Ave and Wombat crossing Yarrabung	$454,000	$75,000	($379,000)		($379,000)			Defer $379k (Grant) to FY27
TRAFFAC	115115	HPAA - Eastern Road, Turramurra - Worcester Chilton	$1,552,700	$1,000,000	($552,700)		($552,700)			Defer $552.7k (Grant) to FY27

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Ku-ring-gai Council

Quarterly Budget Review - Summary of Capital & Operational Project Budget Adjustments

July - September 2025

Program	Project Number	Project Description	Revised Expenditure Budget Q0	Revised Expenditure Budget Q1	Expenditure Budget Adjustment Inc/(Dec)	Internal Project Funding Budget Adj Q1 Inc/(Dec)	Additional Revenue Budget Adj Q1 Inc/(Dec)	Additional Reserve Funding Budget Adj Q1 Inc/(Dec)	Recurrent Budget Internal Transfer Budget Adj Q1 Inc/(Dec)	Comments
TRAFFAC	115134	Robert Street, Gordon - Pedestrian crossing	$348,800	$50,000	($298,800)		($298,800)			Defer $298.8k (Grant) to FY27
TRAFFAC Subtotal			**$3,355,100**	**$2,420,700**	**($934,400)**	**$732,300**	**($1,592,100)**	**($74,600)**		
TRANSPOR	109120	Management of recreation in natural areas	$151,400		($151,400)			($151,400)		Return $151.4k to environmental levy reserve
TRANSPOR	112116	Sustainable transport initiatives, including cycling	$158,900		($158,900)			($158,900)		Return $158.9k to environmental levy reserve
TRANSPOR Subtotal			**$310,300**		**($310,300)**			**($310,300)**		
WATERSEN	103219	Bio filter systems and tree pits	$121,500		($121,500)			($121,500)		Return $121.5k to environmental levy reserve
WATERSEN	106047	Buildings and facilities - water projects	$31,800		($31,800)			($31,800)		Return $31.8k to environmental levy reserve
WATERSEN	114003	Stormwater harvesting and reuse projects	$153,500		($153,500)			($153,500)		Return $153.5k to environmental levy reserve
WATERSEN Subtotal			**$306,800**		**($306,800)**			**($306,800)**		
					($38,204,600)		**($3,161,100)**	**($34,905,400)**	**($138,100)**	

Attachment 3 - QBR statements

Responsible accounting officer's statement

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021.

It is my opinion that the Quarterly Budget Review Statement for Ku-ring-gai Council for the quarter ended 30/09/25 indicates that Council's projected financial position at 30/6/26 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: _____ Date: 03 /11 /25

Mette Kofoed

Responsible Accounting Officer (Acting), Ku-ring-gai Council

QBR Financial Overview

Ku-ring-gai Council

Budget review for the quarter ended - 30 September 2025

Description		Previous Year Actual 2024/25 $000's	Current Year Original Budget 2025/26 $000's	Approved Changes Review Q1 $000's	Approved Changes Review Q2 $000's	Approved Changes Review Q3 $000's	Revised Budget $000's	Recommended changes for council resolution* $000's	Projected year end (PYE) Result 2025/26 $000's	VARIANCE Original Budget w PYE 2025/26 $000's	ACTUAL YTD 2025/26 $000's
Net Operating Result before grants and contributions provided for capital purposes	General Fund	3,954	114	0	0	0	114	-5,401	-5,287	-5,401	83,038
	Water Fund										
	Sewer Fund										
	Waste Fund										
	Consolidated	**3,954**	**114**	**0**	**0**	**0**	**114**	**-5,401**	**-5,287**	**-5,401**	**83,038**
Operating result from continuing operations(with capital grants and contributions) excluding depreciation,amortisation and impairments of non financial assets	**Consolidated**	**49,364**	**46,233**	**0**	**0**	**0**	**46,233**	**-2,980**	**43,253**	**-2,980**	**93,642**
Borrowings	Total borrowings**	-3,281	-3,338				-3,338		-3,338		
Liquidity	External Restrictions	-114,339	-96,982	0	0	0	-96,982	-17,693	-114,675	-17,693	-122,212
	Internal Allocations	-68,018	-44,631	0	0		-44,631	7,264	-37,366	7,264	-71,935
	Unallocated	-6,966	0	0	0	0	-6,966	-758	-758	6,208	-9,516
	Total Cash and Cash Equivalents	**-189,324**	**-141,613**	**0**	**0**	**0**	**-148,579**	**-11,187**	**-152,800**	**-4,221**	**-203,664**
Capital	Capital Funding	-68,861	-71,819	0	0	-0	-71,819	13,559	-58,260	13,559	-4,672
	Capital Expenditure	68,861	71,819	0	0	0	71,819	-13,559	58,260	-13,559	4,672
	Net Capital	**0**	**0**	**0**	**0**	**-0**	**-0**	**0**	**-0**	**-0**	**0**

* Includes carried forward expenditure 2024/25 (OMC 19 August 2025)

** Includes loan repayments

		Opening Balance As at 1 July 2025/26 $000's	Total Cash Contributions Received As at this Q 2025/26 $000's	Total Interest Earned As at this Q 2025/26 $000's	Total Expended As at this Q 2025/26 $000's	Total Internal Borrowings (to)/from As at this Q 2025/26 $000's	Held as Restricted Asset As at this Q 2025/26 $000's	Cumulative Balance of Internal Borrowings (to)/from As at 1 July 2025/26 $000's
Developer Contributions	Total Developer Contributions	102,003	2,924	1,225	-237	0	105,915	0

Income and Expenses Budget Review Statement
Ku-ring-gai Council
Budget review for the quarter ended - 30 September 2025
General Fund

Description	Previous Year Actual 2024/25 $000's	Current Year Budget 2025/26 $000's	Approved Changes Review Q1 $000's	Approved Changes Review Q2 $000's	Approved Changes Review Q3 $000's	Revised Budget $000's	Recommended changes for Council Resolution* $000's	Projected year end (PYE) Result 2025/26 $000's	VARIANCE Original Budget w PYE 2025/26 $000's	ACTUAL YTD 2025/26 $000's
INCOME										
Rates and Annual Charges	103,479	110,063	0	0	0	110,063	0	110,063	0	110,188
User Charges and Fees	24,097	23,956	0	0	0	23,956	0	23,956	0	5,889
Other Revenue	6,394	13,895	0	0	0	13,895	0	13,895	0	5,465
Grants & Contribn - Operating	8,459	9,188	0	0	0	9,188	336	9,524	336	1,296
Grants & Contribn - Capital	18,043	16,594	0	0	0	16,594	2,421	19,015	2,421	3,598
Interest and Investment Income	10,530	8,204	0	0	0	8,204	0	8,204	0	2,426
Other Income	7,923	0	0	0	0	0	0	0	0	0
Net gain from disposal of assets	3,675	0	0	0	0	0	0	0	0	-22
Total income from continuing operations	**182,600**	**181,900**	**0**	**0**	**0**	**181,900**	**2,757**	**184,657**	**2,757**	**128,840**
EXPENSES										
Employee benefits and on-costs	51,963	56,452	0	0	0	56,452	0	56,452	0	13,709
Materials & Services	75,053	72,945	0	0	0	72,945	5,697	78,642	5,697	21,028
Borrowing Costs	1,174	1,139	0	0	0	1,139	0	1,139	0	328
Other Expenses	5,046	5,131	0	0	0	5,131	40	5,171	40	132
Net loss from disposal of assets	0	0	0	0	0	0	0	0	0	0
Total Expenses from continuing operations excluding depreciation,amortisation and impairment of non financial assets	**133,236**	**135,667**	**0**	**0**	**0**	**135,667**	**5,737**	**141,404**	**5,737**	**35,198**
Operating result from continuing operations(with capital grants and contributions) excluding depreciation,amortisation and impairments of non financial assets	**49,364**	**46,233**	**0**	**0**	**0**	**46,233**	**-2,980**	**43,253**	**-2,980**	**93,642**
Depreciation,amortisation and impairment of non financial assets	27,367	29,525	0	0	0	29,525	0	29,525	0	7,005
Operating result from continuing Operations	**21,997**	**16,708**	**0**	**0**	**0**	**16,708**	**-2,980**	**13,728**	**-2,980**	**86,636**
Net Operating Result before grants and contributions provided for capital purposes	**3,954**	**114**	**0**	**0**	**0**	**114**	**-5,401**	**-5,287**	**-5,401**	**83,038**

* Includes carried forward expenditure 2024/25 (OMC 19 August 2025)

Capital Budget Review Statement
Ku-ring-gai Council
Budget review for the quarter ended - 30 September 2025

Description	Previous Year Actual 2024/25 $000's	Current Year Original Budget 2025/26 $000's	Approved Changes Review Q1 $000's	Approved Changes Review Q2 $000's	Approved Changes Review Q3 $000's	Revised Budget $000's	Recommended changes for council resolution* $000's	Projected year end (PYE) Result 2025/26 $000's	VARIANCE Original Budget w PYE 2025/26 $000's	ACTUAL YTD 2025/26 $000's
CAPITAL FUNDING										
Rates & other Untied funding	2,862	2,727	0	0	0	2,727	-78	2,649	-78	405
Capital Grants & Contribution	7,825	4,005	0	0	0	4,005	3,369	7,374	3,369	854
Reserves - External Restrictions	30,955	35,732	0	0	0	35,732	-19,644	16,089	-19,644	185
Reserves - Internal Allocated	19,741	29,355	0	0	0	29,355	2,739	32,094	2,739	3,048
New Loans	0	0	0	0	0	0	0	0	0	0
Proceeds from Sale of Assets	7,478	0	0	0	0	0	54	54	54	180
Other										
Total Capital Funding	**68,861**	**71,819**	**0**	**0**	**0**	**71,819**	**-13,559**	**58,260**	**-13,559**	**4,672**
CAPITAL EXPENDITURE										
WIP	0	0	0	0	0	0	0	0	0	0
New Assets	48,942	25,672	0	0	0	25,672	-4,357	21,315	-4,357	410
Asset Renewal	20,006	46,147	0	0	0	46,147	-9,203	36,944	-9,203	4,262
Other										
Total Capital Expenditure	**68,861**	**71,819**	**0**	**0**	**0**	**71,819**	**-13,559**	**58,260**	**-13,559**	**4,672**
Net Capital Funding - Surplus/(Deficit)	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

* Includes carried forward expenditure 2024/25 (OMC 19 August 2025)

Cash and Investments Budget Review Statement

Ku-ring-gai Council

Budget review for the quarter ended - 30 September 2025

Description	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes for council resolution*	Projected year end (PYE)	VARIANCE	ACTUAL YTD
	Actual 2024/25 $000's	Budget 2025/26 $000's	Review Q1 $000's	Review Q2 $000's	Review Q3 $000's	Budget $000's	$000's	Result 2025/26 $000's	Original Budget w PYE 2025/26 $000's	2025/26 $000's
Total Cash,Cash Equivalents & Investments										
EXTERNALLY RESTRICTED										
Water Fund	0	0	0	0	0	0	0	0	0	0
Sewer Fund	0	0	0	0	0	0	0	0	0	0
Dev Contributions - General	-102,003	-84,533	0	0	0	-84,533	-19,506	-104,039	-19,506	-105,916
Dev Contributions - Water	0	0	0	0	0	0	0	0	0	0
Dev Contributions - Sewer	0	0	0	0	0	0	0	0	0	0
Transport for NSW Contributions	0	0	0	0	0	0	0	0	0	0
Domestic Waste Management	-7,892	-9,201	0	0	0	-9,201	1,045	-8,156	1,045	-10,955
Stormwater management	0	0	0	0	0	0	0	0	0	0
Other	-4,444	-3,248	0	0	0	-3,248	3,019	-2,480	768	-5,341
Total Externally Restricted	**-114,339**	**-96,982**	**0**	**0**	**0**	**-96,982**	**-17,693**	**-114,675**	**-17,693**	**-122,212**
Cash,cash equivalents & investments not subject to external restrictions										
INTERNAL ALLOCATIONS										
Employee Leave Entitlements	-3,270	-3,361	0	0	0	-3,361	0	-3,361	0	-3,303
Infrasturcture	-2,108	-1,589	0	0	0	-1,589	131	-1,458	131	-2,159
Elections	-614	-804	0	0	0	-804	0	-804	0	-704
Bonds	-670	-3,670	0	0	0	-3,670	0	-3,670	0	-670
Infrasructure & Facilities	-59,708	-28,336	0	0	0	-28,336	6,134	-22,202	6,134	-63,070
Grants & Contributions	-1,131	178	0	0	0	178	946	1,123	946	-1,516
Other	-518	-7,049	0	0	0	-7,049	54	-6,995	54	-514
Total Internally Allocated	**-68,018**	**-44,631**	**0**	**0**	**0**	**-44,631**	**7,264**	**-37,366**	**7,264**	**-71,935**
Unallocated	**-6,966**					**0**	**-758**	**-758**	**6,208**	**-9,516**
Total Cash & Investments	**-189,324**	**-141,613**	**0**	**0**	**0**	**-141,613**	**-11,187**	**-152,800**	**-4,221**	**-203,664**

* Includes carried forward expenditure 2024/25 (OMC 19 August 2025)

Summary Developer Contributions

Ku-ring-gai Council

Budget review for the quarter ended - 30 September 2025

Purpose	Opening Balance	Contributions Received			Total Actuals Interest Earned	Total Amounts Expended	Total Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative Balance of Internal borrowings (to)/from
		Total Actual Cash	Total Non Cash Land	Total Non Cash Other					
	As at 1 July 2025	Q1	Q1	Q1	Q1	Q1	Q1	At this Q Q1	At this Q Q1
	$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's
Drainage	0	0	0	0	0	0		0	0
Roads	(2,797)	246	0	0	330	(25)		(2,576)	0
Traffic facilities	28,330	486	0	0	0	(75)		29,071	0
Parking	0	0	0	0	0	0		0	0
Open Space	54,023	1,041	0	0	630	(45)		55,649	0
Community facilities	6,074	130	0	0	71	(24)		6,251	0
Other	0	0	0	0	0	0		0	0
Total S7.11 Under plans	**85,630**	**1,903**	**0**	**0**	**1,031**	**(169)**	**0**	**88,395**	**0**
S7.11 Not under plans	4,732	0	0	0	54	(32)		4,754	0
S7.12 Levies	11,641	1,021	0	0	140	(36)		12,766	0
S7.4 Planning agreements	0	0	0	0	0	0		0	0
S64 Contributions	0	0	0	0	0	0		0	0
Other	0	0	0	0	0	0		0	0
Total Developer Contributions	**102,003**	**2,924**	**0**	**0**	**1,225**	**(237)**	**0**	**105,915**	**0**

Attachment 4

HOW TO READ YOUR QUARTERLY FINANCIAL OVERVIEW

QBRS FINANCIAL OVERVIEW

(Name) Council

Budget review for the quarter ended - XX XXXXXXX 20XX

DESCRIPTION		Previous Year Actual 20xx/xx $000's	Current Year Original Budget 20xx/xx $000's	Approved Changes Review Q1 $000's	Approved Changes Review Q2 $000's	Approved Changes Review Q3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 20xx/xx $000's	VARIANCE ORIGINAL budget v PYE 20xx/xx $000's	ACTUAL YTD 20xx/xx $000's
Net Operating Result before grants and contributions provided for capital purposes	General Fund	0	0	0	0	0	0	0	0	0	0
	Water Fund	0	0	0	0	0	0	0	0	0	0
	Sewer Fund	0	0	1	0	0	2 0	3 0	4 0	5 0	6 0
	Consolidated	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	**Consolidated**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	**0**
Borrowings	Total borrowings									0	
Liquidity	External restrictions	0	0	0	0	0	0	0	7 0	0	0
	Internal Allocations	0	0	0	0	0	0	0	0	0	0
	Unallocated	0	0	0	0	0	0	0	0	0	0
	Total Cash and Cash Equivalents	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Capital	Capital Funding	0	0	0	0	0	0	0	8 0	**0**	0
	Capital Expenditure	0	0	0	0	0	0	0	0	**0**	0
	Net Capital	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

1. Approved changes – Review – Q1
These are the changes for Q1 that were approved by a previous council resolution. The original budget amount plus the approved changes determine the revised budget in this QBRS.

2. Revised budget
This figure is the original budget plus prior quarter approved changes.

3. Recommended changes for council resolution
Any change to the budget must be approved by council. By resolving to accept this QBRS, Councillors are approving the recommended changes.

4. Projected year end result
This figure is the revised forecast position of the fund at financial year end. The projected year end result is the original budget plus the approved and recommended budget changes.

The Consolidated Fund is the combination of the General, Water and Sewer funds. Some councils do not provide water or sewer to their communities.

5. Variance
This column shows the variance between the original adopted budget and the revised projected year result. Councillors should be aware of the reasons behind the variance.

6. Actual YTD
Actual year to date is the result from 1st July up until the end of the quarter being reported.

7. Internal allocations and unallocated reserves
Internal allocations and unallocated reserves demonstrate the level of liquidity of Council. Specifically, the Council's ability to cover short term liabilities such as employee entitlements.

8. Capital
The capital overview should inform council as to whether the capital works program is on track to deliver programs outlined in the IP&R documentation.

The funds are reported separately to ensure council, and the community have a clear picture of how the respective infrastructure and service delivery streams are performing – independent of councils broader (consolidated) account.

Attachment 5

Department of Planning, Housing and Infrastructure

dphi.nsw.gov.au

NSW GOVERNMENT

Quarterly Budget Review Statement Guidelines

for Local Government

August 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 and seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

Published by NSW Department of Planning, Housing and Infrastructure

dphi.nsw.gov.au

olg.nsw.gov.au

Quarterly Budget Review Statement Guidelines for Local Government

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Why is transparency of performance important?

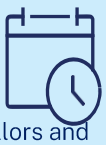
Effective oversight

Financial reports must include clear, relevant and meaningful information. They provide councillors and the community with a clear picture of how council is performing, facilitating good decisions that enable council to operate efficiently by measuring progress against goals and objectives.

Transparency

Financial reporting is an important part of a transparent and accountable local government. It enables expectations to be set, monitored and communicated. It acknowledges that each council has its own unique environment and circumstances, and specific transactions and events.

Timely



Regular reporting enables councillors and the community to regularly assess progress and measure the council's financial health. It enables variances to be understood and addressed throughout the year and facilitates timely corrective actions as required. It also enables spending commitments to be managed now and into the future.

Builds trust

Accurate, reliable and openly available financial information builds trust and engagement. It enables councillors and the community to regularly assess councils progress against its intended goals and objectives.

What is the purpose of transparent performance reporting?

Councils manage significant finances on behalf of their communities and play a pivotal role in making sure public money is directed to the assets and services most at need.

Transparent and timely performance reporting enables councillors and council staff to work together to drive and deliver the council's strategic direction, adjust to change and implement risk mitigation measures.

It is critically important that councillors have sufficient information to agree on expenditure and asset management decisions that are in the interest of their communities.

It is equally important that communities have confidence that councillors and council staff are managing council's budget appropriately and prioritising infrastructure and services that meet local needs.

That is why NSW councils are required to prepare and adopt a range of strategic plans, active reporting and performance reports and consider the financial implications of the decisions they make.

Integrated Planning and Reporting (IP&R)

Community strategic planning is the process by which councillors, with their community, establish a vision for the future of the local government area, and develop goals, objectives, strategies and actions to achieve that planned outcome, which is articulated in the council's IP&R documentation.

Annual Reporting

The annual report is a key point of accountability and communication between a council and its community and focuses on the council's implementation of what it committed to deliver in its IP&R documents for the financial year. Council end of year financial statements form part of the annual report. Financial statements provide information about the reported financial position and performance of the council during the financial year.

Quarterly Budget Review Statement (QBRS)

The QBRS is the statutory mechanism by which councillors, council staff and the community are informed of the council's financial performance against the council's original budget, at quarterly intervals.

Monthly Reporting

Monthly reports provide up-to-date reporting of council's financial positions and performance, to enable active tracking and determine future plans and decision making.

The Quarterly Budget Review Statement Guidelines for Local Government (the Guidelines) have been developed to ensure council staff report clearly and consistently to their councillors and communities, and in a manner that provides relevant and easy to read financial information.

The Guidelines outline the purpose and value of effective financial reporting, clarify the roles of council staff, councillors and the community, and establish standardised QBRS reporting templates. The Guidelines also clarify that councillors need to have visibility and be in control of the financial performance of their council.

These Guidelines have been issued under section 203 (3) of the Local Government (General) Regulation 2021 (the Regulation). This means that it is mandatory that all NSW councils, joint organisations and county council comply with the Guidelines including the standardised QBRS reporting to be presented to councillors, the community and to the Office of Local Government (OLG).

Financial reporting supports effective decision making, long-term financial sustainability and highlights budget performance, transparency and accountability to the community

Transparent, accurate and timely council financial reporting:

- provides councillors with effective oversight supporting informed and evidence-based decision making,
- provides clear, simple and meaningful financial information,
- addresses a range of questions to identify ways to improve budgetary performance and accountability, and
- minimises risk by ensuring spending is reasonable and sustainable.

It is essential that councillors understand and ask questions about the council's financial position and financial performance and make necessary budget adjustments.

The following table outlines some of the questions councillors, council staff and the community should ask when reviewing council financial reports.

Do we have effective oversight?

Is our income and expenditure tracking as we expected? If not, why not?

Is our spending reasonable and sustainable and are we operating cost effectively and efficiently?

Are we aware of key risks that could impact financial sustainability?

Are there any events or conditions which mean we need to change our spending or asset management plans?

Is the reporting transparent?

Is the information in our financial reports simple, relevant and current?

Do we have a clear picture of how council is performing?

Are we clearly communicating our financial expectations and progress?

Is there appropropriate commentary or narrative to accompany the numbers?

Is the information timely?

Do we have current information to assess, progress and measure council's financial health?

Do we have the right information to understand how council is tracking against its intended plan and to make decisions, including any necessary budget adjustments?

How soon, or frequently, are we getting the information?

Are we building trust and confidence?

Are we transparent and accountable to our community?

Are we measuring progress against goals and objectives?

Are we doing what we said we would do and are we meeting our service level expectations?

Do we have appropriate risk avoidance measures?

Do we have the capacity to meet our financial obligations?

Do we need to adjust our budget?

Can we explain our budget variances?

Are we in a position to effectively manage likely developments and unexpected financial shocks?

What is the Quarterly Budget Review process?

The quarterly budget review process enables councillors to make timely and informed decisions to ensure the council remains on track to meet its strategic objectives within budget

Section 203 of the Regulation requires the QBRS to include a summary of the council's financial performance at the end of each quarter to ensure councillors, council staff and the community are informed about council's financial progress.

The primary purpose of the QBRS is to:

- clearly communicate the council's overall financial performance
- track the council's progress determined in its original budget against council's last revised budget
- ensure that the council remains on track to meet its planned objectives, targets and outcomes, and
- ensure that the council delivers the infrastructure and services it committed to provide in its strategic plans.

Importantly, it provides a mechanism on a quarterly basis for councillors and council staff to assess and make decisions about any necessary budgetary adjustments to council's financial direction.

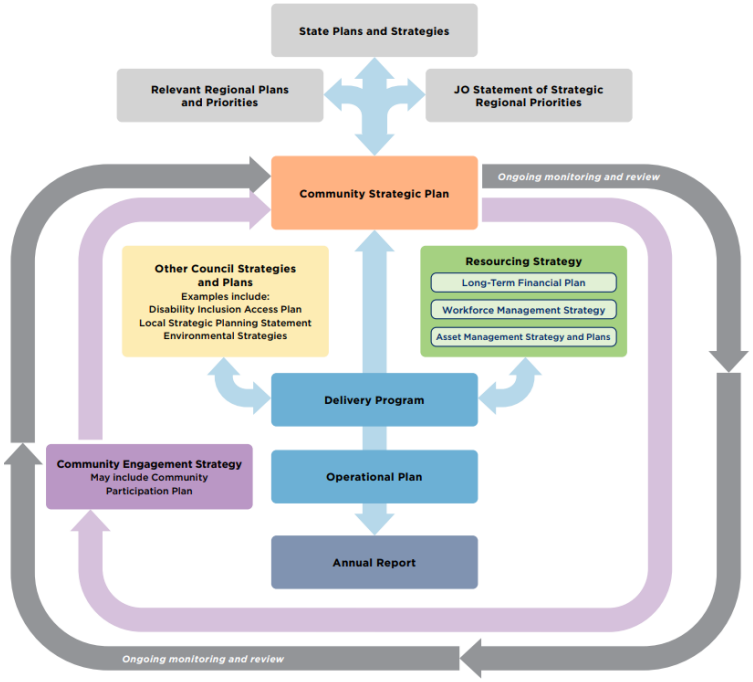
While the QBRS process is an important mechanism for councillors to track, adjust and publish reports about council's financial direction, councillors should not wait for the statutory quarterly financial reporting process. Councillors should request and receive financial reports on a monthly basis to monitor and compare council's income and expenditure

How does the QBRS fit into council strategic planning and annual reporting?

The QBRS enables the council to analyse and monitor how well they are performing against the strategic goals and objectives they set in their Integrated Planning and Reporting (IP&R) documents.

The QBRS refers to the estimate of income and expenditure outlined in the annual budget within the Operational Plan. It details actual results and revises the budget forecast for the remainder of the year. Importantly, it allows councillors to consider, and if required make, budgetary adjustments. QBRS insights and results will inform the next Resourcing Strategy (Long Term Financial Plan) or Delivery Program or lead to an amendment of the Operational Plan.

The graphic below shows how the IP&R framework operates. The QBRS, and council monthly financial reporting, fall into the dark grey 'ongoing monitoring and review' cycle.



Council end of year financial statements form part of a council annual report.

End of year financial statements are backwards looking and are not adequate for internal council reporting or decision-making purposes.

Section 416 of the *Local Government Act 1993* (the Act) requires councils to present their audited financial statements in a prescribed format by no later than 31 October each year. The Code of Accounting Practice and Financial Reporting (Code) prescribes the format for NSW councils.

The Code ensures council financial statements are prepared in a reliable, comparable format as the basis for audit and in compliance with Australian Accounting Standards. The prescribed

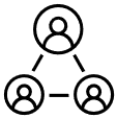
format also ensures that the financial statements clearly and consistently communicate each council's end of year financial position to their local community.

Council financial statements are required to be finalised and audited each year by the NSW Audit Office within 4 months after the end of a financial year. They provide a summary of past transactions and are an external report to the public. Given they are backwards looking reports, council end of year financial statements, published in annual reports, should not be used for internal decision-making purposes.

On the other hand, the QBRS is a financial management report, tailored to provide actionable financial information to councillors, as the key decision makers of council. The QBRS uses the latest financial data to ensure councillors are examining and considering the potential impact of their decisions, the likelihood and consequences of risks and the council's ability to respond to unforeseen developments on future financial sustainability.

What are the roles and responsibilities of councillors, councils and the community?

Councillors, council staff and the community all have an active role to play in the financial performance of a council.



The role of councillors

The councillors determine the strategic and spending priorities for the council and are ultimately responsible for their councils' financial performance

Mayors and councillors must make open, transparent decisions and ensure strong accountability to their community. They are responsible for looking closely at what the council is spending, how assets are managed and ensuring the council is delivering value for money by containing expenditure within income.

The QBRS is a key process to ensure councillors achieve the objectives and targets they agreed to in their suite of IP&R documents.

Councillors have a crucial role in overseeing the sound financial management of their council and under section 8B of the Act they are responsible for ensuring:

- spending is responsible, sustainable and that council revenue and expenses are aligned,
- council is investing in responsible and sustainable infrastructure for the benefit of its community,
- council financial and asset management policies are sound and effective, including its performance management and reporting, asset management and enhancement, funding decisions and risk management practices, and
- intergenerational equity is achieved by ensuring that the current generation funds council costs and that all decisions consider the long-term financial effects on future generations.

Councillors should ask questions and seek sufficient information from council staff to enable them to understand the financial situation of the council. A range of suggested questions is provided in the *'What is the purpose of transparent performance reporting?'* section of these Guidelines.

If councillors feel they have insufficient information on which to base a decision or monitor or assess a project or proposal it is important that the general manager is asked to provide further information. The general manager has a responsibility to provide councillors with the financial information, advice and support it needs to oversee council's financial management.

Under the Act, councillors have an obligation to make all reasonable efforts to acquire and maintain the skills necessary to perform their role including with respect to understanding council finances.

OLG provides a range of support and resources to assist councillors. OLG's "Hit the Ground Running" webinars and OLG's "Accounting and Financial Reporting" webinars provide councillors with advice about the financial information they should be given. These resources also encourage councillors to question if the information is sufficient and appropriate, could it be streamlined, and if there is additional financial information that would be useful. Copies of the presentations and recordings of the webinars are available for councillors and council staff to access at any time on the OLG website via the Council Portal.

The role of the general manager

The general manager is required to ensure the mayor and councillors are given timely information, advice and support and to ensure the council meets its financial obligations

Section 209 of Regulation outlines the particular responsibilities of the general manager in relation to council accounting practices to ensure:

- compliance with the provisions of the Act, regulations and any other written law relating to a council's financial obligations,
- measures are taken to secure the effective, efficient and economical management of financial operations,
- authorising and recording procedures are established to provide effective control over a council's assets, liabilities, revenue and expenditure and secure the accuracy of the accounting records, and
- that the lines of authority and the responsibilities of council financial and accounting staff are clearly defined.

In relation to the QBRS and council financial performance, section 335(f) of the Act requires the general manager to ensure that the mayor and other councillors are given timely information, advice and support to effectively discharge their duties.

The role of the responsible accounting officer

The responsible accounting officer needs to establish and maintain a system of budgetary control and enable monthly monitoring of council's income and expenditure

The general manager designates someone to be the council's responsible accounting officer (RAO) or can designate themself as the RAO (Regulation s.196).

Section 203 of the Regulation requires the council's responsible accounting officer to prepare and submit a QBRS to a council meeting within 2 months of the end of each quarter.

The purpose of the RAO considering and reporting on council's financial performance in the QBRS is to assess if the council's projected year end result as at the end of each quarter has any likely impact on the council's financial position based on the original estimate of income and expenditure determined in the council's Resourcing Strategy. If the position is unsatisfactory the RAO is required to make recommendations for remedial action.

To do this, the responsible accounting officer needs to:

- Establish and maintain a system of budgetary control (Regulation s.202(a))
- Enable council's actual income and expenditure to be monitored and compared monthly (Regulation s.202(a))
- Report to the next meeting of council if actual income or expenditure is materially different to the original estimate (Regulation s.202(b))
- Submit the QBRS to a council meeting no later than 2 months after the end of each quarter (except June quarter) (Regulation s.203(1))
- Ensure a report is included stating whether the RAO believes the council's financial performance is satisfactory, and if not, what recommendations should be implemented (Regulations s.203 (2 a and b))

These Guidelines also require additional actions from the RAO as outlined in the '*What needs to be reported in the QBRS and when*' section.

The role of the community

Councils manage significant resources and provide a broad range of assets and services for their communities.

Financial reporting is an important part of a transparent, accountable and effectively run council. It is also a critical element to ensure that council is making decisions that are in the best interest of the community, now and into the future, and that the council remains financially sustainable.

Community members should have access to the information outlined in these Guidelines so they can understand, monitor and hold their council to account for its financial wellbeing.

They should review the council's financial reports and ask the questions highlighted in the '*What is the purpose of transparent performance reporting?*' section of these Guidelines.

They should also ensure that the council is reporting it's QBRS on time and in a manner that is openly available to the community.

What needs to be reported in the QBRS and when?

What needs to be presented to a council meeting?

The QBRS needs to provide sufficient information to alert councillors, council staff and the community to any potential issues that may impact the council's ability to achieve the strategies and financial targets set in council's IP&R documentation and to maintain council's targeted financial position

The QBRS should adequately disclose the council's overall financial performance and provide sufficient information to enable informed and transparent decision making.

The QBRS needs to show the revised estimated income and expenditure for the year against the original estimate of annual income and expenditure determined in council's Operational Plan, along with explanations for variances and, if required, recommended changes.

These Guidelines establish the mandated and standardised requirements to be included in a QBRS presented to the councillors at a council meeting, including:

- a QBRS Financial Overview – providing a one-page snapshot of how council is performing at the end of the quarter
- Income and Expenses Budget Review Statement in each of the following formats (where applicable to a council):
    - Consolidated fund
    - General fund
    - Water fund
    - Sewer fund
- Capital Budget Review Statement,
- Cash and Investments Budget Review Statement,
- Summary of Developer Contributions, and
- A report from the RAO stating whether the RAO believes council's financial position is satisfactory, and if not, what recommendations should be implemented.

Councils may add additional narrative, commentary and supplementary information, however each council in NSW must use, and not adjust, the standardised templates in these Guidelines.

These Guidelines also introduce a new requirement for each council to report their QBRS with a covering financial overview and then report at consolidated, general, water, and sewer fund level (where applicable to councils). These Guidelines also introduce a requirement to provide a summary of developer contributions. This shift to report the various council funds will ensure that councillors, council staff and communities have a clear picture of not only how their council is operating at a holistic level, but also how each fund is operating on its own merit.

To build transparency, accountability and community trust, council staff need to ensure the QBRS is easily located on council's website.

Councillors are required to consider the QBRS presented to it, resolve to note the QBRS and adopt appropriate action to correct an unsatisfactory position identified in the QBRS. Council cannot make changes to the budget unless the budget adjustments have been considered and adopted by councillors, as the governing body of the council.

What needs to be reported to the Office of Local Government?

These Guidelines establish a new process requiring all NSW councils to provide OLG with a full copy of each of the QBRS documents mandated in these Guidelines and a copy of the relevant resolution.

These Guidelines also establish a new process for all NSW councils to provide OLG with an electronic QBRS data return on a quarterly basis. OLG will issue an electronic data template, aligned to the templates in these Guidelines, for this purpose.

Separate to the QBRS process and as explained earlier in the 'End of year financial statements' section of these Guidelines, council financial statements are required to be finalised and audited by 31 October each year. These Guidelines, issued under section 203 (3) of the Regulation, mandate the requirement that each council's end of year financial data must be provided in the form of an annual financial data return (FDR) to OLG by 31 October each year.

OLG will use the QBRS and FDR financial reporting data to monitor compliance, undertake performance reviews and risk assessments and, if required, undertake any necessary regulatory enforcement.

Currently the FDR is published on the YourCouncil website. In time, and to ensure the community has readily available and comparable data, OLG intends to also publish council QBRS information on the YourCouncil website.

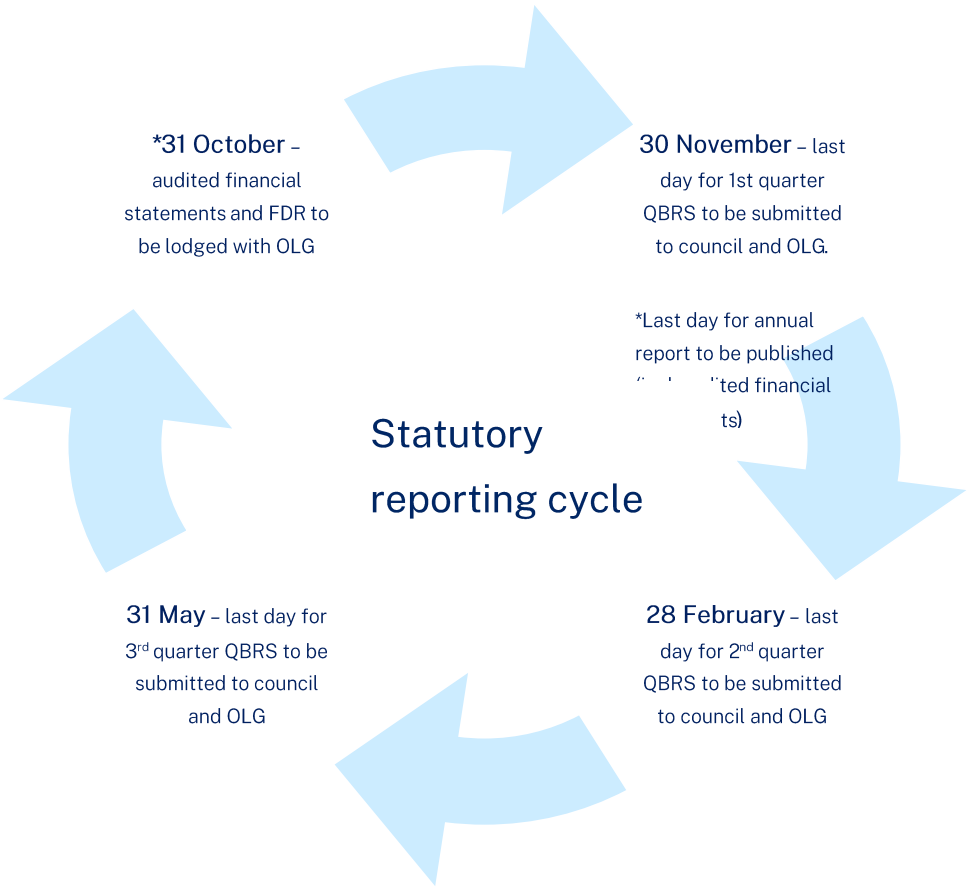
When does the QBRS need to be presented?

Section 203 of the Regulation requires that the QBRS must be reported to councillors at a council meeting within 2 months after the end of each quarter, except the 4th (June) quarter.

The community is entitled to have access to accurate, reliable and openly available financial information. Council staff need to ensure their QBRS documentation is easy to find on council's webpage.

To appropriately manage resources and to understand current council financial positions and performance, monthly financial information should also be prepared, discussed and presented to councillors.

Monthly financial reports should include, as a minimum, an income statement for the month and year to date, a balance sheet, council's cash position, highlight material budget variances and an include an investment report.



While the table above outlines statutory financial reporting timeframes, councillors should not wait for the QBRS to receive an update on their council's financial performance. The items marked with an asterix (*) are not part of the QBRS cycle.

While the QBRS is a mandated report, financial reporting information should be provided to councillors at least monthly – council staff should not wait for the QBRS to present and discuss financial information with councillors.

QBRS minimum reporting templates

Template report by RAO

The following template is the minimum requirement for the RAO's statement and should be submitted with the QBRS minimum reporting templates.

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021.

It is my opinion that the Quarterly Budget Review Statement for [Name] Council for the quarter ended xx/xx/xx indicates that Council's projected financial position at 30/6/XX will be *satisfactory* / *unsatisfactory* at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

In the case of an unsatisfactory financial position:

The responsible accounting officer is to state recommendations for remedial action here.

Signed: _____ Date: _____/_____/____

Name

Responsible Accounting Officer, [Name] Council

QBRS Overview

QBRS FINANCIAL OVERVIEW

(Name) Council

Budget review for the quarter ended - XX XXXXXXX 20XX

DESCRIPTION		Previous Year Actual 20xx/xx $000's	Current Year Original Budget 20xx/xx $000's	Approved Changes Review Q1 $000's	Approved Changes Review Q2 $000's	Approved Changes Review Q3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 20xx/xx $000's	VARIANCE ORIGINAL budget v PYE 20xx/xx $000's	ACTUAL YTD 20xx/xx $000's
Net Operating Result before grants and contributions provided for capital purposes	General Fund	0	0	0	0	0	0	0	0	0	0
	Water Fund	0	0	0	0	0	0	0	0	0	0
	Sewer Fund	0	0	0	0	0	0	0	0	0	0
	Consolidated	0	0	0	0	0	0	0	0	0	0
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	Consolidated	0	0	0	0	0	0	0	0	0	0
Borrowings	Total borrowings									0	
Liquidity	External restrictions	0	0	0	0	0	0	0	0	0	0
	Internal Allocations	0	0	0	0	0	0	0	0	0	0
	Unallocated	0	0	0	0	0	0	0	0	0	0
	Total Cash and Cash Equivalents	0	0	0	0	0	0	0	0	0	0
Capital	Capital Funding	0	0	0	0	0	0	0	0	0	0
	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
	Net Capital	0	0	0	0	0	0	0	0	0	0

		Opening Balance As at 1 July 20xx $000's	Total Cash Contributions Received As at this Q $000's	Total Interest Earned As at this Q $000's	Total Expended As at this Q $000's	Total Internal Borrowings (to)/from As at this Q $000's	Held as Restricted Asset As at this Q $000's	Cumulative balance of internal borrowings (to)/from As at this Q $000's
Developer Contribution	Total Developer Contributions	0	0	0	0	0	0	0

Income and Expenses Budget Review Statement – Consolidated Fund

Income and Expenses Budget Review Statement

[Name] Council

Budget review for the quarter ended - XX XXXXXXX 20XX

Consolidated Fund

Description	Previous Year Actual 20xx/xx $000's	Current Year Original Budget 20xx/xx $000's	Approved Changes Review Q1 $000's	Approved Changes Review Q2 $000's	Approved Changes Review Q3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 20xx/xx $000's	VARIANCE ORIGINAL budget v PYE 20xx/xx $000's	ACTUAL YTD 20xx/xx $000's
INCOME										
Rates and Annual Charges									0	
User Charges and Fees									0	
Other Revenue									0	
Grants and Contributions - Operating									0	
Grants and Contributions - Capital									0	
Interest and Investment Income									0	
Other Income									0	
Net gain from disposal of assets									0	
Total Income from continuing operations	0	0	0	0	0	0	0	0	0	0
EXPENSES										
Employee benefits and on-costs									0	
Materials & Services									0	
Borrowing Costs									0	
Other Expenses									0	
Net Loss from Disposal of Assets									0	
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	0	0	0	0	0	0	0	0	0	0
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	0	0	0	0	0	0	0	0	0	0
Depreciation, amortisation and impairment of non financial assets									0	
Operating result from continuing Operations	0	0	0	0	0	0	0	0	0	0
Net Operating Result before grants and contributions provided for capital purposes	0	0	0	0	0	0	0	0	0	0

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget

Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:

1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan

2) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.

The narrative is important in understanding why budget changes are necessary.

Income and Expenses Budget Review Statement – General Fund

Income and Expenses Budget Review Statement

[Name] Council

Budget review for the quarter ended - XX XXXXXXX 20XX

General Fund

Description	Previous Year Actual 20xx/xx $000's	Current Year Original Budget 20xx/xx $000's	Approved Changes Review Q1 $000's	Approved Changes Review Q2 $000's	Approved Changes Review Q3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 20xx/xx $000's	VARIANCE ORIGINAL budget v PYE 20xx/xx $000's	ACTUAL YTD 20xx/xx $000's
INCOME										
Rates and Annual Charges									0	
User Charges and Fees									0	
Other Revenue									0	
Grants and Contributions - Operating									0	
Grants and Contributions - Capital									0	
Interest and Investment Income									0	
Other Income									0	
Net gain from disposal of assets									0	
Total Income from continuing operations	0	0	0	0	0	0	0	0	0	0
EXPENSES										
Employee benefits and on-costs									0	
Materials & Services									0	
Borrowing Costs									0	
Other Expenses									0	
Net Loss from Disposal of Assets									0	
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	0	0	0	0	0	0	0	0	0	0
Operating Result from continuing operations exluding deprecitation, amortisation and impairment of non financial assets	0	0	0	0	0	0	0	0	0	0
Depreciation, amortisation and impairment of non financial assets									0	
Operating result from continuing Operations	0	0	0	0	0	0	0	0	0	0
Net Operating Result before grants and contributions provided for capital purposes	0	0	0	0	0	0	0	0	0	0

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget

Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:

1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan

2) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.

The narrative is important in understanding why budget changes are necessary.

Income and Expenses Budget Review Statement – Water Fund

Income and Expenses Budget Review Statement

[Name] Council

Budget review for the quarter ended - XX XXXXXXX 20XX

Water Fund

Description	Previous Year Actual 20xx/xx $000's	Current Year Original Budget 20xx/xx $000's	Approved Changes Review Q 1 $000's	Approved Changes Review Q 2 $000's	Approved Changes Review Q 3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 20xx/xx $000's	VARIANCE ORIGINAL budget v PYE 20xx/xx $000's	ACTUAL YTD 20xx/xx $000's
INCOME										
Access Charges									0	
User Charges									0	
Fees									0	
Grants & Contributions - Operating									0	
Interest and Investment Income									0	
Other Income									0	
Net gain from disposal of assets									0	
Total Income from continuing operations	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	**0**
EXPENSES										
Employee benefits and on-costs									0	
Materials & Services									0	
Borrowing Costs									0	
Water purchase charges									0	
Calculated taxaxtion equivalents									0	
Debt guarantee fee									0	
Other Expenses									0	
Net Loss from Disposal of Assets									0	
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	**0**
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	**0**
Depreciation, amortisation and impairment of non financial assets									0	
Surplus / Deficit from continuing operations before capital amounts	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	**0**
Grants and Contributions - Capital									0	
Surplus / Deficit from continuing operations after capital amounts	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	**0**

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget

Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:

1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan

2) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.

The narrative is important in understanding why budget changes are necessary.

Income and Expenses Budget Review Statement – Sewer Fund

Income and Expenses Budget Review Statement

[Name] Council

Budget review for the quarter ended - XX XXXXXXX 20XX

Sewer Fund

Description	Previous Year Actual 20xx/xx $000's	Current Year Original Budget 20xx/xx $000's	Approved Changes Review Q1 $000's	Approved Changes Review Q 2 $000's	Approved Changes Review Q 3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 20xx/xx $000's	VARIANCE ORIGINAL budget v PYE 20xx/xx $000's	ACTUAL YTD 20xx/xx $000's
INCOME										
Access charges									0	
User charges									0	
Liquid trade-waste charges									0	
Fees									0	
Grants and contributions - Operating									0	
Interest and Investment Income									0	
Other Income									0	
Net gain from disposal of assets									0	
Total Income from continuing operations	0	0	0	0	0	0	0	0	0	0
EXPENSES										
Employee benefits and on-costs									0	
Materials & Services									0	
Borrowing Costs									0	
Calculated taxation equivalents									0	
Debt Guarantee fee									0	
Other Expenses									0	
Net Loss from Disposal of Assets									0	
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	0	0	0	0	0	0	0	0	0	0
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	0	0	0	0	0	0	0	0	0	0
Depreciation, amortisation and impairment of non financial assets									0	
Surplus / Deficit from continuing operations before capital amounts	0	0	0	0	0	0	0	0	0	0
Grants and Contributions - Capital									0	
Surplus / Deficit from continuing operations after capital amounts	0	0	0	0	0	0	0	0	0	0

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget

Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:

1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan

2) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.

The narrative is important in understanding why budget changes are necessary.

Capital Budget Review Statement

Capital Budget Review Statement

[Name] Council

Budget review for the quarter ended - XX XXXXXXX 20XX

Description	Previous Year Actual 20xx/xx $000's	Current Year Original Budget 20xx/xx $000's	Approved Changes Review Q 1 $000's	Approved Changes Review Q 2 $000's	Approved Changes Review Q 3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 20xx/xx $000's	VARIANCE ORIGINAL budget v PYE 20xx/xx $000's	ACTUAL YTD 20xx/xx $000's
CAPITAL FUNDING										
Rates & other untied funding									0	
Capital Grants & Contributions									0	
Reserves - External Restrictions									0	
Reserves - Internally Allocated									0	
New Loans									0	
Proceeds from sale of assets									0	
Other - specify									0	
Total Capital Funding	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	**0**
CAPITAL EXPENDITURE										
WIP									0	
New Assets									0	
Asset Renewal									0	
Other - specify									0	
Total Capital Expenditure	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	**0**
Net Capital Funding - Surplus / Deficit	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget

Revised Budget +/- recommended changes this quarter = PROJECTED year results

Where the **Total Capital Funding** and the **Total Capital Expenditure** values do not match an explanation is to be provided.

Carry over funding from previous year should be identified and any proposed carry forwards into next financial year are to be explained.

The quarterly recommended changes to the revised budget are to include:

1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan

3) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.

The narrative is important in understanding why budget changes are necessary.

Cash and Investments Budget Review Statement

Cash and Investments Budget Review Statement

[Name] Council

Budget review for the quarter ended - XX XXXXXXX 20XX

Desciption	Previous Year Actual 20xx/xx $000's	Current Year Original Budget 20xx/xx $000's	Approved Changes Review Q1 $000's	Approved Changes Review Q2 $000's	Approved Changes Review Q3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 20xx/xx $000's	VARIANCE ORIGINAL budget v PYE 20xx/xx $000's	ACTUAL YTD 20xx/xx $000's
Total Cash, Cash Equivalents & Investments										
EXTERNALLY RESTRICTED										
Water Fund									0	
Sewer Fund									0	
Developer contributions - *General*									0	
Developer contributions - *Water*									0	
Developer contributions - *Sewer*									0	
Transport for NSW Contributions									0	
Domestic waste management									0	
Stormwater management									0	
Other (please specify)									0	
Total Externally Restricted	0	0	0	0	0	0	0	0	0	0
Cash, cash equivalents & investments not subject to external restrictions	0	0	0	0	0	0	0	0	0	0
INTERNAL ALLOCATIONS										
Employee leave entitlements									0	
Insert nature of allocation									0	
Insert nature of allocation									0	
Insert nature of allocation									0	
Total Internally Allocated	0	0	0	0	0	0	0	0	0	0
Unallocated	0	0	0	0	0	0	0	0	0	0

External Restrictions - must be used for a specific purpose and are not to be used for general operations. The funds are bound by legislation or third party agreement that restricts their use.

Internal Allocations - Council have allocated by resolution or policy to iidentified programs of work and any forward plans identified by Council. These allocations are at the discretion of council.

Developer Contribution Summary

Summary Developer Contributions

[Name] Council

Budget review for the quarter ended - XX XXXXXXX 20XX

Purpose	Opening Balance	Contributions Received			Total Actual Interest Earned	Total Amounts Expended	Total Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative balance of internal borrowings (to)/from
		Total Actual Cash	Total Non-Cash Land	Total Non-Cash Other					
	As at 1 July 20xx $000's	As at this Q $000's	As at this Q $000's	As at this Q $000's	As at this Q $000's	As at this Q $000's	As at this Q $000's	As at this Q $000's	As at this Q $000's
Drainage								0	
Roads								0	
Traffic facilites								0	
Parking								0	
Open space								0	
Community facilities								0	
Other								0	
Total S7.11 Under plans	0	0	0	0	0	0	0	0	0
S7.11 Not under plans								0	
S7.12 Levies								0	
S7.4 Planning agreements								0	
S64 Contributions								0	
Other								0	
Total Developer Contributions	0	0	0	0	0	0	0	0	0

Notes

All developer contributions received are to be disclosed, and distinguished as cash or non cash. Recognition occures when Council gains control over the asset (cash or non cash).

Councils have obligations to provide facilities from contribution revenue levied on developers under the provisions of s7.4,7.11 and 7.12 of the EPA Act 1979.

Developer contributions may only be expended for the purpose for which the contribution s were required, however council mayt applyt contributions according to the priorities established in work schedules for the contribution plan.

REVIEW OF RATES, CHARGES AND SUNDRY DEBTS - ASSISTANCE CONCESSIONS, AND RECOVERY POLICY

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	For Council to adopt the updated "Rates, Charges and Sundry Debts - Assistance, Concessions and Recovery" Policy
BACKGROUND:	Council' "Rates, Charges and Sundry Debts – Assistance, Concessions and recovery" Policy was adopted in November 2021 and is now due for review.
COMMENTS:	The intention of the policy is to establish provisions for debt recovery, entitlement to concession for Council's rates, charges and sundry debts with assistance to debtors facing financial hardship. Council has reviewed and made minor changes to the policy.
RECOMMENDATION:	That the updated "Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery" Policy be adopted by Council.

PURPOSE OF REPORT

For Council to adopt the updated "Rates, Charges and Sundry Debts - Assistance, Concessions and Recovery" Policy

BACKGROUND

Council adopted the Policy in November 2021 and it is now due for review.

COMMENTS

The purpose of this policy is to document provisions for assistance in paying rates, charges and sundry debts, entitlement to pensioner concessions and requirements for debt recovery.

The objectives are to ensure efficient and effective collection of Council rates, charges and sundry debt, while being fair and equitable to all ratepayers and other debtors.

The Policy covers:

- Assistance in paying rates and charges:
    - Assistance by periodic payment arrangements
    - Assistance by writing off accrued interest
- Pensioner Concessions:
    - Concessions (mandatory and voluntary)
    - Accruing Rates and charges
- Assistance due to Land Valuation changes and financial hardship.
- Sundry Debtors.
- Debt Recovery.

The main provisions covered by the Policy are:

Flexible Payment Plans: Ratepayers facing financial difficulty may request customised payment plans. Arrangements are assessed individually, with consideration given to the applicant's circumstances and payment history.

Interest relief: Council may reduce or waive interest on overdue rates and charges for eligible applicants who demonstrate genuine hardship and adhere to agreed payment arrangements.

Pensioner Concessions: Statutory rebates and additional voluntary concessions are available to eligible pensioners. This includes a statutory concession of up to $250, which Council is required to provide under the Local Government Act. Council also provides an additional voluntary concession which makes up 8.5% of total rates and charges. In 2025/26, for the average pensioner, this amount is worth an additional concession of $146.

Hardship Applications: Ratepayers experiencing financial hardship can apply for assistance. Applications are reviewed confidentially and on a case-by-case basis, in line with Council's policy and legislative requirements. Council staff will offer guidance and support through the hardship application process

Debt Recovery and Support: Council's approach to debt recovery prioritises fairness and transparency, with a focus on supporting ratepayers to meet their obligations while ensuring responsible financial management.

Other provisions

Flexible Payment Solution Payble: Council introduced a new flexible payment solution ("Payble") for ratepayers. It enables ratepayers to easily set up and manage payment plans for both current and overdue rates. The platform aims to make paying rates more convenient, reduce the number of overdue accounts, and lower administrative costs associated with payment processing.

Changes to the revised Policy

Council has reviewed the Policy and proposed minor changes to the "Rates, Charges and Sundry Debts – Assistance Concessions and Recovery" Policy which is attached to this report (as Attachment 1) .

The amendments are provided below and are also highlighted in yellow in the attached Policy.

Page	Section	Change
4	Purpose and Objectives	Added bullet point: • Provide assistance to debtors and ratepayers facing genuine hardship based on completed Financial Hardship Application form available from Council website https://www.krg.nsw.gov.au
5	Assistance in Paying Rates and Charges	Added "*capacity to pay, disposable income*" within the following statement: "Arrangements are at the discretion of Council and on terms that take into account the particular circumstances, *capacity to pay, disposable income* and payment history of the ratepayer. Ratepayers may be asked to provide information to verify reasons for seeking an arrangement."
5	Assistance in Paying Rates and Charges	Added bullet point: • The onus is on the ratepayer to contact Council on a timely basis when they are having difficulty making payment of rates and charges by the due date, however Council will also make reasonable effort to contact ratepayers and negotiate a mutually acceptable resolution prior to debt recovery.

INTEGRATED PLANNING AND REPORTING

Leadership and Governance

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
Ku-ring-gai is well led, managed and supported by ethical organisations which deliver projects and services to the community in listening, advocating and responding to their needs.	Council's Governance framework is developed to ensure probity, transparency and the principles of sustainability are integrated and applied into our policies, plans, guidelines and decision-making processes.	Compliance with the requirements of relevant Acts and Regulations.

GOVERNANCE MATTERS

The Local Government Act provides for the legal framework for how councils set and levy rates and charges each year and recover debt from overdue rates and charges.

The implementation of the Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery Policy seeks to comply with all legislative requirements including the Local Government Act and Local Government Regulation 2005.

RISK MANAGEMENT

This Policy has been developed to manage debt collection from outstanding rates, charges and other non-rates debt and limit that risk of non-collection of debt from these charges.

FINANCIAL CONSIDERATIONS

This Policy aims to ensure an efficient and effective collection and recovery of outstanding debts and secure Council's income from rates, charges and other sundry debts.

SOCIAL CONSIDERATIONS

This Policy aims to be fair and equitable to ratepayers and other debtors.

ENVIRONMENTAL CONSIDERATIONS

Nil.

COMMUNITY CONSULTATION

The change is minor and does not require consultation on the revised Policy.

INTERNAL CONSULTATION

This Policy was endorsed by the General Manager and Directors.

SUMMARY

Council's "Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery" Policy was adopted in November 2021 and updated with minor changes.

RECOMMENDATION:

That the updated "Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery Policy" be adopted.

Angela Apostol
Director Corporate

Mette Kofoed
Acting Manager Finance

Attachments:	A1⇩	Controlled Document Number 184 - Rates, Charges and Sundry Debts - Assistance, Concessions and Recovery Policy - Version 2 - Draft	2025/368198

Attachment 1

Ku-ring-gai Council

POLICY

Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery Policy

Version Number 2

Adopted: tba

Effective: tba

Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery Policy

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Controlled Document Information

Authorisation Details

This is a Controlled Document. Before using this document check it is the latest version by referring to Council's Controlled Document Register. Unless otherwise indicated, printed or downloaded versions of this document are uncontrolled.			
Controlled Document Number:	184	**TRIM Record No:**	2025/163350
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Controlled Document Name:	Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery Policy		
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Document Status:	DRAFT		
Approval Type:	Adopted by Council		
Version Start Date:	TBA	**Version End Date:**	

Related Document Information, Standards & References

Related Legislation:	The Local Government Act 1993 Local Government (General) Regulation 2021	
Related Policies (Council & Internal)	NA	
Related Documents - Procedures, Guidelines, Forms, WHS Modules/PCD's, Risk Assessments, Work Method Statements, etc	Debt Management and Hardship Guidelines (The Guidelines) issued under Section 23A of the Act by the Office of Local Government and the Office of Local Government Rating the Office of Local Government Rating and Revenue Raising Manual (The Manual).	
Other References	NA	

Version History

Version Number	Version Start Date	Version End Date	Author	Details and Comments
1	16 November 2021		Manager Finance	This Policy collates the following: Rates and Charges Recovery Policy; Relief from Rates Hardship Resulting from Land Valuation Changes Policy; Sundry Debtors Policy.

Policy

Purpose and Objectives

The purpose of this Policy is to document provisions for assistance in paying rates, charges and sundry debts, entitlement to pensioner concessions and requirements for debt recovery.

The objectives of this Policy are to:

- Ensure efficient and effective collection of outstanding rates, charges and sundry debts.
- Be fair and equitable to ratepayers and other debtors.
- Comply with requirements of the Local Government Act 1993 (Act) and Local Government (General) Regulation 2021 (Regulation).
- Provide assistance to debtors and ratepayers facing genuine hardship based on completed Financial Hardship Application form available from Council website https://www.krg.nsw.gov.au

Scope

This policy applies to rates, charges and non-rates debts (sundry debts), with respect to providing payment assistance and pensioner concessions, and debt recovery.

Responsibilities

Authority for implementation of this Policy is delegated by Council to the General Manager in accordance with the Local Government Act (1993).

The General Manager has in turn delegated overall responsibility for compliance with this Policy to the Manager Finance.

Policy Statement

Assistance in Paying Rates and Charges

Council recognizes that ratepayers may at times have difficulty paying their rates and charges. Council thus provides assistance as follows:

Assistance by Periodic payment arrangements

- In accordance with Section 564 of the Act, Council will consider and may enter periodic payment arrangements to assist ratepayers in cases of financial hardship or extenuating circumstances.
- Arrangements are at the discretion of Council and on terms that take into account the particular circumstances, capacity to pay, disposable income and payment history of the ratepayer. Ratepayers may be asked to provide information to verify reasons for seeking an arrangement.
- Council may write off or reduce interest accrued on rates and charges if the ratepayer complies with an arrangement.
- Where a ratepayer does not meet their obligations under an arrangement, Council may reinstate interest written off or reduced and the arrangement may be terminated.
- The onus is on the ratepayer to contact Council on a timely basis when they are having difficulty making payment of rates and charges by the due date, however Council will als make reasonable efforts to contact ratepayers and negotiate a mutually acceptable resolution prior to debt recovery.

Assistance by writing off accrued interest

- In accordance with Section 567 of the Act Council may write off accrued interest on rates and charges if the ratepayer was unable to pay for reasons beyond their control or the payment of accrued interest would cause the person hardship.

Pensioner Concessions

Council may waive or reduce rates, charges and interest for which an eligible pensioner is liable, in relation to land on which a dwelling is situated, and which is occupied by the pensioner as his or her sole or principal place of living.

For this purpose, an eligible pensioner means a person prescribed in Section 134 of the Regulations. This includes persons who receive a pension, benefit or allowance under Chapter 2 of the Social Security Act 1991 of the Commonwealth, or a service pension under Part III of the Veterans' Entitlements Act 1986 of the Commonwealth, and who are entitled to a pensioner concession card issued by or on behalf of the Commonwealth Government.

Council offers the following assistance to eligible pensioners:

Concessions

- Statutory Concession: Section 575 of the Act provides that pensioners are entitled to a reduction in their rates and charges, currently prescribed by the NSW Government as a reduction of $250.

- Voluntary Concession: Council provides an additional voluntary reduction in rates and charges for pensioners who are entitled to the statutory concession, under Section 582 of the Act. Voluntary concessions are notified annually in the Council Delivery Program and Operational Plan and are currently 8.5% of the total rates and charges.

Accruing Rates and charges

To further support eligible pensioners:

- Upon request, eligible pensioners may accrue rates, charges and interest on their property as long as they continue to meet the requirements for a pensioner concession on that property. In these circumstances and for that period, Council will not require payment of the rates and charges.
- Should an eligible pensioner no longer meet the requirements for a pensioner concession on a property, Council will allow the accrual to continue for up to one year without requiring repayment, provided the property is not tenanted and there is no change in ownership.
- Section 712 of the Act requires that proceedings for the recovery of a rate or charge must commence within twenty years from the date when the rate or charge became due or payable. As such, Council will require pensioners to commence payment of overdue rates and charges such that the age of debt to Council does not exceed nineteen years**.**

Writing Off Rates and charges

- The Local Government Act does not provide Council with the discretion to write off rates and charges, other than in the following circumstances as provided by Section 131 of the Regulation:
  - (a) if there is an error in the assessment, or
  - (b) if the amount is not lawfully recoverable, or
  - (c) as a result of a decision of a court, or
  - (d) if the council or the general manager believes on reasonable grounds that an attempt to recover the amount would not be cost effective.
- The General Manager, in accordance with Section 377 of the Act, currently has delegated authority from Council to write off rates and charges up to $100. Amounts in excess of $100 may only be written off by resolution of Council.

Assistance due to Land Valuation changes

- Under Section 601 of the Act a ratepayer who incurs a rate increase following a revaluation of land and suffers substantial hardship, may apply to Council for relief.

- The Act provides Council with the discretion to waive, reduce or defer the payment of the whole or part of the increase. However, recognizing the private benefit ratepayers receive from valuation increases and the requirement for certainty in rates income for the wider public benefit, Council will not waive or reduce an increase in rates. Rather, Council may enter arrangements for periodic payments as per the “Recovery of Outstanding Rates and Charges” section of this Policy.

Sundry Debtors

The following debt management principles will apply to Sundry Debtors:

- Council will consider periodic payment arrangements to assist debtors in cases of financial hardship or extenuating circumstances.
- Arrangements are at the discretion of Council and on terms that take into account the particular circumstances and payment history of the debtor. Debtors may be asked to provide information to verify reasons for seeking an arrangement.
- Where a debtor does not to meet their obligations under an arrangement, the arrangement may be terminated.
- Debts may only be written off in accordance with the delegated authority determined by Council and Section 213 of the Regulation which states that a debt can be written off only:
    - a) if the debt is not lawfully recoverable, or
    - b) as a result of a decision of a court, or
    - c) if the Council or the General Manager believes on reasonable grounds that an attempt to recover the debt would not be cost effective.
- The General Manager, in accordance with Section 377 of the Act, currently has delegated authority from Council to write off debts (not including rates and charges) up to $10,000. Debts in excess of $10,000 may only be written off by resolution of Council.

Debt Recovery

- If outstanding rates, charges and sundry debts are overdue and not subject to a current and compliant payment arrangement, Council may take debt recovery action.
- Where recovery action is unsuccessful and rates and charges are overdue for more than 5 years, a property may be sold by public auction in accordance with Section 713 of the Act, subject to a resolution of Council.

Definitions

Term / Abbreviation	Definition
Council	Ku-ring-gai Council
Act	Local Government Act 1993
Regulation	Local Government (General) Regulation 2021
Arrangement	An agreement acceptable by Council for a person to repay debt within a specific period of time and with conditions applying thereto.
Eligible Pensioner	For the purpose of determining pensioner concessions in relation to a rate or charge levied on land on which a dwelling in situated, Eligible Pensioner means a person prescribed in Section 134 of the Local Government (General) Regulations 2021 and who occupies that dwelling as his or her sole or principal place of living.
Financial Hardship or Extenuating Circumstances	Is having difficulty in paying debts when repayment is due. This can arise from loss or change in income; illness; loss arising from an accident; natural disaster or emergency situation; death in the family; separation, divorce or other family crisis; family violence; other temporary financial difficulty due to loss of income or increase in essential expenditure; and other situations that reasonably explain why a person has not been able to repay their debts.
Non-rates Debt	A debt that has not been levied as a rate or annual charge under the Local Government Act 1993, otherwise referred to as a Sundry Debt.
Sundry Debt	Non-rates Debt

KU-RING-GAI COUNCIL MEETING AND PUBLIC FORUM DATES FOR 2026

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To set Council Meeting and Public Forum dates for 2026.
BACKGROUND:	Section 365 of *the Local Government Act 1993* (the Act) requires that Council meet at least 10 times per year, each time in a different month. The dates set for 2026 attempt to avoid school holidays, public holidays and other events that may make attendance for Councillors and/or the public difficult. Where possible, it is Council's practice to set Public Forums on the second Tuesday of each month and Ordinary Meetings of Council on the third Tuesday of each month.
COMMENTS:	A Council Meeting and Public Forum Calendar for 2026 has been prepared for consideration.
RECOMMENDATION:	That Council adopt the proposed Council Meeting and Public Forum dates for 2026.

PURPOSE OF REPORT

To set Council Meeting and Public Forum dates for 2026.

BACKGROUND

Section 365 of the Local Government Act 1993 (the Act) requires that Council meet at least 10 times per year, each time in a different month.

The dates set for 2026 attempt to avoid school holidays, public holidays and other events that may make attendance for Councillors and/or the public difficult.

Where possible, it is Council's practice to set Public Forums on the second Tuesday of each month and Ordinary Meetings of Council on the third Tuesday of each month.

COMMENTS

The proposed scheduled meeting cycle for 2026 is as follows:

Council meeting		*Governance and Council business on the agenda (indicative and subject to change)*
February 2025		• Quarterly Budget report • National General Assembly of Local Government - Call for Motions • Report on Mayoral donations
10 February 2026	Public Forum	
17 February 2026	Ordinary Meeting of Council	
March		• Performance report (Delivery Program and Operational Plan)
10 March 2026	Public Forum	
17 March 2026	Ordinary Meeting of Council	
April		• Long Term Financial Plan, Delivery Program and Operational Plan for public exhibition
21 April 2026	Public Forum	
28 April 2026	Ordinary Meeting of Council	
May		• Quarterly Budget report • Adoption of Agency Information Guide (GIPA Act)
12 May 2026	Public Forum	
19 May 2026	Ordinary Meeting of Council	
June		• Long Term Financial Plan, Delivery Program and Operational Plan for adoption • Mayor and Councillor Fees - Local Government Remuneration Tribunal Determination
9 June 2026(*)	Public Forum	
16 June 2026 (*)	Ordinary Meeting of Council	
July		
21 July 2026	Public Forum	
28 July 2026	Ordinary Meeting of Council	
August		• Performance report (Delivery Program and Operational Plan) • Local Government NSW Annual Conference - Call for Motions
11 August 2026	Public Forum	
18 August 2026	Ordinary Meeting of Council	
September		• Draft financial statements prior to submission to auditor
8 September 2026	Public Forum	

15 September 2026	Ordinary Meeting of Council	• Mid-term election of the Mayor and Deputy Mayor
October		• Audited financial statements • Disclosures of Interest (Code of Conduct)
13 October 2026	Public Forum	
20 October 2026	Ordinary Meeting of Council	
November		• Quarterly Budget report • Community Grants Program • Tabling of Annual Report • Council Meeting and Public Forum dates for the following year
10 November 2026	Public Forum	
17 November 2026	Ordinary Meeting of Council	
December		• Report to Council on complaint statistics
8 December 2026	Public Forum	
15 December 2026	Ordinary Meeting of Council	
February 2026		
9 February 2027	Public Forum	
16 February 2027	Ordinary Meeting of Council	

** This date may clash with the 2026 National General Assembly (dates yet to be confirmed).*

The school holiday periods for 2026, public holidays and other potential conflicts in relation to the 2nd and 3rd Tuesday of the month are outlined below:

- April: The proposed schedule moves the Public Forum and Council meeting later in the month to avoid school holidays (from 7 April 2026 to 17 April 2026).
- June: Dates for the 2026 National General Assembly (NGA) and Regional Forum of Local Government Conference have not yet been announced, though the NGA is usually held in June.
- July: The proposed schedule moves the Public Forum and Council meeting later in the month to avoid school holidays (from 6-17 July 2026).
- November: The dates for the 2026 LGNSW Annual Conference are yet to be confirmed, but it is generally held in late November.
- December: The school holiday period is from 18 December 2026 – 27 January 2027. It is proposed that Council would be in recess from 16 December until 1 February 2027.

INTEGRATED PLANNING AND REPORTING

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
L1: Provide strong and ethical civic leadership to ensure good governance and build and maintain trust and confidence within the community.	L1.2: Council's governance framework supports probity, transparency, compliance with legislative requirements and a culture of ethical conduct and informed decision-making.	L1.2.5: Review and update Council's policy and procedures for the conduct of Council meetings, public forums and committees in line with Office of Local Government requirements

GOVERNANCE MATTERS

Section 365 of the Act requires Council to meet at least 10 times per year, each time in a different month and this schedule of meetings will fulfil this requirement. This meeting schedule has also been developed in line with Council's Code of Meeting Practice.

RISK MANAGEMENT

This report ensures compliance with Council's statutory obligations under the Act and Regulations in respect to Council meetings.

FINANCIAL CONSIDERATIONS

Funding to support the meeting schedule is included in the existing operational budget.

SOCIAL CONSIDERATIONS

Council meetings provide an open and transparent public forum where the decisions of Council are made. Providing the schedule of meeting dates in advance provides the community with certainty and opportunity for engagement.

ENVIRONMENTAL CONSIDERATIONS

There are no adverse environmental impacts arising from this report.

COMMUNITY CONSULTATION

Nil

INTERNAL CONSULTATION

Nil

SUMMARY

Section 365 of the Act requires that Council meet at least 10 times per year, each time in a different month. Council's practice is to set Public Forums on the second Tuesday of each month and Ordinary Meetings of Council on the third Tuesday of each month. The dates set for 2026 attempt to avoid school holidays, public holidays and other events that may make attendance for Councillors and/or the public difficult. A Council Meeting and Public Forum cycle for 2026 has been prepared for consideration.

RECOMMENDATION:

That Council adopt the following Meeting dates for 2026:

- February 2026
  - 10 February Public Forum
  - 17 February Ordinary Meeting of Council
- March
  - 10 March Public Forum
  - 17 March Ordinary Meeting of Council
- April
  - 21 April Public Forum
  - 28 April Ordinary Meeting of Council

- May
  - 12 May Public Forum
  - 19 May Ordinary Meeting of Council
- June
  - 9 June Public Forum
  - 16 June Ordinary Meeting of Council
- July
  - 21 July Public Forum
  - 28 July Ordinary Meeting of Council
- August
  - 11 August Public Forum
  - 18 August Ordinary Meeting of Council
- September
  - 8 September Public Forum
  - 15 September Ordinary Meeting of Council
- October
  - 13 October Public Forum
  - 20 October Ordinary Meeting of Council
- November
  - 10 November Public Forum
  - 17 November Ordinary Meeting of Council
- December
  - 8 December Public Forum
  - 15 December Ordinary Meeting of Council
- February 2027
  - 9 February Public Forum
  - 16 February Ordinary Meeting of Council

Eliza Gilbank-Heim
Governance Support Officer

KU-RING-GAI COUNCIL ANNUAL REPORT 2024-2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To seek Council endorsement of the draft Annual Report for 2024–2025.
BACKGROUND:	Council is required to prepare, endorse and publish an annual report to the community on its activities for the 2024/25 financial year by 30 November. The Annual Report is one of the key accountability mechanisms between Council and the community and has been prepared in accordance with statutory requirements and guidelines.
COMMENTS:	The Annual Report provides details of Council's performance during the 2024/25 financial year including achievements and challenges. The report includes Council's audited Financial Statements for the year, presented in a separate document, as well as information required by the Local Government Act Regulations. The Office of Local Government (OLG) statutory guidelines for preparation of Integrated Planning & Reporting (IP&R) documents require Council to endorse the Annual Report prior to its publication and notification to the Minister.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	That Council: A. Endorse the Annual Report 2024-2025, subject to final proofing and editing. B. Note that the report will be published by 30 November 2025, and notified to the Minister (by providing a link to the Annual Report to the Office of Local Government).

PURPOSE OF REPORT

To seek Council endorsement of the draft Annual Report for 2024–2025.

BACKGROUND

Section 428 of the *Local Government Act 1993* and associated regulations and guidelines require Council to prepare, endorse and publish an annual report to the community on its activities for the preceding financial year. The regulations and guidelines specify the information that must be included in the report.

The Annual Report provides information on Council's achievements in implementing its Delivery Program through the annual Operational Plan and reports on the progress of key activities during the year.

The report also includes Council's adopted audited Financial Statements, prepared in accordance with the Code of Accounting Practice and Financial Reporting, and any information required by regulation or guidelines. Similar to previous years the Annual Financial Statements will be published as a separate part to the Annual Report to facilitate access and readability by the community.

The Annual report must be published on Council's website and provided to the Minister by 30 November.

COMMENTS

The Annual Report, also included as Attachment A1 to this report, corresponds to the third and final year of Council's previous Delivery Program 2022-2026 and Operational Plan 2024-2025.

The report has been prepared in accordance with legislative compliance requirements and the OLG statutory guidelines.

The figure for 'Achieved Performance Indicators' has been updated from the previously reported 83% (June biannual report) to 79%. The updated figure reflects the inclusion of five (5) financial performance indicator results available following preparation of Council's 2024-25 Financial Statements. More accurate data has also become available during the reporting period with a further review of results for certain indicators.

Council's Audited Financial Statements for the year ended 30 June 2025 and Auditor's report from the Audit Office of NSW were received by Council at its Ordinary Meeting on 21 October 2025. They will be published as a separate part to the Annual Report.

INTEGRATED PLANNING AND REPORTING

Outcome 5 – Leadership and Service Excellence

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L1: Provide strong and ethical civic leadership to ensure good governance and build and maintain trust and confidence within the community.	L1.1: The Community Strategic Plan drives delivery of community priorities through effective strategic planning, prioritisation, advocacy, partnerships and reporting to the community on performance.	L1.1.2: Update reports and supporting system to deliver clear and comprehensive reporting to councillors and the community on performance and delivery.

GOVERNANCE MATTERS

Section 428 of the Local Government Act requires Council to prepare and publish an annual report on its activities to the community for the preceding financial year. The Act, regulations and statutory IP&R guidelines specify the information that must be included in the annual report as well as the timeframe for Council's endorsement and publication on its website.

Amendments made to the *NSW Local Government (General) Regulation 2021* required all councils to have a risk management framework, an internal audit function and to prescribe membership requirements for audit risk and improvement committees from 1 July 2024. Councils must also attest to their compliance with the requirements in their annual reports, commencing with the 2024/25 Annual Report. Council's internal audit and risk management attestation statement for the 2024/25 financial year is included as Appendix 1 in the Annual Report. The attestation statement for 2024/25 was endorsed by Council's Audit Risk and Improvement Committee (ARIC) in September 2025.

RISK MANAGEMENT

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

There are no direct financial considerations associated with the adoption of the recommendations contained within this report. Final audited Financial Statements for 2024/25 are required to be included as part of the Annual Report.

INTERNAL CONSULTATION

Staff across all departments within the organisation contributed to the preparation of the Annual Report. Relevant managers have signed off or are providing a final review of content in the report.

SUMMARY

Council is required to prepare, endorse and publish an annual report to the community on its activities for the preceding financial year. This Annual Report 2024-2025 includes information required to be provided to the community under the Act, Regulations and statutory IP&R Guidelines. Final proofing of the document will be undertaken prior to publication at the end of November.

Council's Audited Financial Statements for the year ended 30 June 2025 and auditor's report from the Audit Office of NSW were received by Council at its Ordinary Meeting on 21 October 2025. They will be published as a separate part to the Annual Report.

RECOMMENDATION:

That Council:

A. Endorse the Annual Report 2024-2025, subject to final proofing and editing.

B. Note that the report will be published by 30 November 2025, and notified to the Minister (by providing a link to the Annual Report to the Office of Local Government).

Helen Lowndes
Integrated Planning Coordinator

Christopher M Jones
Manager Governance and Corporate Strategy

Mette Kofoed
Acting Manager Finance

Kim Thomas
Corporate Planner

Cindy Venables
Corporate Planner

Attachments: A1⇩ Ku-ring-gai Annual Report 2024-2025 2025/365275

ANNUAL REPORT
2024-2025
Ku·ring·gai Council

Need help?

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

Simplified Chinese

需要帮助吗？

本文件包含重要信息。如果您不理解本文件，请致电翻译口译服务 131 450。 让其代表您致电 9424 0000 联系Ku-ring-gai议会。营业时间：周一至周五，上午8.30—下午5:00。

Traditional Chinese

需要幫助嗎？

本檔包含重要資訊。如果您不理解本檔，請致電翻譯口譯服務 131 450。 讓其代表您致電 9424 0000 聯繫Ku-ring-gai議會。營業時間：週一至週五，上午8.30—下午5:00。

Korean

도움이 필요하십니까?

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

Persian

آیا به کمک نیاز دارید؟

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

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

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 www.accesshub.gov.au/services/nrs-chat and enter 02 9424 0000.

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

Need help to access Council's building?

Disability parking and access 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 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

stay connected

krg.nsw.gov.au

Angophora costata – Smooth-barked Apple/Sydney Red Gum.
"Take a moment to look at the peeling bark on the trunk - then gaze up into the twisty branches. What a fantastic tree! There are so many old growth trees in Ku-ring-gai and it's brilliant that we have them all on our doorstep. To be able to see this just walking down the street makes our area an amazing place to live. This photo was taken in the late afternoon after the bushfires which brought out the colour of the bark."
Photographer: G Leo
Renowned for its striking appearance, this beautiful native gum sheds its bark annually, revealing smooth trunks that transition through pink, orange, and grey tones throughout the year.

Darnley Oval, Gordon.
Photographer: G.Leo.

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

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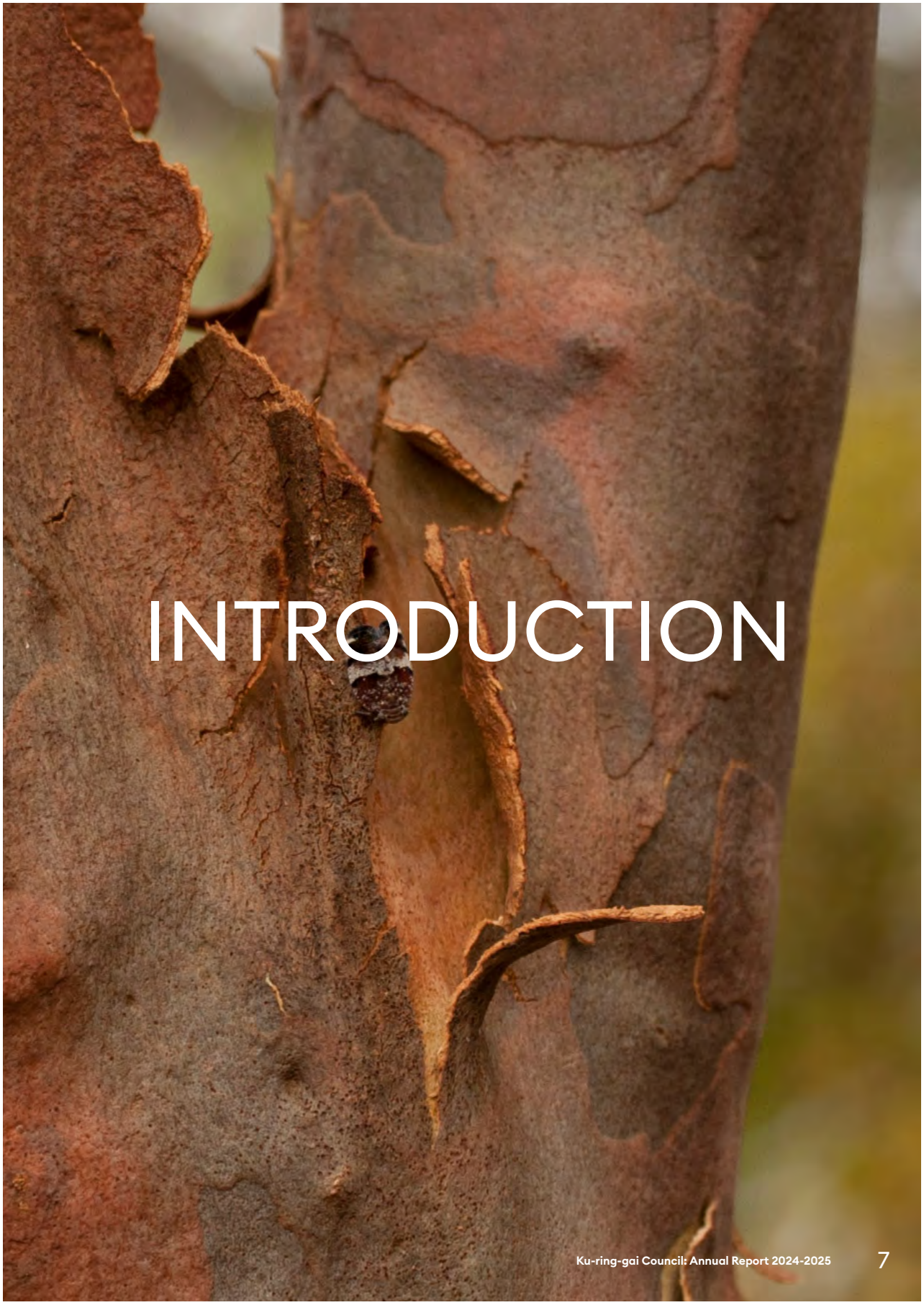
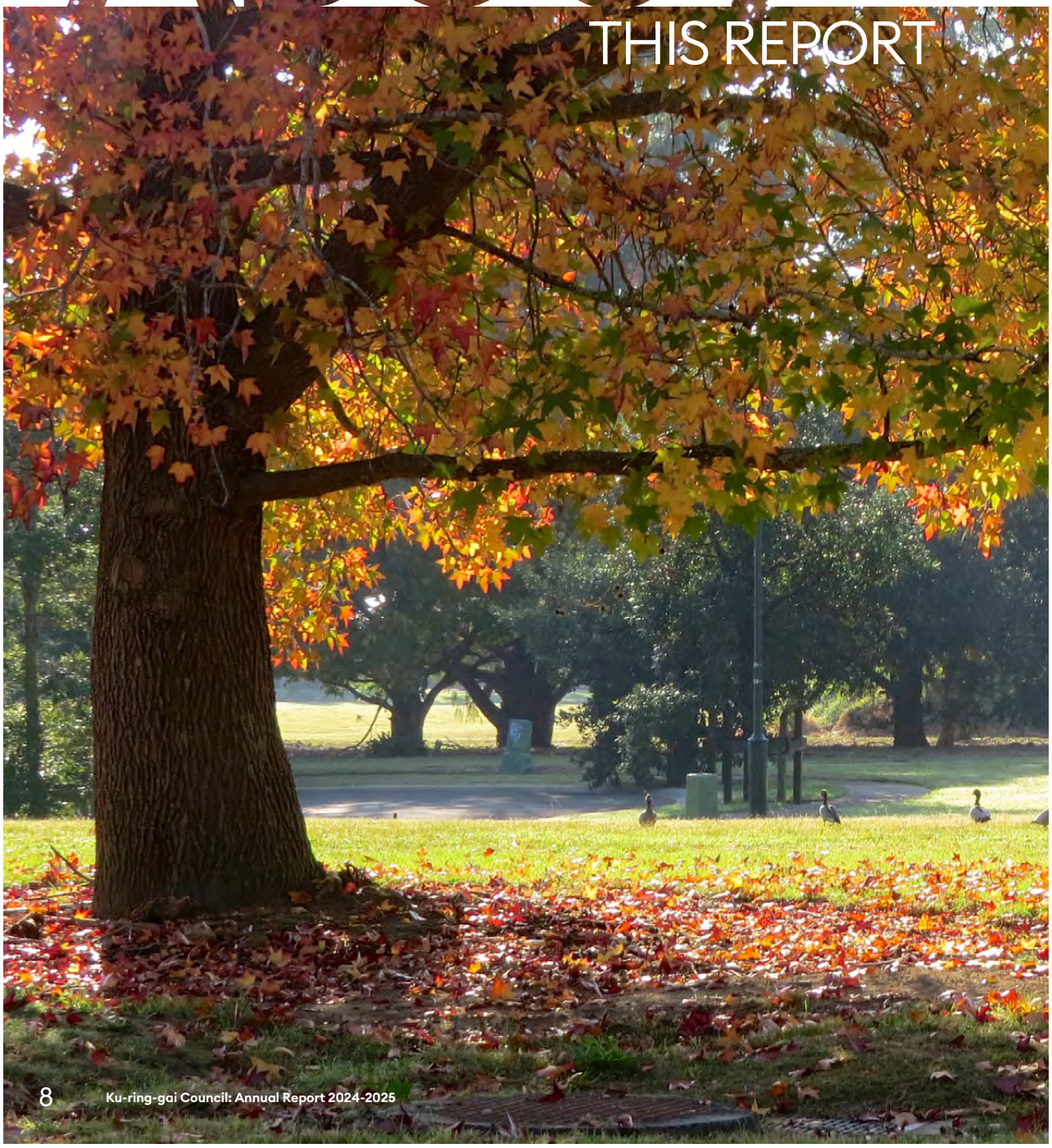
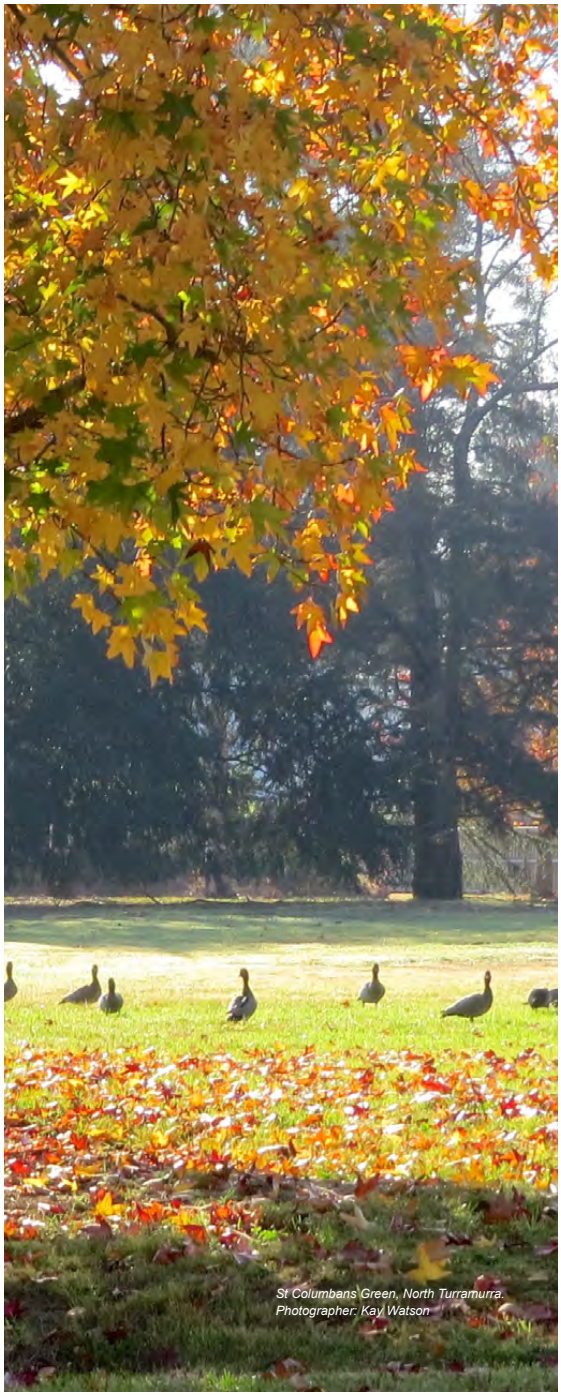
Photographer:
Kerstin Siegmund



INTRODUCTION

ABOUT THIS REPORT





St Columbans Green, North Turramurra. Photographer: Kay Watson

This is Ku-ring-gai Council's report to the Ku-ring-gai community on its performance during the 2024/25 financial year.

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

This report details Council's performance during the 2024/25 financial year including achievements and challenges.

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

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

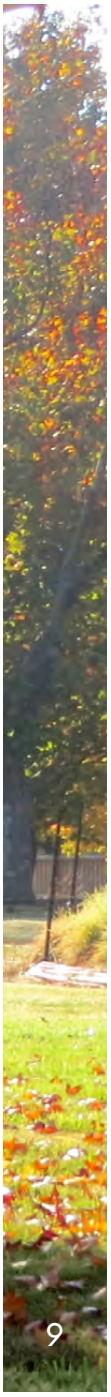
Council's Audited Financial Statements form part of the Annual Report. The Statements have been prepared in accordance with the Code of Accounting Practice and Financial Reporting and are presented in a separate document.

Acknowledgements

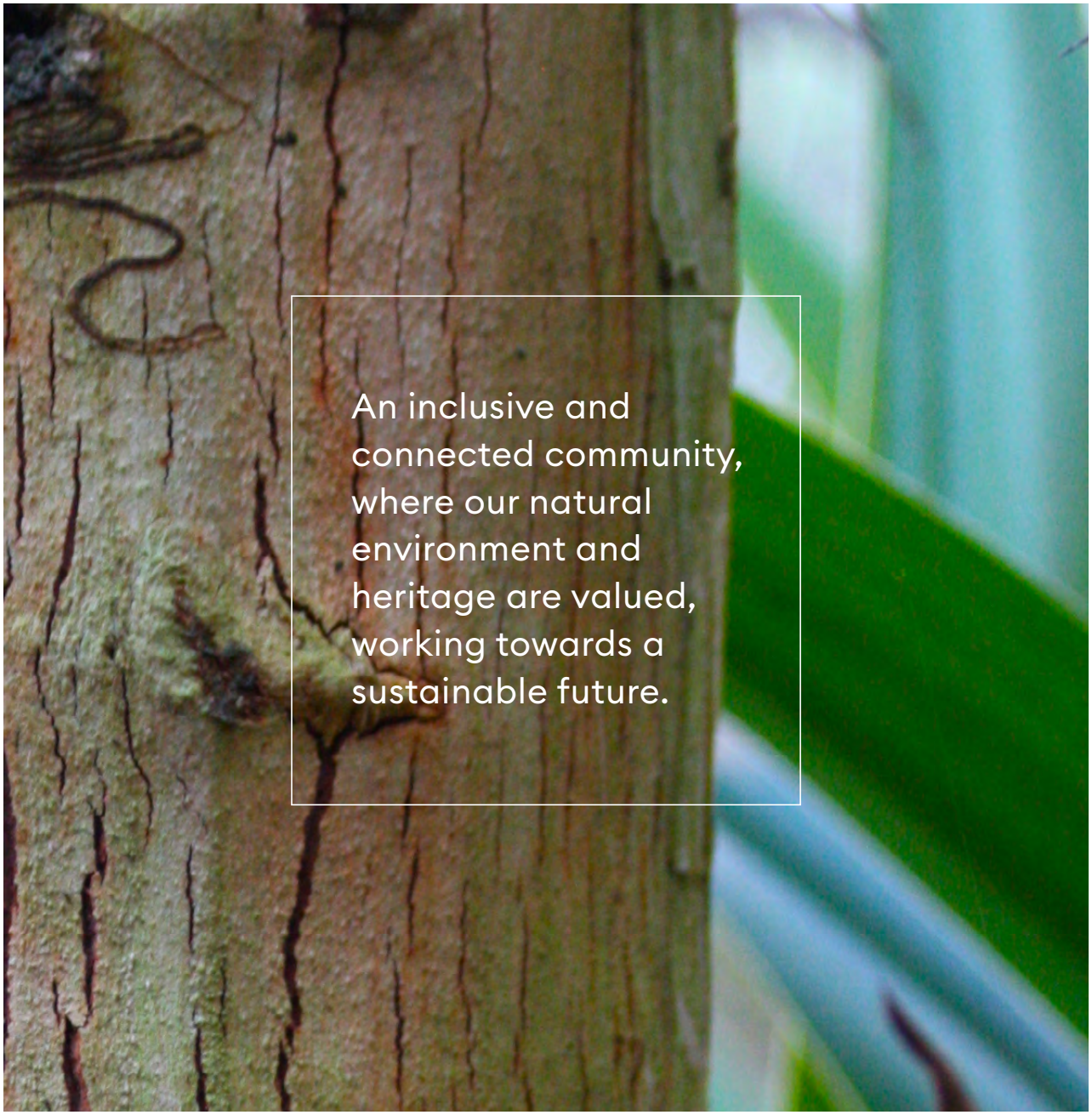
Ku-ring-gai Council would like to acknowledge all staff who contributed to the completion of the 2024/25 Annual Report.

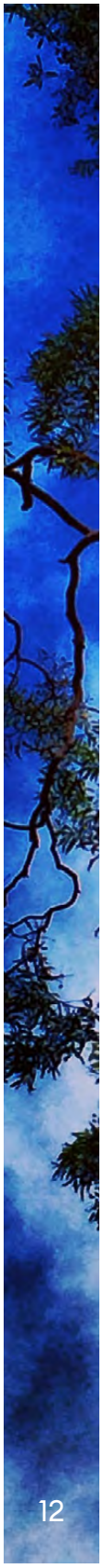
Photography

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



COMMUNITY VISION


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



GUIDING PRINCIPLES

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

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

Social justice principles

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

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

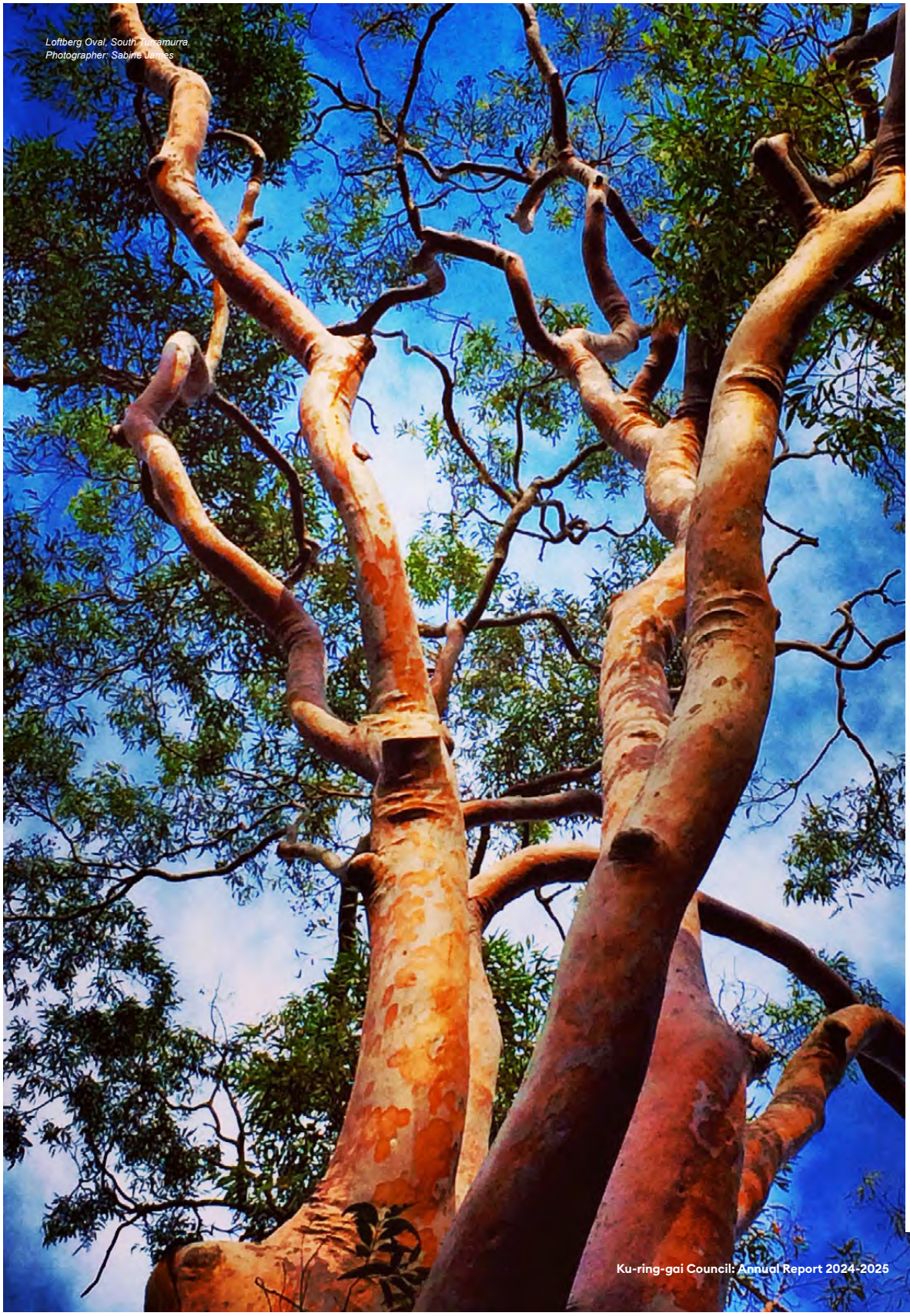
Sustainability principles

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

Quadruple bottom line

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

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



Loftberg Oval, South Turramurra.
Photographer: Sabine James

FROM THE MAYOR

I am proud to present Ku-ring-gai Council's Annual Report for 2024-2025, a comprehensive overview of our progress and achievements against the previous Delivery Program and Operational Plan. This year has been a period of significant investment and successful delivery across our key priorities.

Our biggest achievement this year was preparing Council's alternative to the NSW Government's Transport Oriented Development (TOD) plans. Following extensive community consultation, we submitted these plans to the NSW Government within tight deadlines - a testament to the hard work and collaboration of our staff. Council's alternative solution offers major advantages, including greater protection for heritage areas and the natural environment, improved transitions between different building heights and more incentive for the revitalisation of our local centres.

In addition to this, we consulted with homeowners regarding dual occupancy developments in Ku-ring-gai. In March 2025, we endorsed a minimum lot size, and this proposal has been accepted by the NSW Government. Complementing these efforts, Council also adopted a new policy to help facilitate affordable housing in future developments across the local government area.

I am proud to report substantial progress in enhancing our local infrastructure and community assets. Our capital works program has included upgrades to open spaces and playgrounds at Lorraine Taylor Reserve and Hassall Park in St Ives, Eldinhope Green in Wahroonga, and Princes Park in Lindfield. We also upgraded the sports field at Primula Oval in Lindfield and created a new park on Dumaresq Street in Gordon.

Key infrastructure investments

- $16.4 million towards the new indoor sports centre at St Ives High School
- $9.9 million in upgrades to local roads and $1.3 million for traffic and transport improvements
- $1.8 million for design and construction works in parks and playgrounds
- $1.1 million investment in open spaces, walking tracks and other recreational assets

Council also worked to strengthen community connections by allocating almost $200,000 in grants to community groups and providing targeted support for women and children experiencing family violence. I was also very proud to announce the creation of a new award for Ku-ring-gai - the Women's Leadership and Inspiration Award. We introduced new youth programs, including resume writing workshops and mental health initiatives.

Our program of festivals and events has also been a huge success. The Lunar New Year Festival attracted over 5,700 visitors, and the Ku-ring-gai Gai-Mariagal Festival became the largest Indigenous festival program in Northern Sydney.

We also developed a new Night-time Economy Action Plan to enhance community vibrancy, support local businesses and create new evening experiences for residents and visitors over the coming years.

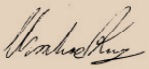
In our focus on the natural environment, we saw strong engagement on net zero strategies. Council adopted a new Urban Forest Policy and a policy for issuing tree replacement orders to tackle the problem of illegal tree removals. We also installed six new public EV charging ports and successfully implemented a new resident waste app to provide residents with reminders and notifications of any interruptions to waste services.

Council was pleased to support the National Ride to School Day earlier this year, with 1,400 students participating, and we secured funding from Transport for NSW to upgrade the intersection of Werona Avenue and Stanhope Road in Killara.

Following the local government elections in September 2024, we welcomed two new councillors, Matt Devlin and Indu Balachandran, and I commend the contributions they have already made to our elected Council and local community. I was also humbled to have been elected as Mayor and will continue to work for the people of Ku-ring-gai.

Looking ahead, we developed and launched a new Community Strategic Plan after extensive community engagement. This plan, along with a new Delivery Program and Operational Plan outlines Council's priorities and commitments for the remainder of its term.

I extend my sincere gratitude to my fellow Councillors, the professional and dedicated staff of Ku-ring-gai Council, and the community organisations and volunteers whose tireless efforts have contributed to these outstanding results.



Cr Christine Kay

MAYOR

GENERAL MANAGER'S REPORT

It is with great pleasure that I present the Annual Report for the 2024-2025 financial year. This year has been a very challenging one for our organisation. Despite these challenges, I am pleased to see that the majority of commitments we made in the Delivery Program and Operational Plan were delivered or progressed to plan.

When the NSW Government announced its Transport Oriented Development (TOD) and Low and Mid-Rise Housing policies in late 2023, Council expressed significant concern that the one-size-fits-all approach would have unnecessary and unwanted impacts on our local environment, heritage and existing infrastructure. In response, Council resolved to lodge a detailed submission on the reforms and take legal action against the TOD policy to defend the interests of our community. Since then, staff continued to engage with the local community and prepare alternative options for additional housing in a way that is sensitive to our unique local area.

Through careful financial management, we finished the year with a satisfactory operating result and within our allocated budgets. However, as outlined in our Long Term Financial Plan, Council continues to face mounting financial pressures that constrain our ability to maintain ageing community infrastructure. To address this, we commenced engagement with the community on a special rate variation (SRV) to provide the additional revenue we need to maintain our vital public infrastructure assets.

At the same time, we remained committed to efficient operations and continuous improvement. We completed targeted reviews of our development assessment processes, communications and engagement and the maintenance of sports fields. Recommendations from these service improvement reviews are now being implemented.

We are already seeing the direct results of these improvements.

In response to the recommendations of the communications and engagement review, we prepared a new Community Engagement Strategy, improved the coordination and oversight of engagement activities and established a new champions group to foster a collaborative culture across departments.

We received and responded to over 15,000 submissions in response to the alternative TOD scenarios, dual occupancy planning, the new Community Strategic Plan, Delivery Program and Operational Plan and other projects. We increased our social media followers to over 67,000 and our website recorded over 3 million page views over the course of the year.

We continued to streamline our business processes and administrative arrangements in our DA assessment service that reduced the average development assessment time from 138 days in August 2024 to 109 days by the end of the financial year – a 20% improvement.

I would like to extend my deepest appreciation to every member of staff for their hard work, and to the community for their continuous engagement and support. I am confident that with a strong foundation and a committed team and the support of our community, we are well-positioned for the future.

David Marshall

GENERAL MANAGER

SNAPSHOT OF KU-RING-GAI

RESIDENTS OF KU-RING-GAI

POPULATION IN 2024[1]
128,362

POPULATION BY 2032[5]
138,669

Higher proportion of children and people aged 60+ than Greater Sydney[2]

MEDIAN AGE[2]
▲ **42** YEARS

LARGEST AGE GROUP[2]
10-14 YEARS FOLLOWED BY 50-54 YEARS, AND 45-49 YEARS

A growing proportion of older people
▲ 70+ YEARS

CULTURAL DIVERSITY[2]

▲ 43% residents born overseas

LANGUAGE[2]

▲ 33% residents speak a language other than English at home

Dominant language, other than English, is Mandarin[2]

71 languages spoken

你好

A HIGHLY EDUCATED COMMUNITY[2]

▲ 54% of the working population have a university education

▲ 48% of total households are classed as high income

GROWING HOUSEHOLDS WITHOUT CHILDREN[2]

▼ 55% families

▲ 25% couples (no kids)

SEIFA index[2] of relative socio-economic advantage and disadvantage 1,165 indicating a high level of advantage compared to other NSW LGAs

RESIDENT'S HEALTH AND WELLBEING

ASSISTANCE[2]

▲ 4% residents require day-to-day assistance due to disability

UNPAID CARERS[2]

▼ 12% residents provide unpaid care for those with a disability, long term illness or old age compared with 10.6% in Greater Sydney

More residents volunteer in Ku-ring-gai compared to those in Greater Sydney[2]

▼ 20% of residents volunteer

LONG TERM HEALTH[2]

27% residents have one or more long term heath conditions (less than Greater Sydney)

HOUSING CHOICE

SEPARATE DWELLINGS ARE DECREASING BUT REMAIN DOMINANT[2]

▼ 67% SEPARATE DWELLINGS

▲ 24% HIGH DENSITY DWELLINGS

▲ 9% MEDIUM DENSITY DWELLINGS

HOUSING TENURE[2]

◀▶ 37% HOUSEHOLDS WITH A MORTGAGE

▲ 20% HOUSEHOLDS RENTING

AVERAGE HOUSEHOLD SIZE HIGHER THAN GREATER SYDNEY[2]

▼ 2.84 PERSONS PER DWELLING

▲ 17% LONE PERSON HOUSEHOLDS

A RESILIENT ECONOMY

LOCAL JOBS[3]

38,469

LOCAL BUSINESSES[4]

15,158

EMPLOYED RESIDENTS[3]

69,425

with the most popular occupations in professional and managerial roles ▲

70% TRAVEL OUTSIDE OF THE AREA TO WORK[2]

LARGEST EMPLOYMENT SECTORS[3]

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

GRP[3]

$8.73 BILLION

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

Sources:
1. Australian Bureau of Statistics, Estimated Resident Population, 2024.
2. Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id.
3. National Institute of Economic and Industry Research, 2024.
4. Australian Bureau of Statistics, 2024.
5. Common Planning Assumption Projections, NSW Planning, 2024.

PERFORMANCE SUMMARY

FINANCE SNAPSHOT

Overview

At the end of the 2024/25 financial year, Council remained in a satisfactory position with an operating surplus of $22 million, including capital grants and contributions, and $3.95 million excluding capital grants and contributions.

During 2024/25, Council spent $160.6 million ($154m in 2023/24) on services and operations and $66 million ($46m in 2023/24) on capital projects, including infrastructure assets, to provide a diverse range of services to the community.

Council currently manages $2.80 billion worth of infrastructure assets including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property.

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

Key achievements

- **Financial position** - Council maintained a satisfactory financial position.
- **Operating surplus** - Council achieved an operating surplus for the 2024/25 financial year.
- **Key financial performance (excluding infrastructure assets)** - All key financial performance measures have achieved or outperformed benchmarks except for the Rates and Annual Charges Outstanding ratio.
- **Strong return on investment portfolio** - Cash and investments at the end of the financial year totalled $196 million. Council's total return was 4.83% pa for the financial year compared to 4.36% pa for the previous year due to higher interest rates and active management of the investments portfolio during the year.
- **Infrastructure assets revaluation** - Council performs a comprehensive revaluation on its infrastructure assets on a five-year cycle. Each year, however, Council assesses the carrying amount of assets to ensure that it does not differ materially from the fair value. During 2024/25, Council performed a comprehensive revaluation on roads including kerb and gutter, bridges, footpaths, car parks and other traffic facilities. As a result, there was a $48 million fair value increase in carrying value of all infrastructure asset classes, including community, Crown and operational land.

Challenges

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

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

There are challenges to meet in the future to be financially sustainable and decisions are required about the revenue and expenditure pathway amid changing circumstances. In response to continuing financial challenges and other external factors impacting Council and local government more generally, the organisation has been actively identifying risks to successful delivery and exploring options to address them. This process has involved reviewing the capital works program, funding major projects, assessing services, considering alternative funding strategies, and adjusting rates to support long-term financial sustainability while meeting community needs and expectations.

These reviews and considerations have informed the development of Council's 2025/26 budget and future years of the Long Term Financial Plan. These documents outline key issues and detailed assumptions around Council's future financial projections.

How did we perform?

Achieved a satisfactory operating result

For the financial year ended 30 June 2025, Council had an operating surplus, excluding revenue from capital grants and contributions, of $3.95 million (Figure 1), which was $2.44 million higher than the 2023/24 result. This is mainly due to a higher net gain from disposal of assets ($3.67m), partly offset by lower financial assistance grants (future year allocation). In addition, increases in materials and contract costs were partially offset by higher interest income.

The operating result including capital grants and contributions was $22 million (Figure 2), an increase of $310,000 in comparison to the previous financial year ($21.69m).

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

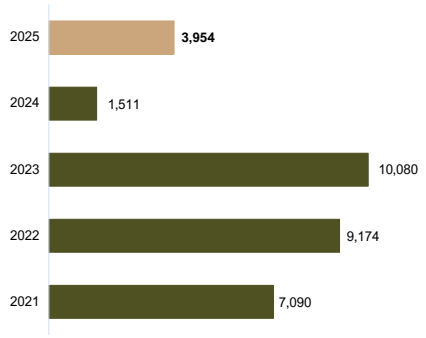


Figure 1 Net operating result $'000 (excluding capital income) – 5-year trend

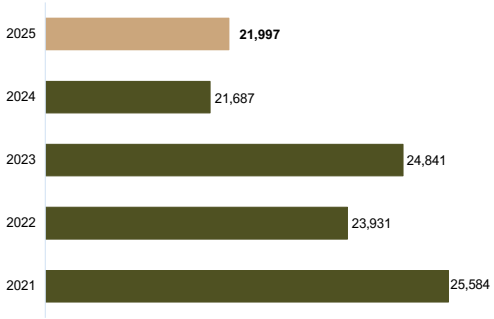


Figure 2 Net operating result $'000 (including capital income) – 5-year trend

Performance measurement indicators

The Statement of Performance Measurement provide ratios used to assess various aspects of Council's financial performance.

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

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

1. Operating performance ratio

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

2024/25 ratio: 0.36%

Council's Performance Ratio decreased due to a combination of reduced operating grants, increased materials and contract costs, and higher depreciation. However, the ratio remains above the 0% benchmark, indicating that Council can still contain operating expenditures, excluding capital grants and contributions, within its operating revenues (Figure 3).

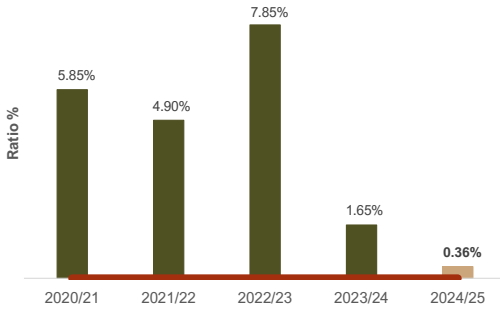


Figure 3 Operating performance ratio

Benchmark: > 0.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting

2. Own source operating revenue ratio

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

2024/25 ratio: 85.19%

Council's Own Source Operating Revenue Ratio has remained stable and above the benchmark of (>60%) in the last five years (Figure 4). Council has a sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.

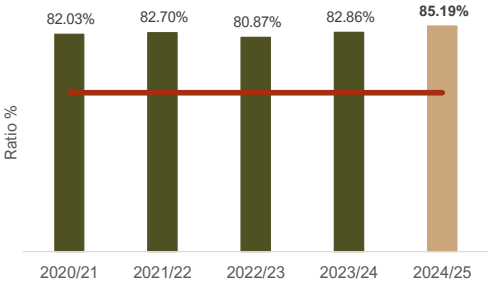


Figure 4 Own source operating revenue ratio

Benchmark: >60%

Source for benchmark: Code of Accounting Practice and Financial Reporting

3. Unrestricted current ratio

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

2024/25 ratio: 2.94x

Council's Unrestricted Current Ratio is above the benchmark of >1.5x and has been outperforming the benchmark for the last five years (Figure 5). The ratio of 2.94x, compared to 4.00x in 2023/24, is mainly due to short-term obligations (higher payables mainly due to milestone payments for St Ives Indoor Sport Centre) grew faster than available unrestricted funds. At this ratio Council's liquidity is good and it can readily pay its debts as they fall due.

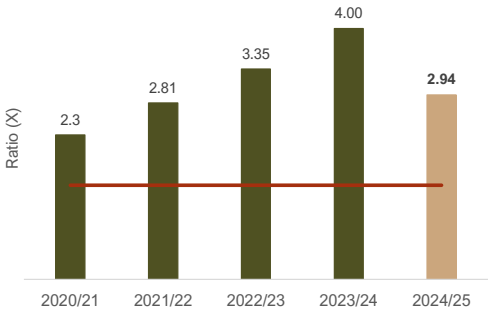


Figure 5 Unrestricted current ratio

Benchmark: >1.5x

Source for benchmark: Code of Accounting Practice and Financial Reporting

4. Debt service cover ratio

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

2024/25 ratio: 6.42x

The Debt Service Cover Ratio has decreased from the previous year but remains above the benchmark of >2x (Figure 6). This is mainly due to decreased operating results driven by lower operating grants revenue and higher operating costs.

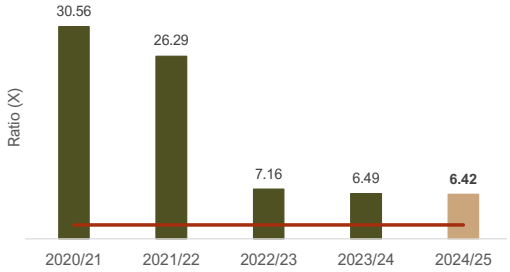


Figure 6 Debt service cover ratio

Benchmark: >2x

Source for benchmark: Code of Accounting Practice and Financial Reporting

5. Rates and annual charges outstanding percentage

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

2024/25 percentage: 5.65%

The rates and annual charges outstanding percentage of 5.65% is more than the benchmark of 'less than 5%' (Figure 7).

An increase from the previous year is noticed mainly due to a timing factor from additional new property unit developments remaining unsettled at year end combined with a larger number of ratepayers entering payment plans during the period. Council is monitoring this ratio to identify the underlying causes and take action to prevent it from increasing.

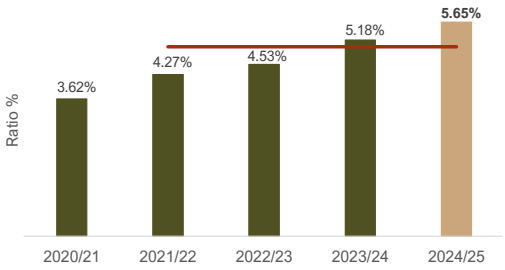


Figure 7 Rates and annual charges outstanding percentage

Benchmark: <5.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting

6. Cash expense cover ratio (months)

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

2024/25 ratio: 11.50 months

Council's Cash Expense Cover Ratio is satisfactory and remains above the benchmark of greater than 3 months indicating that Council continues to maintain a strong liquidity position (Figure 8). The small decrease from the previous year is primarily due to an increase in payments required for higher operating costs and a reduction in cash and cash equivalents following the repayment of unspent project grant to Transport for NSW.

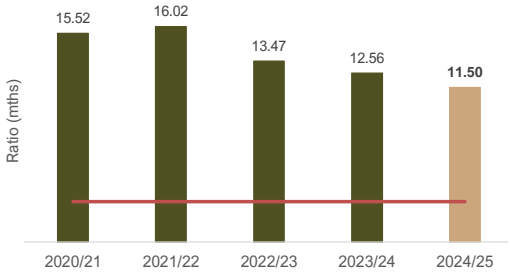


Figure 8 Cash expense cover ratio (months)

Benchmark: >3.00 months

Source for benchmark: Code of Accounting Practice and Financial Reporting

7. Buildings and infrastructure renewals expenditure ratio

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

2024/25 ratio: 58.39%

This indicator measures Council's rate of renewing buildings and infrastructure assets relative to their rate of depreciation. The current ratio of 58.39% is a decrease from the previous year's 86.91%, primarily due to the timing of renewal works that were not completed within the financial year and have been carried forward to 2025/26 (Figure 9). Including the carried forward works, the adjusted ratio would be approximately 90%, indicating a timing variation rather than a reduction in renewal works. Nevertheless, even after accounting for this variation, the ratio remains below the benchmark target of 100%. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital works projects and is currently exploring a special rate variation to fund future infrastructure renewal.

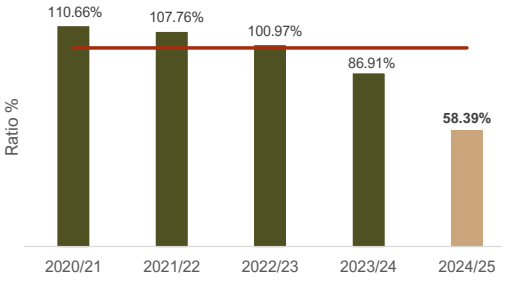


Figure 9 Buildings and infrastructure renewals expenditure ratio

Benchmark: >=100%

Source for benchmark: Code of Accounting Practice and Financial Reporting

8. Infrastructure backlog ratio

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

2024/25 ratio: 7.89%

There was a slight improvement from the previous year, mainly due to reassessment of the road assets, where the condition ratings were reviewed and better than projected (Figure 10). The infrastructure backlog remains above benchmark and Council is proactively addressing this in its asset funding strategy and Long Term Financial Plan and is currently exploring a special rate variation to fund infrastructure backlog.

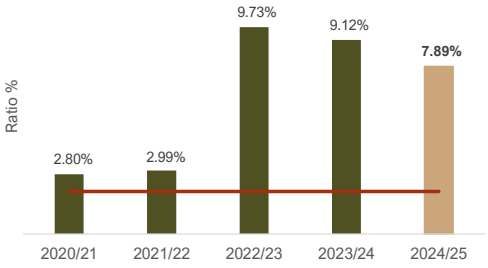


Figure 10 Infrastructure backlog ratio

Benchmark: < 2%

Source for benchmark: Code of Accounting Practice and Financial Reporting

9. Asset maintenance ratio

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

2024/25 ratio: 89.93%

A ratio above 100% indicates that Council is investing enough funds within the year to ensure assets reach their useful lives. The 2024/25 ratio has decreased slightly compared to last year due to an increase in infrastructure maintenance costs and a larger asset portfolio from indexation (Figure 11). Council is committed to increasing expenditure on asset maintenance in the future to maintain its infrastructure assets in satisfactory condition in the long term. Council is exploring an SRV to increase expenditure on renewals and maintenance of its assets.

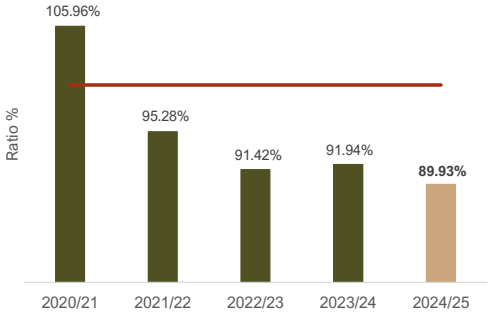


Figure 11 Asset maintenance ratio

Benchmark: >100.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting

10. Cost to bring assets to agreed service level

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

2024/25 ratio: 10.65%

The ratio is an estimate of the cost to renew existing assets that have reached the condition-based intervention level. The ratio is lower than the previous year mainly due to the reassessment of road and transport assets (Figure 12). Council is committed to increase expenditure on asset renewals in future years and reduce the cost to bring assets to agreed level of service.

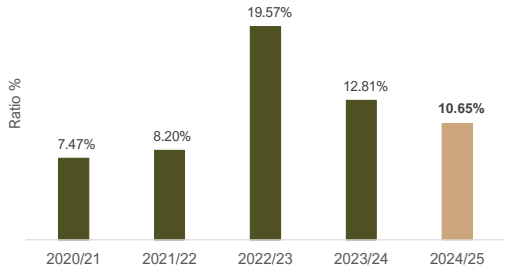


Figure 12 Cost to bring assets to agreed service level

Where did our funds come from?

Total income (2024/25): $182.6 million (including capital income of $18.04m)

Our main sources of income in 2024/25, including capital income (grants and contributions) were from:

Total income by category 2024/25		
Income	**2024/25**	**2023/24**
Rates and annual charges	$103.48 million or 57%	$98.31 million or 56%
User charge and fees	$24.10 million or 13%	$22.96 million or 13%
Grants and contributions provided for capital purposes	$18.04 million or 10%	$20.18 million or 11%
Interest and investment revenue	$10.53 million or 6%	$9.32 million or 5%
Grants and contributions provided for operational purpose	$8.46 million or 5%	$9.98 million or 6%
Other income	$7.92 million or 4%	$8.88 million or 5%
Other revenues	$6.39 million or 3%	$6.33 million or 4%
Net gains from the disposal of assets	$3.68 million or 2%	-

Where were our funds spent?

Total operating expenses (2024/25): $160.6 million

The main expenditure items for the year were:

Total expenditure by category 2024/25		
Expenditure	**2024/25**	**2023/24**
Materials and services	$75.05 million or 47%	$71.75 million or 47%
Employee benefits and on-costs	$51.96 million or 32%	$49.12 million or 32%
Depreciation, amortisation and impairment	$27.06 million or 17%	$25.95 million or 16%
Other expenses	$5.35 million or 3%	$5.06 million or 3%
Borrowing costs	$1.17 million or 1%	$1.32 million or 1%
Net losses from disposal of assets	-	$1.07 million or 1%

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

Photographer: Maggie Langtry

PROJECTS SNAPSHOT

Council completed or progressed a range of capital and operational projects and programs to benefit the Ku-ring-gai community during 2024/25.

The following represents a selection of projects and programs, with expenditure, as part of the delivery of Council's Capital Works Program and Operational Projects in 2024/25.

ROADS **$9,910,357**	• Road renewal and repair across the local government, including upgrades, and future road acquisition in Gordon and traffic facilities maintenance
SPORTS COURTS **$16,830,655** ***(*$16,403,025)***	• Council's sports courts development program • Progress of St Ives Indoor Centre project*
BRIDGES AND OTHER ROAD ASSETS **$865,218**	• Bridge replacement and renewal program across the local government area • Retaining wall rehabilitation, Pymble
TOWN CENTRE STREETSCAPES **$342,530**	Design and/or construction works at: • Neighbourhood centre upgrade at East Turramurra • Streetscape improvements across the local government area including Gordon and Lindfield
TRAFFIC FACILITIES/ TRANSPORT **$1,295,365**	• Construction of new and upgraded traffic infrastructure and pedestrian facilities, sign audit and line marking • Sustainable transport initiatives including shared user paths/ cycleways at various locations across the local government area
OPEN SPACE/ RECREATIONAL ASSETS **$1,063,463**	Design and/or construction works at: • Open space infrastructure renewal program • Ibbitson Park, Lindfield upgrade - design • Two Creeks walking track upgrade • Caley's Pond and Banks Track boardwalk • Recreational Use Feasibility Study • Temporary public park – Gordon • Open lane – Gordon Bowling Club
PLAYGROUNDS **$531,835**	Design and/or construction works at: • Eldinhope Green, Wahroonga • Sequoia Close, West Pymble - design • Lorraine Taylor Reserve, St Ives • Ku-ring-gai Wildflower Garden, St Ives • Mimosa Reserve/Rofe Park, South Turramurra • Comenarra playing fields, Turramurra • Queen Elizabeth Reserve, West Killara - design • Blackburn Reserve, St Ives - ready for construction • Roseville Park, Roseville - design
PARKS **$1,242,702**	Design and/or construction works at: • Hassall Park, St Ives masterplan implementation • Bedes Forest, St Ives upgrade • Robert Pymble Park precinct • The Glade, Wahroonga masterplan implementation • St Ives Showground masterplan • Works across the LGA as part of Council's parks development program

FOOTPATHS $1,528,158	• Construction of new footpaths, reconstruction of existing footpaths and improvements to footpaths across the LGA
LIBRARY RESOURCES $1,086,664	• New and replacement of library resources and collections and refurbishment works at Gordon library
DRAINAGE STRUCTURES $952,468	• New, upgrade and renewal works to drainage networks across the LGA and continuation of Council's CCTV condition assessment and repair program, flooding impact reduction and renewal and relining
FENCING AND PARKING AREAS $223,968	• Fencing and car parks at sportsground program
BIODIVERSITY $627,810	• Bushland monitoring, inspection and restoration programs and projects, ecological burns program and fire management • Biobanking and ecological management on conservation agreement land, and pest species management • Projects to enhance biodiversity corridors and urban forest areas across the LGA and projects including the Tiny Forest and bank stabilisation at the Ku-ring-gai Flying Fox Reserve, Gordon
COMMUNITY PARTNERSHIPS $941,728	• Community programs and initiatives including the Climate Wise Communities and WildThings programs; community environmental volunteering, grants, education programs, environmental events and workshops; engagement and promotions; environmental art and signage; new resident engagement/promotional items, and works associated with the St Ives Cultural Environmental Education Centre
INFORMATION TECHNOLOGY $1,517,892	• Improvements to Council's core systems, projects and system maintenance and technology equipment replacement
PUBLIC AMENITIES $242,646	• Upgrade to amenities as part of Council's refurbishment program at various locations across the local government area • Bannockburn Oval, Pymble clubhouse/ amenities renewal - design
SWIMMING POOL $336,994	• Refurbishment works to 25m indoor pool at the Ku-ring-gai Fitness and Aquatic Centre
COMMUNITY CENTRES AND HALLS $218,190	• Improvement works to community facilities undertaken at Tulkiyan House, Gordon; community hired facilities and upgrades to senior's facilities
WASTE AND RECYCLING $316,030	• Programs, projects and initiatives within Council's Better Business Partnership program and recycling bins in public places
TREE PLANTING $207,996	• Tree planting across the local government area and Urban Forest Strategy preparation

Footnotes:
- Figures are rounded and are inclusive of all grants received by Council and all project related costs including project management/ consultant costs, reports commissioned and design/construction works.
- Figures represent a portion of programs from Council's Capital Works Program and Operational Projects for 2024/25 with expenditure consistent with Council's Financial Statements 2024/25.

DELIVERY PROGRAM RESULTS

Council successfully delivered a range of programs, projects and services to the community across all service areas during 2024/25 that successfully contributed to the progress of the long term objectives contained in *Council's Community Strategic Plan - Ku-ring-gai 2032*.

Council's Delivery Program 2022-2026 and Operational Plan 2024-2025 includes 64 four-year term achievements, 208 annual tasks and 83 annual performance indicators. Progress against these is summarised in Figure 13 as part of Council's June 2025 bi-annual report.

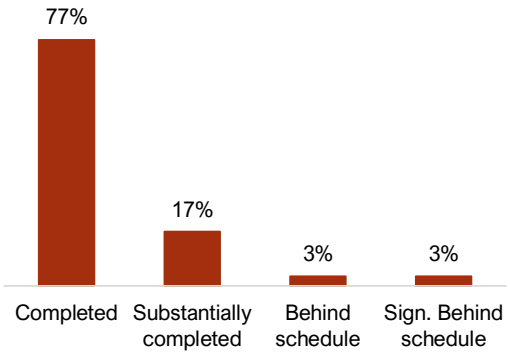
FURTHER INFORMATION
Further details on Council's performance is available in **Performance – Delivering the vision** and the June 2025 bi-annual report at www.krg.nsw.gov.au

Performance summary snapshot

Revised Delivery Program 2022 - 2026

94%

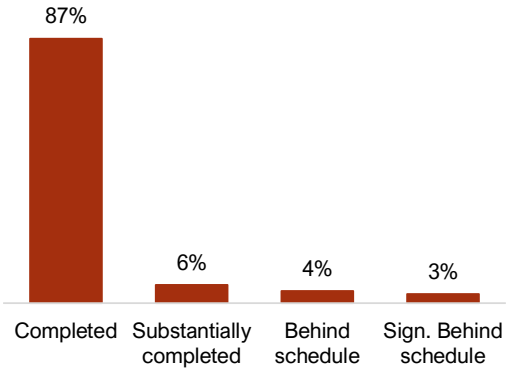
TERM ACHIEVEMENTS COMPLETED OR SUBSTANTIALLY COMPLETED



Operational Plan 2024 - 2025

93%

TASKS COMPLETED OR SUBSTANTIALLY COMPLETED



Performance Indicators 2024 - 2025

79%

INDICATORS ACHIEVED

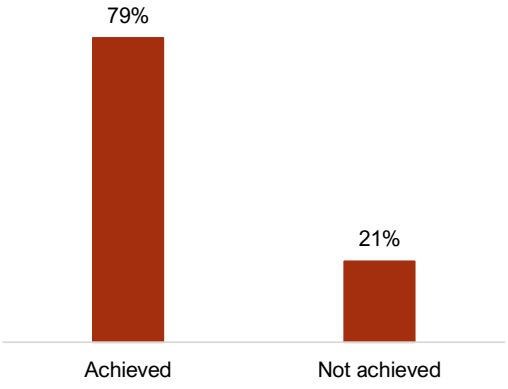


Figure 13 Revised Delivery Program and Operational Plan performance from 1 July 2024 to 30 June 2025

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

QUADRUPLE BOTTOM LINE

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

Community Strategic Plan

The Community Strategic Plan contains 30 focus areas and long term objectives which reflect the Ku-ring-gai community's needs and priorities for the future. These contribute to one or more QBL goals. Diagram 1 indicates the primary contribution that each focus area makes to a QBL goal and Council's progress in addressing and achieving the quadruple bottom line in the Delivery Program through Council's Term Achievements for 2024/25.

Additional QBL progress is identified in Delivery Program performance indicators under each theme in **Performance – Delivering the vision**.

QUADRUPLE BOTTOM LINE

SOCIAL

Community focus areas

- Health and wellbeing
- Diversity and inclusiveness
- Engagement and connectedness
- Safety and emergency management
- Housing choice
- Creativity
- Integrated and accessible transport
- Road network
- Managing urban change
- Quality urban design and development
- Preserving Ku-ring-gai's character
- Community buildings and facilities
- Recreation, sporting and leisure facilities
- Heritage

ECONOMIC

Community focus areas

- Partnering for business growth
- Facilitating business growth
- Destination opportunities
- Financial capacity and sustainability
- Regional transport network
- Revitalisation of centres

ENVIRONMENTAL

Community focus areas

- Appreciation of the natural environment
- Natural areas
- Natural waterways
- Climate change
- Sustainable resource management

CIVIC LEADERSHIP

Community focus areas

- Leadership
- Communication
- Governance and management
- Continuous improvement
- Standard of infrastructure

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

Quadruple bottom line performance snapshot

The following table details Council's progress in addressing and achieving the quadruple bottom line in the Delivery Program through Council's Term Achievements for 2024/25.

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

QBL goal	Delivery Program Term Achievements Completed or substantially completed
SOCIAL	90%
ECONOMIC	100%
ENVIRONMENTAL	86%
CIVIC LEADERSHIP	100%

Note: Term Achievements may align with multiple QBL goals; each has therefore been mapped to the most relevant primary QBL goal.

IMPROVING SERVICES

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

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

Improvement initiatives are identified and implemented through the following:

- completing an annual audit program which identifies improvements to business processes and the delivery of services required to enhance compliance
- encouraging staff to initiate improvements in their work practices and service delivery, including streamlining workflows and business processes
- modernising core IT systems and leveraging technology to improve efficiency and reduce administrative effort, and
- Council's targeted service improvement review program.

Service improvement program

Ku-ring-gai Council is dedicated to delivering high-quality, efficient and responsive services that meet the community's evolving needs.

All NSW councils have obligations under the *Local Government Act 1993* and Integrated Planning and Reporting (IP&R) Framework to:

- identify areas of service that they will review during their term, and how they will engage with the community to determine service level expectations
- specify each service review to be undertaken in each year
- include progress of service reviews, the results of those reviews and any changes made to levels of service in their annual reports.

Under the NSW Government's Guidelines for Risk Management and Internal Audit, Councils are also required to demonstrate an effective service review framework to ensure they are delivering services and conducting their business and functions to an expected standard.

In 2024/25, Council completed planned service improvement reviews for communications and engagement, sports field maintenance and development application assessment services. Reviews for regulation and compliance and community development programs are in progress.

The insights gained from these reviews will help inform a new service improvement policy and supporting guidelines in the new financial year.

Communications and engagement review

The service improvement review for communications and engagement aimed to assess the effectiveness of our communication channels and engagement activities, clarify community expectations and compare our performance against industry best practices.

The review highlighted that Council disseminates a significant volume of information across various platforms, and that the Corporate Communications team operated with a leaner staff compared to similar councils. It also identified several opportunities for improvement.

Key findings and outcomes:

- The review found that feedback was not consistently provided to community members after a consultation project was completed. In response to this, Council prepared a new Community Engagement Strategy (CES), including commitments to "closing the loop" with participants.
- The review recommended providing staff with additional training on handling conflict and aggression. Council will develop a practical training program to equip staff with the skills to assess and mitigate risks during consultations, ensuring a constructive and secure environment for staff and other participants.
- The review noted that specific demographic groups, including young people and those from

culturally and linguistically diverse communities, require tailored approaches to communication and engagement. Council has committed to expand its community research survey and use these insights to inform the Multicultural Inclusion Action Plan and other strategies.
- The review identified that policies and procedures for identifying and notifying stakeholders impacted by development and capital works lacked a consistent, integrated framework. Council addressed this by reviewing the Community Participation Plan and aligning notification activities with the new Community Engagement Strategy.

Sports field maintenance review

The service review for sports field maintenance assessed current maintenance strategies, user expectations and benchmarked our practices against other councils. The review found that Ku-ring-gai has a significantly higher provision of turf fields per resident compared to others in the northern Sydney region, and our operational costs and hire fees are among the lowest.

Key findings and outcomes:

- The review recommended that Council prepare and adopt a sports field strategy to support future planning, investment, use and operational decisions. The next review of Council's Recreation Needs Strategy will consider the issues raised during the review and incorporate its recommendations.
- The review highlighted the need for a more structured approach to track costs and performance. In response to this finding, Council is restructuring its internal work order system to enable more precise tracking of costs related to specific maintenance activities and different field classifications, and implementing a new checklist and audit program to ensure service levels are consistently maintained.

Development assessment services review

The service review for development assessment services focused on ensuring our team structure and resources are efficient, benchmarked and adequately resourced. The review found that while current resourcing is comparable to other councils, it may not be sufficient to meet increasing workloads and the NSW Government's target of reducing assessment times to 85 days by 2027.

Key findings and outcomes:

- The review found that the length and complexity of Ku-ring-gai's Development Control Plan (DCP) was contributing to delays for applicants. Council has established a register to identify and resolve ambiguous and unnecessary controls and streamlined the tools planners use to assess applications. While a comprehensive review of the DCP is a substantial undertaking, Council will prioritise simplifying the plan to improve clarity and consistency.
- Customer service was identified as an area for improvement. Council has implemented updated service standards to engage with applicants within 14 days, improved its booking system and will explore the use of AI to provide faster response times and better customer service.
- The review highlighted community concerns about tree loss and the role of development assessment in this process. Council has committed to collecting data on the type and extent of tree loss and replacement resulting from development applications.
- The review identified a need for structural responses to prepare for an increase in development applications (DAs) resulting from NSW government planning reforms. Council successfully secured funding for new apprenticeship positions and established four additional roles to prepare for the expected increase in DAs and State Significant Developments. Council will also continue to explore avenues to reduce DA timeframes and improve processes.

Recent improvements reduced average DA assessment times to 109 days by the end of June 2025.

Regulation and compliance

Council commissioned an independent service review of its compliance and regulatory unit. The objective of this review is to ensure that the team structure and resources are in place to meet the needs of the organisation and the community, benchmark its functions against other councils, assess its efficiency and ensure that staff have the necessary support to undertake their day-to-day work. Preliminary findings show that workloads associated with customer requests regarding building compliance and regulation have increased in recent years, and improvements could be made to the administrative, recruitment and systems supports provided to the unit. Further data analysis and benchmarking is underway.

Community development

Council commissioned an independent assessment of the efficiency, effectiveness and alignment of Council's community development programs to current and future community needs. It is expected that this review will be finalised by end-October 2025.

Forward program of service reviews

Council developed a forward program of reviews, including the following priorities for 2025/26:

- Environment and sustainability programs
- Tree management
- Stormwater renewal and maintenance
- Libraries

Beyond these formal reviews, all service units are actively encouraged to pursue innovations and continuous improvement initiatives to enhance service delivery and customer experience.

FURTHER INFORMATION
About continuous improvement activities undertaken by Council can be found under each theme in **Performance – Delivering the vision**.

ENGAGEMENT AND COLLABORATION

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

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

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

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

A new community engagement strategy also acknowledges the value of community engagement and participation. The new strategy will be publicly exhibited in early 2025/26. It will guide how and when Council engages with the community, acknowledging that every engagement activity will require consideration of various issues to ensure engagement is effective.

Benefits of effective community engagement include:

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

Council connected with our community in 2024/25 through a diverse range of face-to-face engagement activities and media including surveys, apps, newsletters, public exhibitions, community forums and the Your Say section of our website.

FURTHER INFORMATION
See **Appendix 1 – Community Engagement and Collaboration Activities** for details of engagement activities undertaken in 2024/25.

Collaboration

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

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

FURTHER INFORMATION
See **Appendix 1 – Community Engagement and Collaboration Activities** for details of how we are collaborating with different stakeholders or www.krg.nsw.gov.au

Snapshot – Council engagement and communication 2024/25

42+
PUBLIC EXHIBITIONS, FORUMS AND SURVEYS^

232,051
VISITS
KRG ENGAGEMENT HUB

6,609
VISITORS
YOUR SAY WEBPAGE

COMMUNITY SUBMISSIONS

15,222
COMMUNITY SUBMISSIONS OR RESPONSES RECEIVED BY COUNCIL^

PRIMARILY FOCUSED ON:

• Transport Oriented Development alternative scenarios • dual occupancy planning regulations • the new Community Strategic Plan, Delivery Program and Operational Plan • tree planting • playground upgrades • drainage • traffic calming arrangements

WEBSITE

3,174,954
SITE VISITS

MOST POPULAR PAGES

• Closures and wet weather • Your say • Library • What's on • Waste and recycling • Development assessment

SOCIAL MEDIA

526 POSTS
BY COUNCIL

67,100
FOLLOWERS

41,600
FOLLOWERS ON FACEBOOK ACROSS 8 PAGES

8,232
FOLLOWERS ON INSTAGRAM

4,620
FOLLOWERS ON LINKEDIN

10,600
MEMBERS ON NEXTDOOR

LOCAL MEDIA

200+ MEDIA
RELEASES ISSUED

NEWSLETTERS

Ku-ring-gai Update
SENT TO 46,119 RATEPAYERS

77,700
people
SUBSCRIBED ACROSS 10 E-NEWSLETTERS

^ not including tenders

SUSTAINABILITY PERFORMANCE SNAPSHOT

PROTECTED BUSHLAND AND BIODIVERSITY

288 hectares of bushland regenerated

Ku-ring-gai Flying-fox Reserve bank stabilisation works

4 new microbat roosts

Evidence of breeding of the threatened **Eastern Pygmy Possum** in Ku-ring-gai

SUSTAINABLE BUSINESS

Co-fund the BBP program to support local business to operate more sustainably

USED RECYCLED WATER

91,981 kL water reused or recycled by Council operations

22 sewer mining, leachate and stormwater harvesting sites

REDUCED EMISSIONS

15 public electric vehicle chargers

68% decrease in Greenhouse gas emissions from Council operations^

IMPROVED SUSTAINABILITY OF COUNCIL ASSETS

100% Council's renewable electricity powering Council's facilities

Driving toward a cleaner future in Council's electric fleet of 19 battery electric vehicles and 17 plug-in hybrid electric vehicles

17 rooftop solar systems at Council facilities

decreased reliance on potable water for Council assets

CONNECTED COMMUNITY WITH THE ENVIRONMENT

Together, we planted **over 900 trees** on **National Tree Day**

Over 700 environmental **volunteers** preserve and maintain bushland areas through the **Bushcare, Streetcare, Parkcare and propagation programs**

290 community **NetZero champions**

over 7,000 residents are involved in **environmental programs and events**

over 5,847 participants in **environmental education** at the **Ku-ring-gai Wildflower Garden**

over 7,800 subscribers to **5 targeted newsletters** on sustainability, smart schools, volunteering for nature, composting and net zero

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

REDUCED WASTE TO LANDFILL

6% decrease in waste generated per Ku-ring-gai resident^

60.52% household waste diverted from landfill

collect **textiles** from **14 unit blocks** (28 bins) and **14 schools** for recycling

27 public place **recycling bins** placed in **18 parks**

held a **corflute recycling** campaign

70.5 tonne of **household chemicals** retrieved

REDUCED STORMWATER IMPACTS

32 gross **pollutant traps** in Ku-ring-gai

Microplastic research partnerships with UNSW, EPA, AUSMAP

REDUCED ENERGY AND WATER USE

173 smart energy and water $ rebates provided by Council to the community

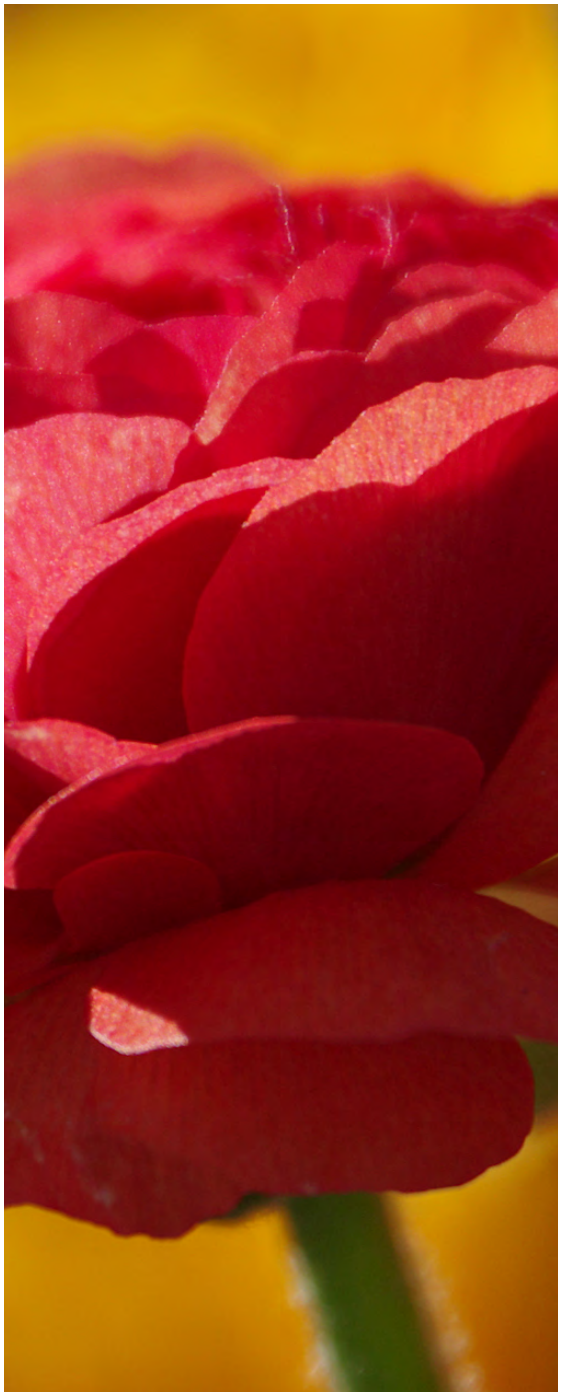
^ Over 5 years (20/21 – 24/25)

North Turramurra Golf Course.
Photographer: Kay Watson

AWARDS AND RECOGNITION

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

COMMUNITY



2025 Australia Day Honours List

Mrs Jennifer Gai ANDERSON OAM, for service to the community of Ku-ring-gai

Mr Samuel Stuart CLARK AM AFSM, for distinguished service as a member of an Australian fire service

2025 King's Birthday Honours List

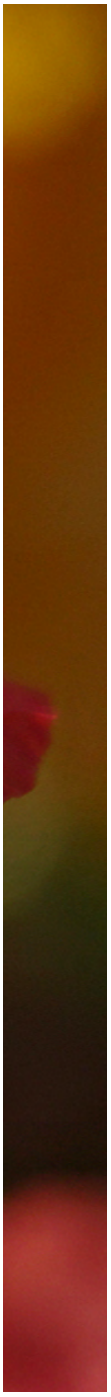
Mrs Roslyn Elaine PHILIPS OAM of St Ives, for service to the community through charitable roles

Mr David Hugh ARMSTRONG AM of Gordon, for significant service to the not-for-profit sector, to the arts, and to the financial sector

Mrs Margaret Phillippa MIDDLETON OAM of Lindfield, for service to the community as a volunteer

Mr John McKenzie MIDDLETON OAM of Lindfield, for service to the community, particularly through music

Mr Ronald Bruce YORK OAM of Lindfield, for service to the community of Sydney, and to charitable organisations



2025 Ku-ring-gai NSW Local Citizen of the Year Award winners. Second from left to right: Sofia Zvolanek, Madeleine Steel, Matthew Hayes and representatives from Hornsby Ku-ring-gai Women's Shelter.

2025 Ku-ring-gai NSW Local Citizen of the Year Awards

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

The following members of the community were recognised for their outstanding contributions during 2024/25:

Citizen of the Year

Madeleine Steel

When Madeleine became a parent, she experienced firsthand the isolation and challenges that many new parents face. Motivated by this experience, three years ago she founded Empowering Parents in Crisis (EPIC) - an organisation created to connect parents in need of support, community and social connection. Since then, EPIC has grown to nearly 400 members and has made a meaningful impact through its community outreach. In the past year alone, EPIC facilitated 1,065 parent/carer connections, supported 709 individuals through its phone helpline, organised 24 group walks, and hosted 29 workshops and forums.

Young Citizen of the Year

Matthew Hayes

This young Turramurra resident was a student at Ku-ring-gai High School and is passionate about politics, public transport and planning and advocating for young people with disabilities. Since leaving school, Matthew has been volunteering at the Sydney Tramway Museum and running his YouTube channel AheadMatthewawesome which has nearly 2,000 subscribers and over half a million viewers. Here he showcases transport, planning and infrastructure in NSW. What makes this achievement more remarkable is at a young age Matthew was diagnosed with autism and doctors thought he would be unable to talk.

One of Matthew's greatest demonstrations of community leadership has been his contribution to the NSW Youth Parliament. Matthew was selected to be the Youth Member for Wahroonga and helped develop bills on a range of topics, including the creation of an alternative suspension program in schools. Matthew's ability to connect with young people was exemplified with his peers electing him to the prestigious position of Youth Deputy Premier.

Environmental Citizen of the Year

Sofia Zvolanek

Since 2020, Sofia has been actively involved in the online platform iNaturalist, as well as volunteering with groups such as the Powerful Owl Project. Sofia contributed a staggering 25,306 observations, with 2,224 species recorded and 154,535 identifications across the iNaturalist platform. She has been involved in the rescue and rehabilitation of wildlife and in 2023 was a finalist for the Nature Conservation Council 'Rising Star' award. As an active member of BirdLife Australia's Powerful Owl Project, Sofia has collected data on tree heights and hollow dimensions as a means of better informing land managers on how to manage habitat.

Mayor's Award for Outstanding Service by a Community Group

Hornsby Ku-ring-gai Women's Shelter

This award was presented in recognition of the Shelter's dedicated efforts to support women and children in crisis. Each day, the Shelter acts as a vital lifeline for individuals facing domestic violence, offering a safe haven and essential services. Beyond immediate safety, the Shelter provides holistic support to help women rebuild their lives - including financial guidance, outreach programs, counselling, and a range of other support services.

2025 Local Business Awards

The business awards, of which Council is a sponsor, recognise businesses for their products, services and innovation. Finalists in each category were selected based on the number of nominations they received from the public. This year, there were 89 finalists from the Ku-ring-gai area, all vying for recognition across 28 award categories.

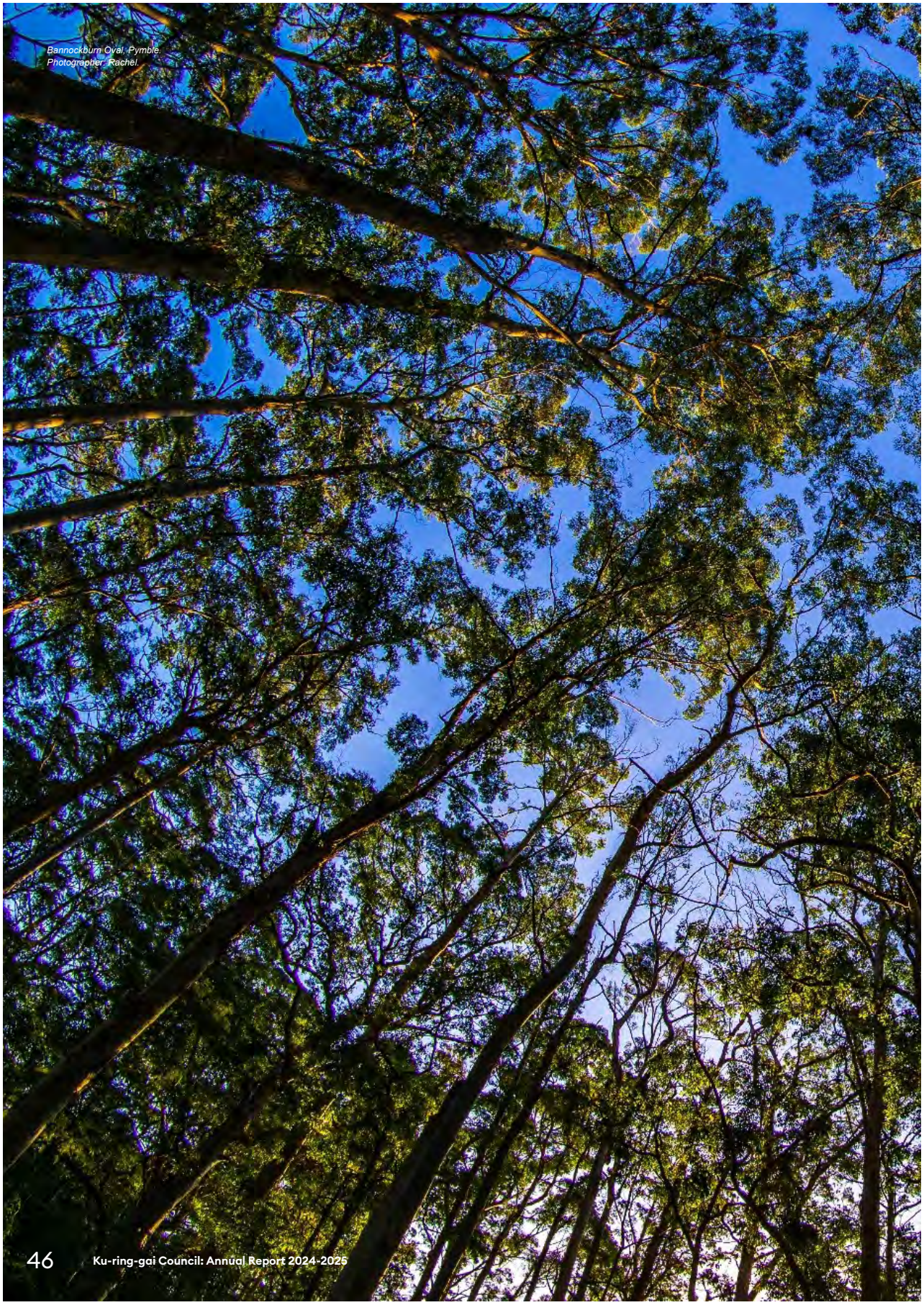
Ku-ring-gai businesses received awards in 14 categories:

Business of the Year

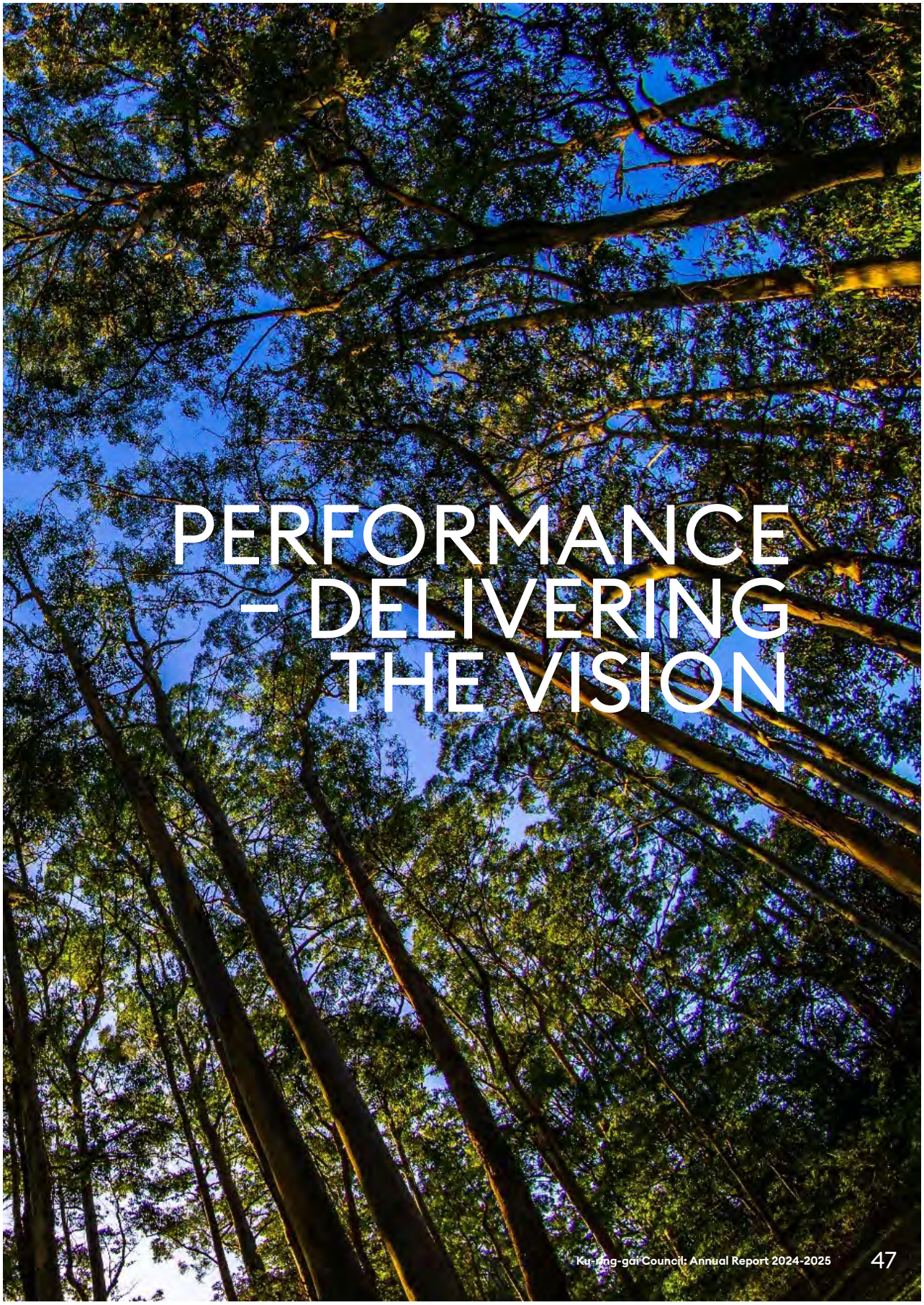
Brick Lane Espresso, West Pymble

Category winners:

- Beauty Services – SE Aesthetics, Turramurra
- Butcher – McFarland's Gourmet Meats, Wahroonga
- Café – Brick Lane Espresso, West Pymble
- Early Childhood Centre – Adventures Preschool and Long Day Care, South Turramurra
- Fitness Services – Village Pilates, St Ives
- Hairdresser – Hair Traits, Pymble
- Health Improvement Services –Tensegrity Sports Clinic, Wahroonga
- Jewellery Store – Lydia's Jewellers, Wahroonga
- Pet Care – Ark Veterinary Hospital, Lindfield
- Pharmacy – McDonalds Pharmacy, St Ives
- Professional Services – Finsavvy Finance, West Pymble
- Real Estate Agency – McConnell Bourn, Lindfield
- Restaurant – Charmed by Hanuman Thai, St Ives
- Youth Award – Ethan Millsom, AME Electrical & Data, North Turramurra



Bannockburn Oval, Pymble
Photographer: Rachél.



PERFORMANCE – DELIVERING THE VISION

INTEGRATED PLANNING AND REPORTING

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

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

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

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

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

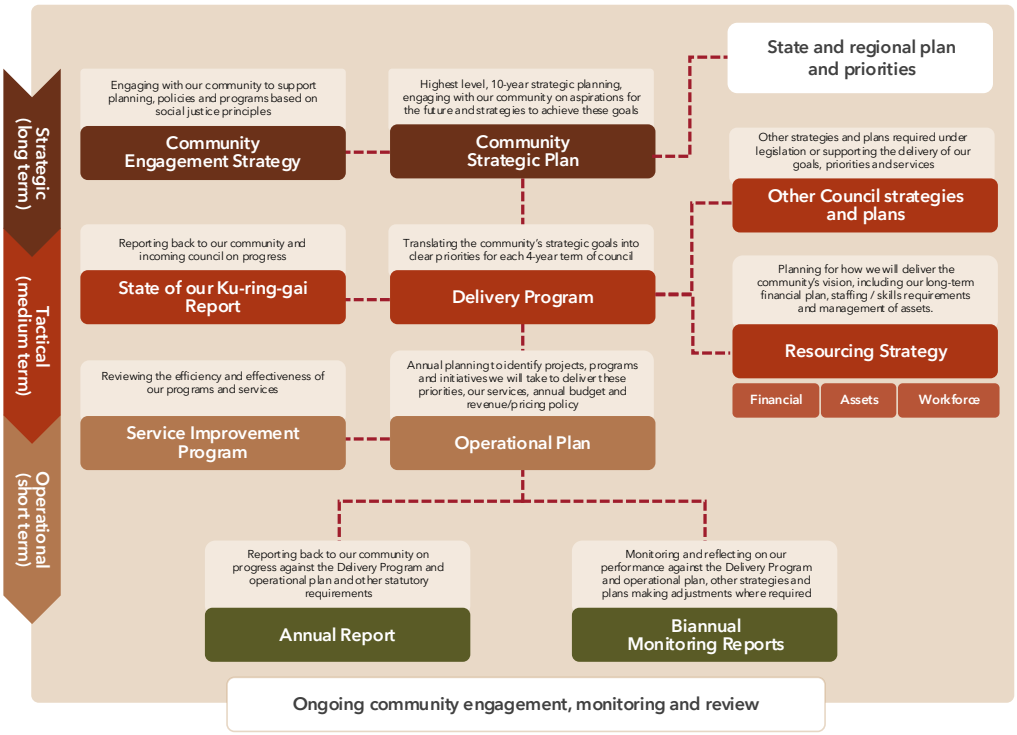


Diagram 2 Ku-ring-gai Council's integrated and planning reporting framework

Abstract sunflowers bought to life at Ku-ring-gai Art Centre. Photographer: Heidi Tamlyn

MEASURING OUR PERFORMANCE

The Operational Plan 2024-2025 contains Council's planned actions, projects and activities and service delivery programs for the year including required financial resources. Successful outcomes contribute to the achievement of Council's four-year Delivery Program 2022-2026, which align with long term objectives identified in the Community Strategic Plan.

The table below outlines Council's performance measurement framework and summarises the performance monitoring and reporting undertaken during 2024/25.

Performance measurement

QUADRUPLE BOTTOM LINE (QBL)	• Measures performance for key economic, environmental, governance and social goals • Presented by overall performance and theme in this report
DELIVERY PROGRAM TERM ACHIEVEMENTS	• Measures completion/substantial completion of four-year term achievements as outlined in the Delivery Program 2022-2026 • Presented by overall performance and theme in this report
DELIVERY PROGRAM PERFORMANCE INDICATORS	• Measures achievement in the delivery of Council services, programs and activities during the financial year • Presented by overall performance and theme in this report
OPERATIONAL PLAN TASKS	• Measures completion/substantial completion of tasks and shows how effective Council was in achieving planned activities during the financial year • Presented by overall performance and theme in this report

Performance monitoring and reporting

QUARTERLY REPORT

Reports presented to Council quarterly:

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

Reports presented to General Manager and Directors Group September 2024 and March 2025:

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

BI-ANNUAL REPORT

Reports presented to Council and Ku-ring-gai community every six months:

- December 2024 - progress of term achievements and annual tasks
- June 2025 - completion/substantial completion of term achievements and annual tasks, and achievement of annual performance indicators. Bi-annual reports are available at www.krg.nsw.gov.au

ANNUAL REPORT

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

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

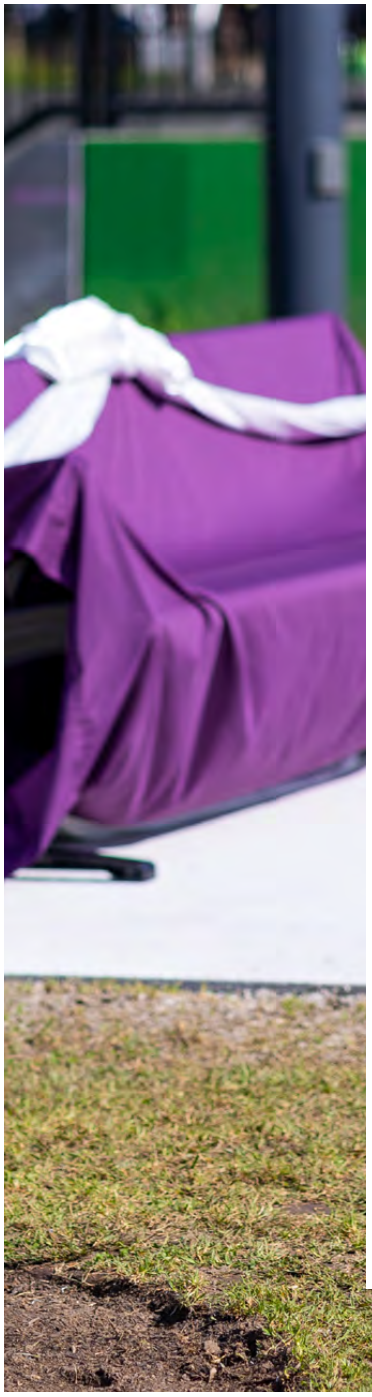
SERVICE PERFORMANCE

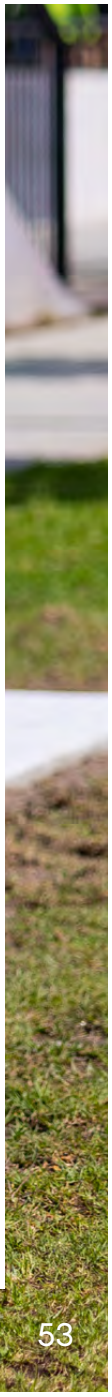
- Continued to implement recommended actions from Council's review of services and results of community satisfaction surveys, in line with community needs and strategic outcomes. Community research reports are available at www.krg.nsw.gov.au
- Continued to develop a service review program framework and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

THEME 1

A memorial seat and purple-flowering Tibouchina tree was unveiled at St Ives Village Green to honour the lives lost in domestic violence across the country. Photographer: Nick Goryl

COMMUNITY, PEOPLE AND CULTURE





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

Services provided under this theme

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

The 2024/25 highlights and challenges for the Community, People and Culture theme within the Revised Delivery Program 2022–2026 show Council's ongoing progress, impact and growth in building stronger, more connected communities.

HIGHLIGHTS

Improving community safety and emergency management

- Opening of the new Rural Fire Brigade Station in Koola Avenue, East Killara with assistance provided from Council in the planning, approval and site preparation for the facility. The new station, which will be an important fire-fighting asset for the Ku-ring-gai area, will be operated by the Rural Fire Service with Council responsible for ongoing maintenance.
- Successfully implemented the Hornsby Ku-ring-gai Bushfire Risk Management Plan 2022-26 including 22km of fire trails receiving surface, drainage and vegetation maintenance works, 27ha of Bushfire Asset Protection (APZ) maintenance, 54ha of bushland interface treated through hazard reduction burning and 66ha of bushland interface received planning and field preparation works for future hazard reduction burning activities.
- Successfully held a Bushfire Expo at West Pymble, supported by the Sydney North Health Network, where community members were able to speak to experts about how to protect their homes and family.
- Adoption of the Bushfire Management Policy.
- Completed a significant storm clean-up effort in January 2025 in conjunction with the State Emergency Service and Rural Fire Service to respond to triage jobs and prioritise responses. Ausgrid also played a crucial role responding to power outages.
- The Middle Harbour Northern Catchments Flood Study was endorsed by the Flood Risk Management Committee.

Community connection and inclusiveness

- Over $193,000 was provided to local community groups to support initiatives improving local wellbeing, including targeted support for women and children affected by domestic and family violence.
- Successfully delivered a diverse events program in Ku-ring-gai including the popular Spring Twilight Concert in the Park, Arts & Culture Festival, the Eco Festival, and Ku-ring-gai Sculpture Trail.
- Delivered Australian Citizenship Ceremonies welcoming 156 new citizens.
- Continued accessible social outings, workshops, and the popular 'Love the Life' and Seniors Festival program to help reduce isolation among older adults.
- Planned and delivered an expanded cultural events program including the Lunar New Year Festival (5,745 visitors), a new Multicultural Festival (cancelled due to wet weather), Ku-ring-gai Heritage Festival (1,176 visitors), and the Ku-ring-gai Gai-mariagal Festival. The Gai-mariagal Festival was the largest indigenous festival program curated across the Northern Sydney region.
- Appointed 15 members to Council's newly formed Multicultural Advisory Committee, hosted a successful Refugee Week celebration with 90 attendees, and engaged 80 Mandarin-speaking residents through civic sessions to support local participation.
- Expanded Art Centre programs to include Chinese calligraphy classes, reflecting the cultural diversity of the local community.
- Achieved high levels of attendance in Library adult programs demonstrating strong and consistent engagement across different cultural, age and interest groups.

Community support

- Held the inaugural meeting of the Status of Women Advisory Committee. This committee provides advice, advocates and raises awareness of issues that impact women in the Ku-ring-gai community.
- Established a Women's Leadership and Inspiration Award at Council's International Women's Day lunch on Thursday 6 March. The objective of the award is to recognise women aged 18 years or older living in the Ku-ring-gai Council area who demonstrate exceptional leadership, advocacy and dedication to advancing gender equality.
- Hosted a commemoration ceremony in May 2025 honouring the lives lost to family violence and reaffirming our commitment to prevention and community support. A distinctive purple seat was unveiled by Mayor Christine Kay and Councillors at St Ives Village Green, accompanied by the planting of a purple-flowering Tibouchina tree. The colour purple is an internationally recognised symbolic colour used to honour the lives lost in domestic violence across the country. This forms part of Council's Prevention of Violence Against Women Action Plan which focuses on education, community partnerships and advocacy to drive long-term change.
- Popular volunteer 'thank you' lunch was hosted by the Mayor with 100 participants, including environmental volunteers.
- The Volunteer Hub continued to support organisations such as Lifeline, KYDS and Rotary Clubs by promoting short-term and one-off volunteer opportunities at major community events in Ku-ring-gai.
- A total of 184 volunteers were referred to local volunteer organisations for suitable roles.
- The annual Volunteer Expo featured 23 organisations and attracted 150 visitors, including high school students. Six local students also volunteered as baristas, demonstrating their newly learned skills.
- Hosted two free workshops for community groups and not-for-profits on making grant applications and establishing new services in conjunction with Mosman and Willoughby Councils and the Your Side organisation.
- Improved the reach of programs for older people with new attendees making up around 15% at each activity.
- Introduced three new exercise classes for seniors reflecting the growing demand for senior health programs.
- Developed an 'exercises at home' booklet for seniors, with the support of a physiotherapist, aimed at improving physical and mental health.
- Received official endorsement for the Ku-ring-gai Dementia Friendly Community Action Plan by Dementia Australia.
- Successfully held events on dementia awareness, duty of care, in-home support, rights and advocacy and brain health. Everything for Seniors Day, part of the Seniors Festival, attracted over 120 older adults and featured 39 local organisations showcasing services, activities and volunteering opportunities.
- Successfully delivered targeted youth programs including Body Image and Eating Disorder Awareness, structured Friday sessions, resume writing workshops, milkshake-making activities, and mental health initiatives such as puppy meditation.
- Ku-ring-gai young people won the 19-24 age category and the People's Choice category in a regional youth photography competition 'Need A Lift' that celebrates positive mental health.
- Successfully held the Youth Forum which promoted advocacy, leadership and consultation among young people, helping to shape service priorities and inform the development of Council's Youth Action Plan.
- Established a Youth Advisory Committee to improve youth participation and engagement in future service provision, offering young people a vital platform for civic involvement.
- Coordinated a youth survey and workshop at Lindfield Learning Village with results informing the Community Strategic Plan and discussions at the February 2025 Youth Forum.
- Collaborated with the George Institute and University NSW to research and assess empathy skills in preschool-aged children at Thomas Carlyle Children's Centre. This research aims to identify children who may benefit from targeted skill-building in emotional development, supporting their social and cognitive growth.
- Successfully delivered the Carer's Week celebration, an expo held for International Day of People with Disability and Refugee Week celebrations at Gordon Baptist Church.

Community engagement

- Successfully engaged with the community on transport oriented development, the Community Strategic Plan, local and neighbourhood centre upgrades, streetscape and traffic works, and surveys of youth, art centre, library users and Council policy updates.
- Establishment of a Community Engagement Champions group supported an improved community participation and engagement culture and cross-department collaboration through regular meetings, training, and updated guidance materials.
- Established a community engagement and notification register to provide senior management with oversight of Council's engagement and notification activities.

Improved community services and facilities

- Visits to Council libraries increased by 17.2% with a 24% increase in eResource usage compared to 2023/24.
- Provided 'in-language' technology support services for seniors through additional library funding.
- A new layout, furniture and fittings were delivered at Lindfield Library providing a more welcoming environment for library users.
- Opened the Toy Library for children with additional needs.
- Over 150 new children were welcomed into Vacation Care, demonstrating strong community trust in Council's children's programs.
- New Art Centre programming has resulted in an increased uptake of programs and includes evening classes to attract a wider range of students.
- Implemented new safety culture software to improve risk management and reporting processes for environmental volunteers.
- Launched a new booklet for dog owners on legislative requirements for menacing or dangerous dogs to improve legal clarity and understanding.

CHALLENGES

- Establishing and supporting new advisory committees.
- The new Multicultural Festival, planned in collaboration with the Multicultural Advisory Committee, for 23 March 2025, was cancelled due to wet weather.
- Catering for increasing demand for seniors exercise classes.
- Implemented new safety and security measures in the St Ives Village Green area in response to anti-social behaviour.

2025 Ku-ring-gai Sculpture Trail. Winner Junior Category - Wild Banksia Run by Joel E Darbin

SUMMARY OF PERFORMANCE 2024/25

The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2024/25.

Theme 1: Community, people and culture

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

Revised Delivery Program Term Achievements 2022-2026	**90%** completed/ substantially completed **10%** behind schedule (see below) ◀ *Innovative and effective community engagement that increases opportunities for participation by all members of the community.*
Operational Plan Tasks 2024-2025	**97%** completed/ substantially completed **3%** significantly behind schedule
Performance Indicators 2024-2025	**81%** achieved **19%** not achieved

KEY
◀ behind schedule ✘ significantly behind schedule

Annual performance indicator results

The table below outlines Council's 2024/25 performance against key indicators in the Revised Delivery Program 2022-2026, highlighting contributions to the Quadruple Bottom Line (QBL) goals of social, environmental, economic and civic leadership outcomes. Trend analysis is included where data is available.

KEY
Annual performance ● achieved ● not achieved
5-year performance/trends ◀▶ stable ▲ upward trend ▼ overall decline ▼▲ fluctuating due to external disruptions, seasonal trends or other changes

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
SOCIAL				
Number of submissions and responses received through community engagement activities delivered by Council. Baseline: 2,900 submissions and responses were received in 2022/23 (from Council's surveys, social media, website and other written submissions). Source: Council.	Monitor	15,222 submissions and responses	●	▲
Comment: Significant community engagement projects included the Transport Oriented Development (TOD) alternative scenarios, dual occupancy planning regulations, the new Community Strategic Plan, and Delivery Program and Operational Plan. Other projects covered a range of areas including tree planting, playground upgrades, drainage and traffic calming arrangements.				
Number of followers of Council's social media accounts. Baseline: There are 60,000 followers of Council's social media accounts (Facebook, Twitter, Instagram, Nextdoor and LinkedIn). Source: Council.	Increasing	67,100 followers	●	▲
Number of enrolments for Council's art centre courses. Baseline: There are 2,000 enrolments for art centre courses each financial year. Source: Council.	Maintain	2,313 enrolments	●	▼▲
Number of visits to Council libraries. Baseline: There are 410,000 visits to the libraries each financial year. Source: Council.	Increasing	452,980 visits	●	▲
Number of environmental volunteers in Council programs. Baseline: There are over 700 environmental volunteers in Council programs (Bushcare, Streetcare, Parkcare, Trailcare, Native Bee Program, Propagating Shed, Streamwatch, EPP monitoring) during the financial year. Source: Council.	Maintain	705 volunteers	●	5-year data unavailable for trend analysis
Number of additional new dwellings approved in Ku-ring-gai. Includes for example, multi-unit, secondary dwellings, seniors housing and other.	Monitor	295 dwellings	●	5-year data unavailable for trend analysis
Comment: Multi-unit – 281 (to May 25), Other – 14. Results for this performance indicator do not include detached dwellings due to further refinements required to data collection sources and time frames.				

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
Utilisation rate for Council's children's services. Baseline: 87% utilisation of children's services (Thomas Carlyle Children's Centre, Family Day Care and Vacation Care programs) each financial year. Source: Council.	Increasing	78%		▼
Comment: Lower occupancy at Thomas Carlisle Children's Centre has reduced the overall rate. This is due to a larger than usual number of children leaving for school for commencement in January 2025.				
Number of participants in programs delivered by Council's youth services. Baseline: 5,000 participants in youth service programs each financial year. Source: Council.	Maintain	8,500 participants		▲
Comment: The increase in participants from the baseline highlights the impact of more inclusive, youth-led programing and larger-scale community activities at the St Ives and Gordon Youth Hubs, which have created welcoming spaces and strengthened connections with local young people.				
Number of participants in programs delivered by Council's aged and disability services. Baseline: 2,800 participants in aged and disability programs each financial year. Source: Council.	Increasing	5,510 participants		▲
Number of residents in Ku-ring-gai hospitalised due to falls. Baseline: 725 people per 100,000 of the population are hospitalised due to falls (spatially adjusted) per year. Source: Centre for Epidemiology and Evidence, NSW Ministry of Health.	Decreasing	No result*	No data available	5-year data unavailable for trend analysis
Comment: No time relevant results available from external source.				
Number of registrations in active recreation programs supported by Council. Baseline: 700 registrations in active recreation programs supported by Council each financial year. Source: Council.	Increasing	571 registrations		▼▲
Comment: The number of registrations reflects shifting community priorities and a strategic focus to address service gaps in areas of greatest need, rather than maximising participant numbers. While demand remains strong, some programs were targeted to smaller priority cohorts, and several were cancelled due to inclement weather, which affected overall registration figures.				
Number of accessibility and inclusion improvements delivered through Council's Access, Disability and Inclusion Plan and other strategic documents. Baseline: In 2022/23, 5 accessibility and inclusion improvements were delivered through Council's Access, Disability and Inclusion Plan and other strategic documents. Source: Council.	Monitor	7 improvements		5-year data unavailable for trend analysis

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
Number of Council's community education programs and events that support Ku-ring-gai's diversity. Baseline: In 2022/23, Council delivered 49 community education programs and events that supported cultural inclusion. Source: Council.	Increasing	81 programs and events	●	5-year data unavailable for trend analysis
Comment: The notable increase above the baseline is due to Council's strong commitment to expanded programs and events supporting diversity including the new Multicultural Festival in collaboration with the newly established Multicultural Advisory Committee.				
Number of participants in Council's events and programs. Baseline: 60,000 participants attended Council's events and programs (includes community, environmental, cultural and civic events and programs) each financial year. Source: Council's records.	Increasing	111,476 participants	●	▲
Percentage registration of companion animals within Ku-ring-gai. Baseline: 95% of companion animals in Ku-ring-gai are registered. Source: Council.	Maintain	88.77%	●	▼
Comment: Council experienced a decline in lifetime pet registrations compared to 2023/24, primarily due to internal resourcing challenges along with the ongoing review of the Companion Animals Act and recent veterinary advice recommending dogs remain entire until 12 months of age. This has led many pet owners to postpone registration for fee relief.				
Percentage completion of Council's fire trail improvement program. Baseline: 100% of the fire trail improvement program is completed. Source: Council.	Maintain	100%	●	◀▶
Comment: 46km of fire trails were maintained to the required standard for emergency service response. Additionally, 22km of fire trails received additional surface, drainage and vegetation maintenance works to improve asset condition.				
Percentage completion of Council's hazard reduction program. Baseline: 45% of the hazard reduction program is completed. Source: Council.	Increasing	60%	●	▼▲
Comment: The total hazard reduction program for 24/25 including the previous year's carry forwards was 253ha of which 150ha was treated.				

*Note: Performance indicator results may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period. * Not included in overall performance.*

FURTHER INFORMATION
The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 June 2025 bi-annual report is available at www.krg.nsw.gov.au

THEME 2

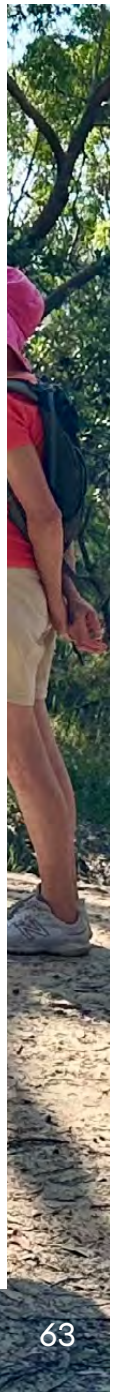
Guided bushwalking group on the Cascades Trail, Garigal National Park

NATURAL ENVIRONMENT

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

Services provided under this theme

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



The 2024/25 highlights and challenges for the Natural Environment theme within the Revised Delivery Program 2022–2026 show Council's ongoing progress, impact and growth in protecting natural assets, enhancing biodiversity and promoting sustainable environmental practices.

HIGHLIGHTS

Sustainability projects and community education

- Supported the Better Business Program (BBP) through coffee meetups, bi-monthly business after hours events, website improvements, and continuation of the EPA Business Food Waste Partnership. BBP provides free sustainability advice and support to small and medium businesses.
- Formed a new strategic partnership with Crunch Hospo App which provides tools and strategies to improve sustainability in the delivery of hospitality business.
- Collaborated on research and projects with UNSW, AUSMAP, Earthwatch, EPA and the NSW Department of Planning, Housing and Infrastructure.
- Council has 290 registered Net Zero Champion community volunteers, with a core group of 109 actively supporting outreach through meetings, events and peer advice. Additionally, 121 volunteers form our Ku-ring-gai Composting Network. Together, they helped deliver key events including Sustainable Futures Day, the Solar Talk Series with Electrifying Bradfield, and a Kids Clothing, Toy and Book Swap.
- Continued to expand programs encouraging environmental and sustainability participation, including sustainable living workshops - such as soap-making, cheese-making, and natural skincare - attracted 1,888 participants.
- Continued successful programs at the Ku-ring-gai Wildflower Garden, with strong participation in school holiday activities, wild birthdays and a growing number of incursions and weekend workshops covering sustainable living, eco arts, family walks and environmental themed days.
- Broadened Council's former Sustainable Recreation Advisory Group into an Environment Advisory Committee to provide strategic advice and feedback to Council on the preservation, management, enhancement and recreational use of Ku-ring-gai's natural environment.

Biodiversity

- Received up to $1.37 million in Australian Government funding to investigate and commence works to improve tree canopy and reduce creek bank erosion in the Flying-Fox Reserve in Gordon. The funding was provided by the Urban Rivers and Catchments Program, which forms part of the National Heritage Trust.
- Launched a new Native Planting Guide to help local gardeners choose the right plants for their specific soil type. This guide will help residents create a healthy, biodiverse garden, maintain Ku-ring-gai's unique biodiversity and create more habitats for local wildlife.
- Introduced a new site management plan format for priority bushland reserves to improve monitoring and reporting, with 34 reviews completed.
- Microbat monitoring shifted focus to surveying roost habitats for threatened, communally roosting species. Of 35 new sites surveyed, 25 targeted bridges and culverts. Five culverts were confirmed as active roosts - four previously undocumented.
- The threatened Eastern Pygmy-possum was recorded at 4 of 11 reserves monitored by staff and volunteers in the north and east of the Ku-ring-gai LGA, including evidence of breeding within one reserve in May.
- Successful environmental volunteer program held at West Pymble involving local residents carrying out monthly working bees to care for the Tiny Forest at West Pymble Village Green. Tiny Forests are densely-packed patches of local native bushland around the size of a tennis court. These urban wildlife oases have the potential to help fight pollution and global warming while creating a place for community to gather, learn about and interact with nature. They grow up to 10 times faster than natural bushland.

Water and energy management

- Resources prepared for Ku-ring-gai's culturally and linguistically diverse community to provide information on electrifying resident homes and claiming rebates.
- A successful project introduced induction cooktops available for loan to library members, showcasing the cost and health benefits of cooking with electricity compared to gas.
- Continued involvement in several catchment management and water quality projects including Caring for the Durumbura (Lane Cove River); Hawkesbury Nepean Coastal Management Program; and the Outer Sydney Harbour Coastal Management Program, that will help identify some key swimming areas in our catchments.
- Collaborated with several academic institutions and the Environmental Protection Authority on monitoring and research projects to enhance waterways and riparian management. This includes a $330,000 grant from the NSW Environment and Protection Authority for a microplastic waste project. The joint project by Council, Sydney Coastal Councils Group and the Australian Microplastic Assessment Project (AUSMAP) aims to reduce microplastic contamination from synthetic turfs.
- 173 Energy and Water Smart rebates were provided to the community. Rebates are available for residents to make improvements to their home in a range of energy and water solutions to create a low-cost, healthy and efficient home.

Waste education and reduction

- Council's new resident waste app – Your Waste was implemented with almost 1,000 resident downloads. The App allows residents to quickly access waste information on when to put bins out, set bin reminder notifications and acceptable items in each bin including an A-Z waste disposal guide.
- Successfully delivered diverse waste education programs including a chemical collection event (70.5 tonnes diverted from landfill and waterways), the textiles collection program (from 14 unit blocks and 14 schools) and a resident composting workshop.
- A public place recycling trial has commenced with 27 bins in 18 parks. The participation and contamination rates will be evaluated to determine the feasibility and future of the service.

Emission reduction

- Six public EV charge ports were installed at the Ku-ring-gai Fitness and Aquatic Centre (KFAC), Turramurra Library and the North Turramurra Recreation Area. A solar shade was also installed at KFAC to demonstrate the pairing of solar and electric vehicle charging technology.
- High utilisation of Council's public EV chargers with each charger being used around 8 hours every day indicating strong community uptake and support.
- Collaborated with several neighbouring and wider NSW councils to share resources and advice on building successful Net Zero community strategies.

Community education and preparedness

- Successful series of street meetings held for the local community, in partnership with the Sydney North Health Network, to speak with Council and other agencies about bushfire resilience on individual properties and within their neighbourhood to become more resilient to a wide range of natural disasters.
- Strong participant growth in the environmental education program at the Ku-ring-gai Wildflower Garden, resulting from a direct marketing campaign targeting preschool and early education providers.
- Strong growth in online engagement with the Ku-ring-gai community on environmental information and education.
- Council's Loving Living Ku-ring-gai events program and volunteer programs delivered a range of community engagement and volunteer events including a Crop Swap, School Solar Car Race, corflute recycling campaign Bushfire Ready webinar, a Teen Clothing Swap, Kids Clothing, Toy and Book Swap and a School Nest Box workshop.
- Participated in the launch of the Resilient Sydney Strategy, through a regional collaboration of 33 local governments of Greater Sydney, to make Sydney more resilient now and in the future.
- Partnered with the Rural Fire Service, State Emergency Service, NSW Fire and Rescue, NSW Police, NSW National Parks and Neighbourhood Watch to present a Bushfire Expo in West Pymble, attended by 250 people despite wet weather.

CHALLENGES

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

Street Meet held in partnership with the Sydney North Health Network to help prepare the community for natural disasters.

SUMMARY OF PERFORMANCE 2024/25

The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2024/25.

Theme 2: Natural environment

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

Revised Delivery Program Term Achievements 2022-2026	**100%** completed/ substantially completed
Operational Plan Tasks 2024-2025	**96.5%** completed/ substantially completed **3.5%** behind schedule
Performance Indicators 2024-2025	**80%** achieved **20%** not achieved

Annual performance indicator results

The table below outlines Council's 2024/25 performance against key indicators in the Revised Delivery Program 2022-2026, highlighting contributions to the Quadruple Bottom Line (QBL) goals of social, environmental, economic and civic leadership outcomes. Trend analysis is included where data is available.

KEY
Annual performance ● achieved ● not achieved
5-year performance/trends ◀▶ stable ▲ upward trend ▼ overall decline ▼▲ fluctuating due to external disruptions, seasonal trends or other changes

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
ENVIRONMENTAL				
Number of residents involved in Council's community environmental programs and events. Baseline: 5,500 residents are involved in Council's community environmental programs each financial year. Source: Council.	Increasing	7,257 residents	●	▲
Community actions at a household or individual level, carried out to benefit the environment through participation in Council's environmental programs. Baseline: 2,430 actions occurred to benefit the environment each financial year. Source: Council.	Increasing	3,252 actions	●	▲
Number of hectares of bushland/habitat regenerated. Baseline: Bush regeneration works are conducted on 250 hectares of bushland each financial year. Source: Council.	Maintain	288 hectares	●	◀▶
Percentage of applications containing biodiverse significant land assessed by Council's Ecological Assessment Officer. Baseline: 100% of applications containing biodiverse significant land are assessed by Council's Ecological Assessment Officer each financial year. Source: Council.	Monitor	100%	●	5-year data unavailable for trend analysis
Overall health grade of waterway sites sampled in Ku-ring-gai per year. Baseline: In Spring 2021, sites sampled in Ku-ring-gai had an average health grade of "B" (based on physical and chemical condition, bacterial contamination and the presence of water bugs). Source: Council's Water Quality Report Card.	Maintain	B	●	5-year data unavailable for trend analysis
Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites. Baseline: 89% of harvested/reused water was utilised at harvested/reuse sites each financial year. Source: Council.	Monitor	81%	●	▼▲
Comment: During wet years like 2024/25, irrigation demand is lower.				

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
Number of residents involved in climate change adaptation activities per year through participation in Council's Climate Wise Communities. Baseline: There are 570 participants in climate change adaptation activities each financial year. Source: Council.	Increasing	694 participants		▼▲
Greenhouse gas emissions (tonnes CO2-e) from Council operations. Baseline: 9,930 tonnes of CO2-e greenhouse gas emissions are from Council operations (electricity, gas, fleet, street lighting) each financial year. Source: Council.	Decreasing	1,730 tonnes		▼
Comment: Total emissions increased 12% relative to 2023/24 but remain 82% lower than the baseline year and better than Council's target of reducing emissions by 50% by 2030. Factors contributing to the increase were: - 7% total emissions increase from natural gas emissions rising by 33% - 4.5% total emission increase from stationary and transport fuel emissions rising by 6.6%				
Kilograms of waste generated per resident in Ku-ring-gai. Baseline: 194kg of waste is generated per resident each financial year. Source: Council.	Decreasing	177.6 kg		▼
The number of smart energy and water rebates provided by Council to the community. Baseline: 180 smart energy and water rebates are provided by Council each financial year. Source: Council.	Maintain	173 rebates		5-year data unavailable for trend analysis
Comment: 172 Energy Smart and 1 Water Smart rebate was provided during the period. Dispersed rebates are slightly below the baseline. Council is launching a new rebate system and new rebate offerings which will make claiming rebates easier for the community.				

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

FURTHER INFORMATION
The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 June 2025 bi-annual report is available at www.krg.nsw.gov.au

Bird watching on Two Creeks Track, East Lindfield.

THEME 3

Hassall Park, St Ives.
Photgrapher: J Fishpool

PLACES, SPACES AND INFRASTRUCTURE

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

Services provided under this theme

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

The 2024/25 highlights and challenges for the Places, Spaces and Infrastructure theme within the Revised Delivery Program 2022–2026 show Council's ongoing progress to enhance public spaces, maintain and upgrade infrastructure, and deliver projects that support a connected, accessible and sustainable community.

HIGHLIGHTS

Recreation facilities, sports fields and parks planning and upgrades

- Completed a significant upgrade of the Lorraine Taylor Reserve playground at St Ives, previously known as Athena Avenue Reserve. The Reserve was renamed in honour of local volunteer and St Ives community stalwart Lorraine Taylor, who passed away in 2015.
- Created a new park in Dumaresq Street, Gordon from unused public land with grassed area, existing significant trees and seating added to the 1,458 square metre park, making the new green space an attractive area during lunchtime or after hours for office workers and nearby residents to enjoy.
- Completed major upgrades at Eldinhope Green, Wahroonga and Hassall Park (Stage 1), St Ives including construction of accessible and inclusive facilities.
- Progressed Hassall Park stage 2 works and Caley's Pavilion Boardwalk stage 1 works.
- Achieved a reduction of weed species on Council's sports fields through various preventative strategies allowing growth without competition from weeds.
- Continued improvements to recreation facilities with garden upgrades at several locations.
- Held the annual sports forum with key groups to improve sporting, recreation and leisure facilities in the local government area.

Community building and amenity improvements

- Received $248,000 grant funding towards improvement works at the Ku-ring-gai Fitness and Aquatic Centre from the Department of Climate Change, Energy, the Environment and Water.
- Completed energy efficient lighting and control upgrade designs for the Ku-ring-ai Fitness and Aquatic Centre and Council Depot with installation to commence in 2025/26.
- Facilitated improved community access to Council facilities including a 5-year license with Turramurra United Football Club for its occupancy of Karuah Oval and a new agreement with the Metropolitan Mid Week Dog Club from Queen Elizabeth Reserve to Primula Oval.

Protecting and enhancing Ku-ring-gai's tree canopy

- Adopted the Urban Forest Policy and Ku-ring-gai Green Grid Strategy.
- The first Treecare volunteer group completed a 6-week trial in Gordon Recreation Area to assist in the protection, enhancement and monitoring of selected indigenous canopy trees.
- Successfully developed and implemented a structured policy to govern the issue of Tree Replacement Orders ensuring transparency and consistency in decision-making.
- Completed the 'Ku-ring-gai Urban Forest - Canopy Loss on Private Land Analysis Report' to help inform updates to Ku-ring-gai's Urban Forest Action and Implementation Plan.

Urban planning

- Prepared Alternate Transport Oriented Development (TOD) Plans with finalisation and timely submission to the NSW Government marking a major cross-organisational achievement.
- Delivered a comprehensive community engagement program on the alternative plans to the State Government's Transport Oriented Development (TOD) program.
- Commenced a new 7.11 Contributions Plan which provides funds towards the cost of providing local public infrastructure and facilities.
- Adopted the Affordable Housing Policy.
- Reduced average development application assessment times to 109 days, which is below the Minister's Statement of Expectations requirement of 115 days.
- Upgraded Council's mapping system, known as GIS (Geographical Information System) to provide improved and expanded community information for properties.

Heritage

- Completed major external upgrade works at Pymble Town Hall, one of Ku-ring-gai's local historic landmarks, which is available again for community hire.
- Completed two heritage studies to inform alternative scenarios for housing density increases. These studies independently checked the area listings and boundaries and found new evidence for the relative rareness of Ku-ring-gai's areas compared to others in Sydney.
- A new 5-year Memorandum of Understanding was signed to provide a framework for partner councils to work together to support the operations of the Aboriginal Heritage Office.
- Approved 11 heritage home grants.
- Successful in receiving a $25,000 heritage grant from the State Government towards a future heritage study in 2025-2027.
- Completed over 220 online inventories on the State Government's Heritage Inventory to improve community access to information about Ku-ring-gai's heritage items and heritage conservation areas.

CHALLENGES

- Managing effective responses to the NSW Housing Policy changes including the allocation of staff and resources within an accelerated timeframe.
- Community expectations to maintain and improve the condition of local roads and footpaths.
- Ongoing need to replace or renew ageing infrastructure.
- Ongoing skilled labour shortages and increasing contract costs.
- Changing weather patterns affecting scheduled maintenance of parks and sports fields.
- Delivery delays for the Norman Griffiths Oval Upgrade.

SUMMARY OF PERFORMANCE 2024/25

The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2024/25.

Theme 3: Places, spaces and infrastructure

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

Revised Delivery Program Term Achievements 2022-2026	**88%** completed/ substantially completed **6%** behind schedule (see below) ◀ *Plans to revitalise local centres are progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.* **6%** significantly behind schedule (see below) ✘ *The renewal of Marian Street Theatre is substantially completed.*
Operational Plan Tasks 2024-2025	**83%** completed/ substantially completed **10%** behind schedule **7%** significantly behind schedule
Performance Indicators 2024-2025	**94%** achieved **6%** not achieved

KEY

◀ behind schedule ✘ significantly behind schedule

Annual performance indicator results

The table below outlines Council's 2024/25 performance against key indicators in the Revised Delivery Program 2022-2026, highlighting contributions to the Quadruple Bottom Line (QBL) goals of social, environmental, economic and civic leadership outcomes. Trend analysis is included where data is available.

KEY
Annual performance ● achieved ● not achieved ● limited or nil progress
5-year performance/trends ◀▶ stable ▲ upward trend ▼ overall decline ▼▲ fluctuating due to external disruptions, seasonal trends or other changes

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
CIVIC LEADERSHIP				
Percentage of tree management requests actioned within agreed service delivery standards. Baseline: 80% of tree management requests are actioned within agreed service delivery standards each financial year. Source: Council.	Increasing	85%	●	◀▶
Comment: The reporting methodology is currently being reviewed to enhance efficiency and accuracy as part of the development of a new system.				
Percentage of Land and Environment Court matters that result in improved environmental outcomes. Baseline: 95% of matters result in improved environmental outcomes each financial year. Source: Council, Land & Environment Court.	Maintain	100%	●	◀▶
Median processing time for development application determination times. Baseline: Annual target for net median processing times for all applications is less than 90 days*. Source: Council.	Decreasing	93 days (median assessment time) 109 days (average assessment time)	●	▼▲
Comment: In 2022 Council adopted the performance measure 'median processing time for development applications' where median refers to the middle value of the data set for DA assessment of all applications received by Council. During 2024/25 the NSW Department of Planning, Housing and Infrastructure adopted 'average development application assessment time' as the performance measure for all NSW Councils consistent with its Statement of Ministerial Expectations Order 2024. During 2024/25, Council reduced its average development application assessment time to 109 days, which is below the Statement of Ministerial Expectations requirement of 115 days. Council's median assessment time also achieved a significant reduction from 133 to 93 days. * The baseline set in 2022 has been superseded by the Statement of Ministerial Expectations Order 2024.				
Percentage completion of the development of Council's streetscape and park concept plans for identified precincts in local centres. Baseline: 100% of Council's streetscape and park concept plans for identified precincts are completed. Source Council.	Monitor	55%	●	5-year data unavailable for trend analysis
Comment: Completion of concept plans was affected by other high priority projects including Council responses to the NSW government's housing policy changes.				

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
Percentage completion of the open space capital works program. Baseline: 80% of the open space capital works program is completed within set timeframes. Source: Council.	Increasing	80%	●	5-year data unavailable for trend analysis
Comment: The Norman Griffiths Oval upgrade project has been delayed.				
Percentage completion of progress payments to the Department of Education based on the agreed project plan for the indoor sports centre at St Ives High School. Baseline: 70% of progress payments are completed. Source: Council.	Monitor	90%	●	5-year data unavailable for trend analysis
Comment: 75% of works completed.				
Review the adopted Asset Management Plans and associated infrastructure improvement plans. Baseline: A review is conducted each financial year. Source: Council.	Maintain	Annual review completed	●	5-year data unavailable for trend analysis
Comment: Asset Management Plans have been reviewed and works prioritised and programed accordingly.				
Percentage completion of capital works programs for roads, footpaths and drains. Baseline: 95% of capital works programs for roads, footpaths and drains are completed within timeframes and budgets. Source: Council.	Maintain	91%	●	◀▶
Kilometres of additional footpath network constructed in Ku-ring-gai. Baseline: There is 3.0km of additional footpath network constructed each financial year. Source: Council.	Maintain	3.4kms	●	▼▲
ENVIRONMENTAL				
Number of trees planted by Council across Ku-ring-gai to support the establishment of green corridors. Baseline: 400 trees are planted across Ku-ring-gai each financial year. Source: Council.	Increasing	894 trees	●	▼▲
Comment: The number of trees included in this total for National Tree Planting Day and re-plantings only includes species of trees that reach 3m or more.				
Potable water consumption (kL) from Council operations. Baseline: Potable water consumption from Council operations is 149,290kL each financial year. Source: Council.	Decreasing	110,560 kL	●	▼▲

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
Electricity consumption (MWh) of Council's fixed assets. Baseline: 4,700 MWh of electricity is consumed by Council's fixed assets each financial year. Source: Council.	Decreasing	4,677 MWh	●	◀▶
Comment: Total MWh electricity consumed was stable with a slight 0.6% increase compared to 2023/24. This increase is attributed to consumption from newly installed public EV chargers, which made up 1% of consumption. Note: The reported amount for 2023/24 was 4,582 MWh which was later corrected to 4,649 MWh.				
Water reuse/recycling (kL) used by Council operations. Baseline: Council reused/recycled 134,562kL of water from Council operations (leachate re-use, sewer mining and stormwater harvesting systems) each financial year. Source: Water Conservation Group.	Monitor	91,981 kL	●	▼▲
Comment: During wet years like 2024/25, irrigation demand is lower.				
SOCIAL				
Percentage of Council's neighbourhood centre revitalisation program in progress or completed. Baseline: 100% of Council's neighbourhood centre revitalisation program for this financial year is in progress or completed. Source: Council.	Maintain	100%	●	5-year data unavailable for trend analysis
Number of actions completed as required by the Ku-ring-gai Local Strategic Planning Statement. Baseline and target to be reviewed as further details of the proposed NSW government housing policies are available.	-	No result*	No result	No result available
Comment: Due to the NSW government's housing policy changes and alternative housing scenarios adopted by Council, a number of actions in the Local Strategic Planning Statement are no longer relevant and will require review. This has impacted on the ability to measure this indicator accurately. This indicator is not included in overall performance statistics.				
Percentage progress towards the renewal of Marian Street Theatre. Source: Council.	Monitor	No result*	●	5-year data unavailable for trend analysis
Comment: In line with resolutions of Council (July: Min 153, and October: Min 207), Council investigated options to preserve the development consent for the theatre, however construction works continue to be unfunded. This indicator is not included in overall performance statistics.				
Number of actions commenced or completed in the Ku-ring-gai Heritage Strategy. Baseline: 5 actions are commenced or completed in the strategy. Source: Council.	Monitor	6 actions and 7 priorities commenced or completed	●	5-year data unavailable for trend analysis

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
Utilisation rate of community halls and meeting rooms. Baseline: There is 40% utilisation of community halls and meeting rooms during core hours (9am to 8pm) Monday to Sunday each financial year. Source: Council.	Increasing	42%	●	▼▲
Number of community groups and organisations participating in Council's annual Sporting Forum. Baseline:19 community groups and organisations participate in Council's annual Sporting Forum. Source: Council.	Maintain	22 groups registered	●	5-year data unavailable for trend analysis
Comment: 16 groups attended and 6 groups that registered did not attend.				

*Note: Figures in the performance summary section may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period. Performance is considered acceptable if it falls within 5% above or below the baseline. * Not included in overall performance.*

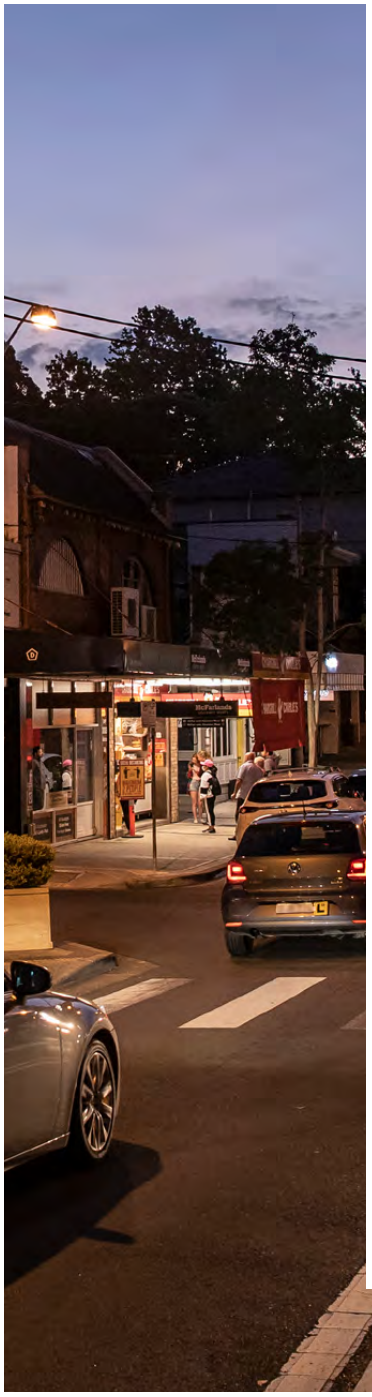
FURTHER INFORMATION
The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 June 2025 bi-annual report is available at www.krg.nsw.gov.au

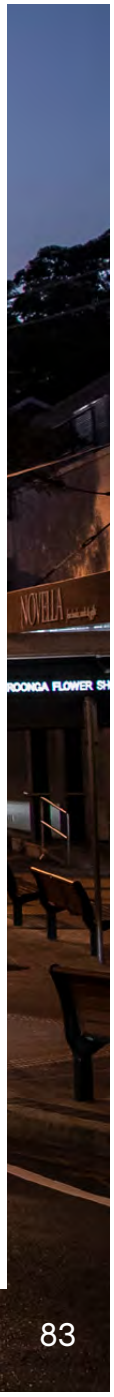
The new indoor sports centre at St Ives High School is under construction.

THEME 4

Railway Avenue, Wahroonga.
Photographer: Wolter Peeters.

ACCESS, TRAFFIC AND TRANSPORT





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

Services provided under this theme

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

The 2024/25 highlights and challenges for the Access, Traffic and Transport theme within the Revised Delivery Program 2022–2026 show Council's ongoing progress made in improving access and connectivity within the community.

HIGHLIGHTS

Successful grant applications

- $815,000 Transport for NSW (TfNSW): secured additional funding towards the Eastern Road (Turramurra) high pedestrian activity area (HPAA) project.
- $2.33 million: Federal Road Safety Program - pedestrian crossing facilities at several locations throughout Ku-ring-gai.
- $470,000: Black Spot projects during the financial years 2024/25 and 2025/26.
- $76,000: upgrade street lighting at Lady Game Drive (Lindfield), Bangalla Street (Warrawee) and Rosedale Road (St Ives).

Active transport and public transport

- Broadened the former Active Transport Reference Committee into a Smart Transport Advisory Committee to provide guidance on the implementation of a sustainable transportation hierarchy that enhances the health, wellbeing and liveability of the Ku-ring-gai community while contributing to Council's net zero emissions target.
- Key transport priorities were presented to the state agencies at the NSROC Transport Leadership Group, with the upgrade of the Turramurra Bus Interchange one of the key public transport priorities articulated.
- Assisted in the National Ride to School Day in March 2025 with 1,400 students from 10 schools participating.
- Completed an audit of 821 bus stops within Ku-ring-gai. Recommended actions will be included in future works and programs.

Road improvements, traffic facilities and parking

- Successful nominations made under the 2024/25 Australian Government Black Spot Program included the intersection of Killeaton Street and Memorial Avenue, St Ives to provide pedestrian protection and install missing pedestrian crossing at the traffic signals and The Comenarra Parkway, Turramurra to install a skid resistant pavement on the curve between Parkinson Avenue and Gipps Close, Turramurra.
- Transport for NSW's commitment to fund the shortfall for the upgrade of the intersection of Werona Avenue and Stanhope Road, Killara was secured to ensure that this important safety upgrade can be delivered for the local community.
- Delivered a high-level non-skid surface on The Comenarra Parkway.
- Completed several wombat crossings at Lady Game Drive (Lindfield), Bangalla Street (Warrawee), Rosedale Road (St Ives) and Turramurra Avenue/Nulla Nulla Street (Turramurra).

CHALLENGES

- Continued work on development of Transport Impact Assessments for Transport Oriented Development areas to inform and guide future transport infrastructure planning. This includes additional/new transport infrastructure to be considered as part of an updated development contributions plan and works program.
- Continued to seek funding opportunities for improvements to regional roads and blackspot locations within the Ku-ring-gai local government area.
- Continued to advocate for integrated public transport facilities and service improvements.
- Ongoing need for initiatives to address driver behaviours such as speeding, drink/drug driving, driver distraction, use of mobile phones while driving and fatigue.
- Responding to Ku-ring-gai's ageing population and potential need for additional pedestrian facilities or upgrades of facilities.

SUMMARY OF PERFORMANCE 2024/25

The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2024/25.

Theme 4: Access, traffic and transport

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

Revised Delivery Program Term Achievements 2022-2026	**100%** completed/ substantially completed
Operational Plan Tasks 2024-2025	**100%** completed/ substantially completed
Performance Indicators 2024-2025	**67%** achieved **33%** not achieved

Annual performance indicator results

The table below outlines Council's 2024/25 performance against key indicators in the Revised Delivery Program 2022-2026, highlighting contributions to the Quadruple Bottom Line (QBL) goals of social, environmental, economic and civic leadership outcomes. Trend analysis is included where data is available.

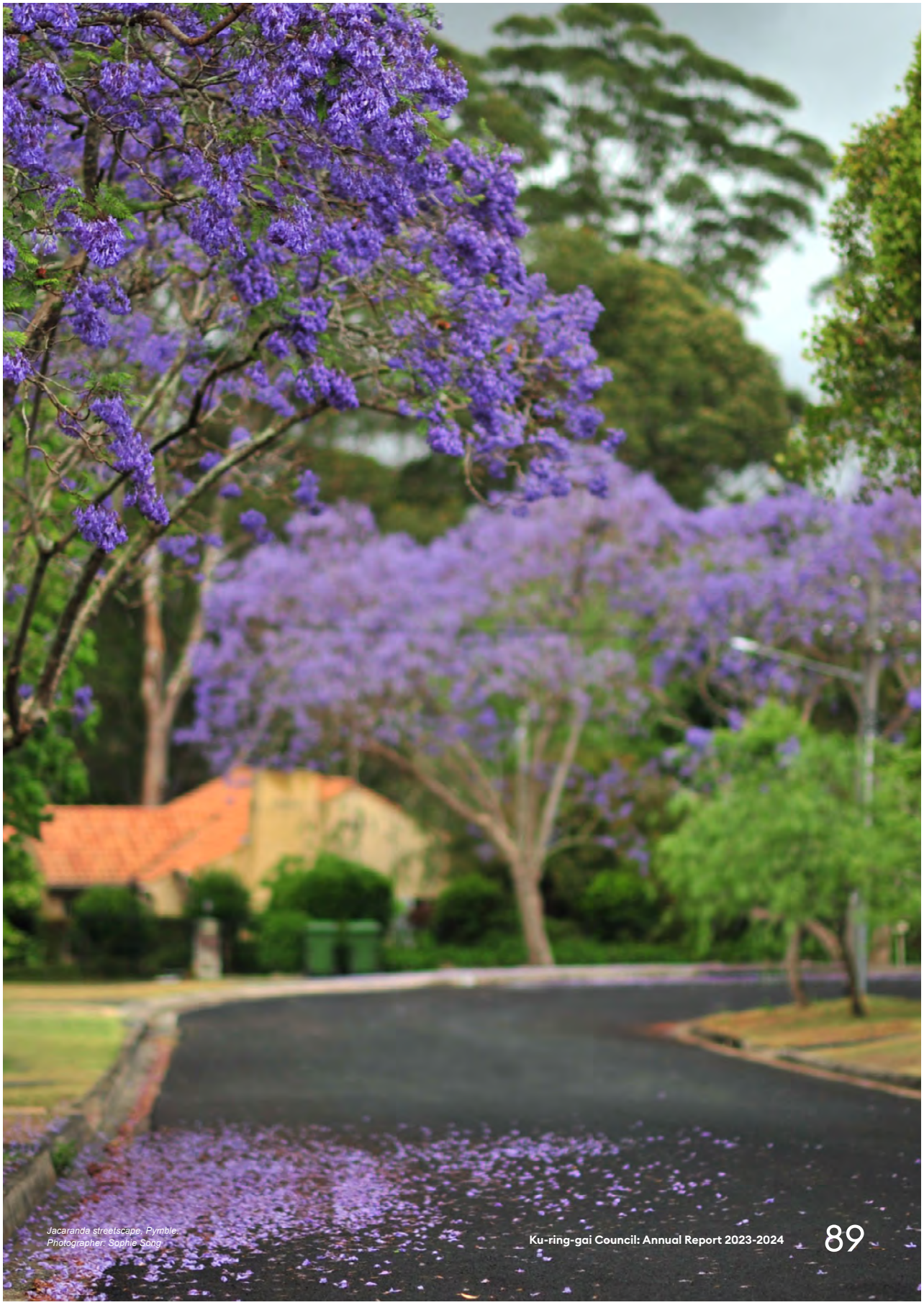
KEY
Annual performance ● achieved ● not achieved
5-year performance/trends ◀▶ stable ▲ upward trend ▼ overall decline ▼▲ fluctuating due to external disruptions, seasonal trends or other changes

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
SOCIAL				
Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed in Ku-ring-gai. Baseline: 10 new and upgraded pedestrian facilities are constructed each financial year. Source: Council.	Maintain	13 pedestrian facilities	●	◀▶
Kilometres of additional cycleway network established in Ku-ring-gai. Baseline: 0.06km of additional cycleway network is established each financial year. Source: Council.	Monitor	0 kms	●	◀▶
Comment: No new cycleways were added to the network, as several projects are still in the planning and design phase, including: - Cherry Street to Rohini Street, Turramurra - Bobbin Head Road, North Turramurra - Kissing Point Road, Turramurra - Cycleway on northern side of Killeaton Street between Warrimoo Avenue and Carbeen Avenue, St Ives (as part of road rehabilitation works). If designs for these projects are finalised and approved in 2025, then funding applications will be submitted for delivery in 2026/27.				
Number of new and upgraded bicycle facilities installed in Ku-ring-gai. Baseline: 2 new and upgraded bicycle facilities are installed each financial year. Source: Council.	Monitor	2 bicycle facilities	●	▼▲
Comment: Two new bike racks were installed as part of Stage 1 of Hassall Park Masterplan.				
Number of actions completed or in progress that contribute to effective movement to, from and within Ku-ring-gai (K.22) in the Ku-ring-gai Local Strategic Planning Statement. Baseline: 1 action is completed or in progress each financial year. Source: Council.	Monitor	1 action	●	5-year data unavailable for trend analysis
Comment: The Ku-ring-gai Green Grid Strategy was adopted in June by Council. This is an action in the LSPS and also a recommendation within the North District Plan and Future Transport Strategy.				

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
Number of improvements to railway stations and bus interchanges in Ku-ring-gai undertaken by Transport for NSW completed or in progress. Baseline: 1 improvement to railway station and bus interchanges are completed or in progress each financial year. Source: Council.	Monitor	0 improvements		5-year data unavailable for trend analysis
Comment: While no progress was made during the period, Council continues to advocate for improvements. At the NSROC Transport Leadership Group meeting in February, Council representatives presented their key transport priorities to the state agencies in attendance (including Transport for NSW), and the Turramurra Bus Interchange Upgrade was articulated as a priority for Ku-ring-gai.				
Number of progressed or completed 10 Year Traffic and Transport Plan projects or Black Spot funded projects. Baseline: 1 project was progressed or completed each financial year. Source: Council. **Comment:** Projects in progress are: - Werona Avenue and Stanhope Road, Killara - Hill Street, Roseville - Werona Avenue and Powell Street, Killara	Increasing	3 projects		5-year data unavailable for trend analysis
Number of improvements to regional traffic and transport facilities that benefit Ku-ring-gai. Baseline: 1 improvement to regional traffic and transport facilities benefits Ku-ring-gai each financial year. Source: Council.	Monitor	0 improvements		5-year data unavailable for trend analysis
Comment: While no improvements were completed during the period, planning and design continued for improvements at the following locations: - Intersection of Pacific Hwy and Strickland Ave - Intersection of Pacific Hwy and Balfour St/Havilah Rd Through the NSROC forum, Council advocated to TfNSW for 11 regional transport priorities.				
Number of grant applications for blackspot or improvement works submitted by Council. Baseline: 2 grant applications are submitted by Council each financial year. Source: Council.	Monitor	2 applications		5-year data unavailable for trend analysis
ENVIRONMENTAL				
Number of education and awareness programs focused on alternatives to private car use facilitated by Council. Baseline:1 education and awareness program is facilitated each financial year. Source: Council.	Maintain	1 program		5-year data unavailable for trend analysis

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

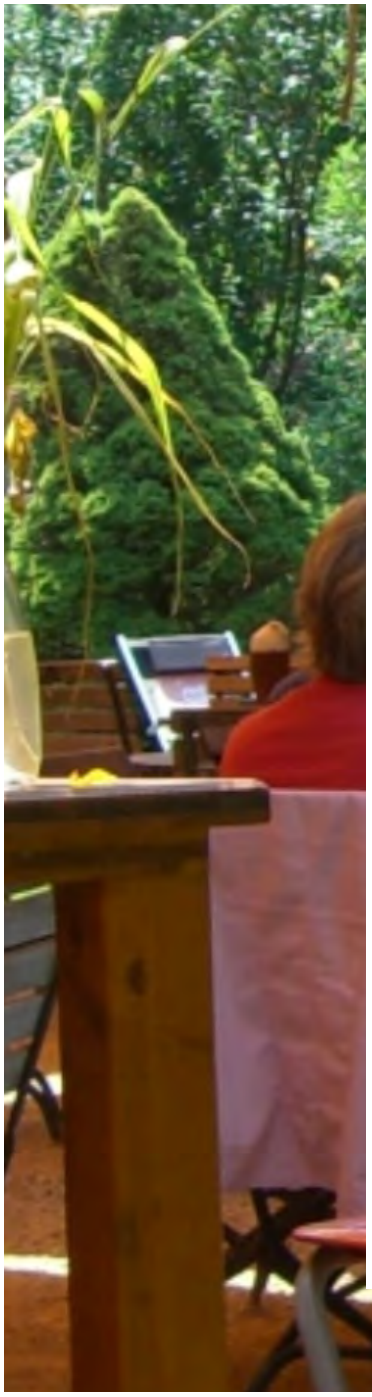
FURTHER INFORMATION
The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 June 2025 bi-annual report is available at www.krg.nsw.gov.au



Jacaranda streetscape, Pymble. Photographer: Sophie Song

THEME 5

LOCAL ECONOMY



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

Services provided under this theme

- Economic and social development
- Marketing
- Events coordination

The 2024/25 highlights and challenges for the Local Economy theme within the Revised Delivery Program 2022–2026 show Council's ongoing progress to support local business growth, resilience and employment opportunities.

HIGHLIGHTS

Business engagement and support

- Delivered nearly 20 events and programs as part of Council's business engagement program. This included two training programs which delivered 14 sessions to 300 attendees, face-to-face and virtual business sessions, marketing training sessions and the 'Mental Health and Financial Wealth' program delivered with the MAP Institute, which looked at wellbeing, cash flow and costs management.
- A monthly Virtual Lunch and Learn Program was launched for local businesses to hear from experts on subjects including sales strategy and tactics, branding, unlocking profits and communication techniques.
- A half-day training workshop was held with local businesses to provide practical guidance on simple video production techniques for use in social media and other promotional platforms, supporting both business-to-consumer and business-to-business communications.
- Partnered with the Federal Cyberwardens program to assist local businesses to protect themselves against cyber-attack.
- A new Memorandum of Understanding was signed with Ku-ring-gai Chamber of Commerce, establishing mutual support and quarterly meetings to discuss regulations and red tape.
- Engaged the business community on key projects, enabling input on long-term strategies in the Community Strategic Plan, the Transport Oriented Development Alternative Preferred Scenario, centre upgrades at Eastern Road, Turramurra, and new electric vehicle charging infrastructure.
- Actively collaborated with other organisations to promote support programs aimed at small business including the Office of the 24-Hour Economy Commissioner, the federal Digital Solutions Program, Business Breakthrough Experience (BBX) and the federal Cyberwardens program.
- Ku-ring-gai businesses received 15 awards at the 2025 Hornsby Ku-ring-gai Local Business Awards, including the prestigious Business of the Year. This initiative is sponsored by Council.

Supporting business growth

- Council endorsed the development of a Night Time Economy Action Plan.
- A feasibility review for the Gordon Hub, Lindfield Hub and Turramurra Hub projects was presented to Council.
- Launched the NSW Government 2030 Visitor Economy Strategy.

Community events and attractions

- Destination events in Ku-ring-gai attracted 111,531 visitors with 24 third party hosted events during 2024/25.
- Ku-ring-gai continues to attract events held by partners and community organisations including the annual Lindfield Fun Run, Ku-ring-gai Chase Fun Run, The Jabulani Challenge, St Ives Food & Wine Fair, Wahroonga Village Fair, Wahroonga Food & Wine Festival, the Bare Creek Trail Run, the Sydney Backyard Ultra Marathon, Whale Rock Trail Run, the Easter Carnival, a community movie night and St Ives Show.

CHALLENGES

- Delivered a new regional destination event 'Sparkling' in Wahroonga Park attracting over 3,000 visitors, and a new Multicultural Festival in partnership with Council's Multicultural Advisory Committee and community agencies.
- Council curated and delivered the Gai-mariagal Festival - the largest indigenous festival in the Northern Sydney Regional Organisation of Councils (NSROC) region.
- A variety of events were held at the St Ives Showground and Ku-ring-gai Wildflower Garden including the Gai-mariagal Festival, Eco Festival, Wildflower Garden Open Day (Teddy Bears Picnic), multiple weekend commercial ski gear and rug sales, annual 3-day St Ives Orchid Fair, the new trail running event Sydney Ultra Marathon, the Sydney Backyard Ultra Tuffnutterz inflatable obstacle course, Sydney Trail Series, $2 ride amusement fair, St Ives Christmas Market and an outdoor production called the Snow Queen. Additionally, Caleys Pavilion hosted several weddings and general hire of picnic areas was strong across both venues.
- Progress of the final draft Employment Lands Study to Council for exhibition was delayed, due to the need to assess implications of the NSW Government Transport Oriented Development (TOD) program.
- Increasing expectations for additional events and visitor services across the local government area including cultural events.

SUMMARY OF PERFORMANCE 2024/25

The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2024/25.

Theme 5: Local economy

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

Revised Delivery Program Term Achievements 2022-2026	**83%** completed/ substantially completed **17%** significantly behind schedule (see below) ✘ Strategies and plans are in place that support business growth.
Operational Plan Tasks 2024-2025	**92%** completed/ substantially completed **8%** significantly behind schedule
Performance Indicators 2024-2025	**75%** achieved **25%** not achieved

KEY

◀ behind schedule ✘ significantly behind schedule

Annual performance indicator results

The table below outlines Council's 2024/25 performance against key indicators in the Revised Delivery Program 2022-2026, highlighting contributions to the Quadruple Bottom Line (QBL) goals of social, environmental, economic and civic leadership outcomes. Trend analysis is included where data is available.

KEY
Annual performance ● achieved ● not achieved ● limited or nil progress
5-year performance/trends ◀▶ stable ▲ upward trend ▼ overall decline ▼▲ fluctuating due to external disruptions, seasonal trends or other changes

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
ECONOMIC				
Number of business engagement activities delivered and/or facilitated by Council. Baseline: Council delivers and/or facilitates 10 activities (includes sessions, forums, workshops and initiatives) each financial year. Source: Council.	Maintain	19 activities	●	▼▲
Number of Council's plans and strategies completed or progressed that support business growth in Ku-ring-gai. Source: Council.	Monitor	4 plans and strategies	●	5-year data unavailable for trend analysis
Percentage progress towards securing a development partner for Lindfield Village Hub. Source: Council.	Monitor	No result*	●	5-year data unavailable for trend analysis
Comment: Further negotiations with potential development partners could not proceed until the Department of Planning, Housing and Infrastructure's confirmation and finalisation of Council's alternative planning controls for the Transport Oriented Developments.				
Percentage progress towards planning for Turramurra Community Hub. Source: Council.	Monitor	No result*	●	5-year data unavailable for trend analysis
Comment: A reviewed feasibility of the Turramurra Hub was presented to Councillors at a briefing in November 2024.				
Number of participants involved in business engagement activities facilitated by Council. Baseline: 500 participants are involved in business engagement activities (includes sessions, forums, workshops and other initiatives) facilitated by Council each financial year. Source: Council.	Increasing	465 participants	●	▼
Comment: Small Business Month (included in Council's business engagement activities) typically features events accommodating up to 200 participants. However, due to lower registration numbers and venue constraints, the October 2025 event was cancelled, resulting in reduced overall participation.				
Number of participants in programs and events at the Ku-ring-gai Wildflower Garden and St Ives Showground. Baseline: 85,000 participants attended programs and events at the Ku-ring-gai Wildflower Garden and at St Ives Showground each financial year. Source: Council.	Increasing	118,578 participants	●	5-year data unavailable for trend analysis
Comment: The number of visitors over the year significantly exceeded the baseline target of 85,000. Due to this increase changes to the measurement of this indicator have been made in the new suite of plans in 2025/26. New systems have enabled improved counting of visitors at both St Ives Showground and the Wildflower Garden.				

*Note: Figures in the performance summary section may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period. * Not included in overall performance.*

FURTHER INFORMATION
The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 June 2025 bi-annual report is available at www.krg.nsw.gov.au

THEME 6

Lorraine Taylor Reserve

LEADERSHIP

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

Services provided under this theme

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

The 2024/25 highlights and challenges for the Leadership theme within the Revised Delivery Program 2022–2026 show Council's ongoing progress and reaffirm our commitment to transparent governance, strategic decision-making, community engagement and organisational excellence.

HIGHLIGHTS

Community engagement and communications

- A comprehensive community engagement program was delivered for the development and successful adoption of a new Community Strategic Plan, Resourcing Strategy, and Delivery Program and Operational Plan.
- Two recruited community workshops were held to inform Council decision making on whether to proceed with exhibiting rate increase options.
- Held two community panels to discuss Council's local infrastructure challenges, financial limitations in responding to these challenges and potential special rate variation (SRV) options.
- Actively engaged with state and federal governments on local and broader local government issues, including housing and development policies following extensive community consultation.
- Developed a new Community Engagement Strategy which outlines Council's commitment and approach to engagement on plans, policies, programs, projects and development applications.
- Prepared a community engagement matrix to guide staff and Councillors in determining appropriate engagement methods for various types of Council projects.
- Completed independent survey research into community priorities and views on longer term strategic planning issues as well as satisfaction with Council services.
- Innovative communication tools were introduced including reels for social media to promote events, services and completed infrastructure projects, electronic signage in libraries, and new tools on the website eg a tool where residents can look up their soil type and learn the best plants to grow in their home.

Advocacy

- Continued to lobby the NSW and Federal governments on matters of importance to the local area and local government generally, including NSW Government's Transport Oriented Development (TOD) policy and the Low and Mid-Rise Housing policy, Office of Local Government's proposed changes to council meeting practices, review of the *Roads Act 1993* and the *Public Spaces (Unattended Property) Act 2021* and the NSW Government's proposed measures to prevent illegal tree and vegetation clearing.

Long term planning

- Adopted the new Community Strategic Plan, Delivery Program 2025-2029 and new Operational Plan 2025-2026, and revised Resourcing Strategy following public exhibition.
- Achieved agreement with the NSW Government through the Land and Environment Court regarding the development of alternative locally responsive planning controls in the TOD precincts at Roseville, Lindfield, Killara and Gordon.

Customer service

- Over 36,000 requests were submitted, 8,200 live chats were handled, and nearly 73,000 calls were answered by customer service staff during the financial year.
- Progressed planning or upgraded Council systems to improve services for residents including request tracking and feedback options.
- Implemented the Payble rates payment app for residents which allows ratepayers to set up flexible payment plans that can be direct debited on a convenient schedule.
- Completed external benchmarking to seek ways to improve customer service across the organisation.

- Integrated the Exploren platform for monitoring and managing Council's public EV chargers which measures utilisation, assists to identify commissioning problems and troubleshoot user problems.
- Council's new resident waste app – Your Waste was implemented with almost 1,000 resident downloads. The App allows residents to quickly access waste information on when to put bins out, set bin reminder notifications and acceptable items in each bin including an A-Z waste disposal guide.
- Launched an enhanced online mapping system for residents which provides improved community information such as bin days, dog exercise areas, playgrounds and open space areas as well as all the existing property information and the location of current development applications.

Governance

- Completed Council's Annual Report 2023-2024 and State of Our Ku-ring-gai Report 2021-2024.
- Supported the successful delivery of the 2024 Local Government Elections on 14 September 2025.
- Successfully implemented the Councillor's Induction program.
- Improved accessibility and transparency through publishing the video of Council forums to Council's website and enabling speakers to address Council via Zoom.
- Implemented electronic business papers for Council meetings.
- Established a Contract Management Framework including policy and procedures.

Workforce

- Established the Early Career Program, policy and procedure. This program aims to provide career and professional development opportunities for graduates, undergraduates, trainees and apprenticeships.
- Awarded funding for 21 positions under the NSW Government's 'A Fresh Start for Local Government Apprentices, Trainees, and Cadets' program.
- Successful roll-out of the 2024 Employee Opinions Survey, with an 83% participation rate which is significantly higher than the industry average.
- Delivered a tailored organisational wide risk training program to enhance risk awareness and risk management capabilities.

Financial capacity and sustainability

- Acquired five properties to facilitate open space in the Gordon town centre and a public domain in Turramurra.
- Finalised lease agreements for five suites at 828 Pacific Highway, Gordon, including renewals, relocations and a new tenant.
- Finalised a new commercial lease of Firs Cottage and new licence at Rosedale Road, St Ives for a commercial art studio.
- Reached agreement for two EV charging stations on Council land, with more locations under consideration.
- A public tender was issued in June 2025 for the management of 47 bus shelters, with potential for expansion.
- Explored other revenue opportunities including the future use of the HART site, TOMRA facilities, and telecom partnerships.
- Councils Corporate Sustainability Action Plan, rebranded as Sustainability@Work, continued to improve how we deliver strategies to reduce energy, waste and water use within Council facilities.
- Service reviews of development assessment processes, communications and community engagement, and maintenance of sports fields were completed.
- Completed internal audits on property management and records management.
- Implemented a secure creditor payments software.

CHALLENGES

- While Council is in a satisfactory financial position, it still faces challenges and risks which have been highlighted in the current Long Term Financial Plan. Council has insufficient funding to sustainably manage and improve its existing infrastructure and meet community expectations. To address this Council is exploring a Special Rate Variation (SRV) to fund the renewal of infrastructure.
- Continuing to develop innovative ways to communicate and engage with younger and harder to reach community members.
- Increasing expectations by the community for timely and responsive online communications.
- Growing expectations for customer service to utilise latest technologies.
- Improving services to Council and committees to support effective operation and decision-making.
- Ensuring flexibility in the face of changing legislative and policy requirements.

SUMMARY OF PERFORMANCE 2024/25

The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2024/25.

Theme 6: Leadership

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

Revised Delivery Program Term Achievements 2022-2026	**100%** completed/ substantially completed
Operational Plan Tasks 2024-2025	**100%** completed/ substantially completed
Performance Indicators 2024-2025	**73%** achieved **27%** not achieved

Annual performance indicator results

The table below outlines Council's 2024/25 performance against key indicators in the Revised Delivery Program 2022-2026, highlighting contributions to the Quadruple Bottom Line (QBL) goals of social, environmental, economic and civic leadership outcomes. Trend analysis is included where data is available.

KEY
Annual performance ● achieved ● not achieved
5-year performance/trends ◀▶ stable ▲ upward trend ▼ overall decline ▼▲ fluctuating due to external disruptions, seasonal trends or other changes

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
CIVIC LEADERSHIP				
Percentage of Operational Plan tasks completed. Baseline: 89% of Operational Plan tasks are completed each financial year. Source: Council records.	Improving	93%	●	◀▶
Number of active partnerships/collaborations Council has with external stakeholders. Baseline: Council has 45 active partnerships and collaborations with external stakeholders. Source: Council records.	Maintain	45 partnerships/ collaborations	●	◀▶
Number of people subscribed to Council newsletters. Baseline: There are 55,000 people subscribed to Council newsletters. Source: Council.	Increasing	77,700 people	●	▲
Number of positive messages published through external media channels about Ku-ring-gai Council. Baseline: 100 positive messages are published about Council (includes print, social media and newsletters) each financial year. Source: Insentia and Council records.	Monitor	200 + messages	●	5-year data unavailable for trend analysis
Percentage of requests for information applications completed within statutory timeframes. Baseline: 100% of requests for information applications are completed within statutory timeframes each financial year. Source: Council.	Maintain	100%	●	◀▶
Percentage of policies reviewed by their due date. Baseline: 70% of policies are reviewed by their due date each financial year. Source: Council.	Increasing	52.4%	●	▼
Comment: This shortfall is primarily due to the ongoing nature of the policy review process, which continues to systematically review and update all relevant documents. Senior management has resolved to prioritise the review of all external policies, with a commitment to ensuring they are updated within the next six months. This renewed focus is expected to significantly improve compliance with our performance targets going forward. A total of 61 policies were reviewed during the period.				
Number of initiatives held as part of Council's corporate sustainability program. Baseline: 5 corporate sustainability initiatives are held each financial year. Source: Council.	Maintain	4 initiatives	●	5-year data unavailable for trend analysis
Comment: Fewer events have been held but higher numbers of staff have been engaged.				

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
Percentage of staff participating in learning and development activities. Baseline: 50% of staff complete accredited training courses or attend approved learning and development sessions each financial year. Source: Council.	Increasing	80.4%	●	▼▲
Percentage of customer service enquiries responded to within agreed service delivery standards. Baseline: 85% of customer service enquiries are responded to within agreed service delivery standards. Source: Council.	Maintain	92%	●	◀▶
Percentage of customer service enquiries actioned within agreed service delivery standards. Baseline: 85% of customer service enquiries are actioned within agreed service. Source: Council	Maintain	85%	●	◀▶
Percentage completion of Council's continuous improvement framework. Baseline: 100% of Council's continuous improvement framework is developed. Source: Council.	Monitor	100%	●	5-year data unavailable for trend analysis
Comment: A service improvement policy and guidelines have been drafted.				
Percentage completion of Council's service review program within set timeframes. Baseline: 100% of Council's service review program is completed within set timeframes each financial year. Source: Council.	Monitor	90%	●	5-year data unavailable for trend analysis
Comment: Three of four planned service reviews have been completed, with the fourth to be completed in July 2025.				
Percentage of Risk Management Reports presented to quarterly Audit, Risk and Improvement Committee meetings consistent with Council's Enterprise Risk Management Framework. Baseline: 100% of reports are presented to the Audit, Risk and Improvement Committee. Source: Council records.	Maintain	100%	●	◀▶
Lost Time Injury Frequency Rate. Baseline: Lost time injury frequency rate of 12 each financial year (National industry average). Source: Council payroll data and Safe Work Australia.	Maintain or decreasing	17.4	●	5-year data unavailable for trend analysis
Comment: The higher result for 2024/25 is driven by a change in calculation methodology as part of ongoing data refinement. The updated methodology has resulted in a reduced total hours worked figure following reclassification based on updated payroll inputs. Additionally, there are two more premium-impact claims compared to 2023/24, including an increase in psychological claims (3 in total), 2 of which resulted in significant time lost. Note: The 24/25 national average has been updated to 14.1.				
Percentage turnover rate for permanent employees. Baseline: The turnover rate for permanent employees is 11% each financial year. Source: Council.	Decreasing	8.1%	●	▼▲

Indicator	Target	Achieved 2024/25	Performance 2024/25	5-year trend
ECONOMIC				
Debt Service Cover Ratio (Council's availability of operating cash to service debt). Baseline: Council's Debt Service Cover Ratio is > 2.00x. Source: Council's Financial Statements.	Maintain	6.42	●	◀▶
Unrestricted Current Ratio (ability to meet short-term obligations as they fall due). Baseline: Council's unrestricted current ratio is > 1.5x. Source: Council's Financial Statements.	Maintain	2.94	●	◀▶
Percentage of Council's commercial property portfolio leased in accordance with the Commercial Leasing Policy. Baseline: 100% of Council's commercial property portfolio is leased in accordance with the Commercial Leasing Policy. Source: Council.	Maintain	100%	●	5-year data unavailable for trend analysis
Percentage of Council's non-commercial buildings with formal lease and licence agreements consistent with Council policies. Baseline: 95% of non-commercial (not-for-profit community and sporting groups) building agreements are formalised and consistent with Council policies. Source: Council.	Monitor	95%	●	5-year data unavailable for trend analysis
Own Source Operating Revenue Ratio (degree of reliance on external funding ie grants). Baseline: Council's Own Source Operating Revenue Ratio benchmark is >60%. Source: Council's Financial Statements.	Maintain	85.19%	●	◀▶
Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity). Baseline: Council's Rates Outstanding Percentage is < 5%. Source: Council's Financial	Maintain	5.65%	●	▲
Comment: This indicator has not been achieved due to additional new property unit developments that remained unsettled at year end and a greater number of ratepayers entering payment plans due to financial stress during the period. Council is monitoring this ratio to identify the underlying causes and take action to prevent it from increasing.				
Building and Infrastructure Renewals Ratio. Baseline: Council reports a Building and Infrastructure Renewals Ratio greater or equal to 100%. Source: Council's Financial Statements.	Maintain	58.39%	●	▼▲
Comment: This indicator has not been met due to the timing of renewal works not completed during the financial year and carried forward to the following year. Despite the incomplete renewal projects, the renewal ratio remains below benchmark. Council is focusing on appropriate asset standards for renewal and maintenance of its assets and will continue to prioritise renewal capital works projects and is currently exploring a special rate variation to fund infrastructure.				

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

FURTHER INFORMATION
The Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 June 2025 bi-annual report is available at www.krg.nsw.gov.au

Ku-ring-gai Chase National Park.
Photographer: Lara Fowler

COUNCIL

COUNCIL

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

The Act also sets out the basis on which council should carry out its functions, decision-making, and community participation in a way that facilitates local communities that are strong, healthy and prosperous. In line with the guiding principles[1], council should undertake the following when carrying out its functions:

- provide strong and effective representation, leadership, planning and decision-making
- carry out functions in a way that provides the best possible value for residents and ratepayers
- plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community
- apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements
- work co-operatively with other councils and the State government to achieve desired outcomes for the local community
- manage lands and other assets so that current and future local community needs can be met in an affordable way
- work with others to secure appropriate services for local community needs
- act fairly, ethically and without bias in the interests of the local community, and
- be responsible employers and provide a consultative and supportive working environment for staff.

In its decision-making council should:

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

When encouraging community participation council should:

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

In June 2025, Council considered a draft Community Engagement Strategy incorporating the Community Participation Plan. The Strategy will provide a clear and accessible resource that outlines Council's approach to both general engagement and statutory planning consultations in line with legislative requirements, updated practices and clear guidance for staff. Council resolved to place the document exhibition for public comment which will commence 2025/26.

[1] *Local Government Act 1993*, Sec8A Guiding Principles for councils, https://legislation.nsw.gov.au/view/html/inforce/2025-05-23/act-1993-030#sec.8A, accessed 25 June 2025

Council's roles

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

LEAD

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

EDUCATE

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

ENGAGE

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

ADVOCATE

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

COLLABORATE

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

REGULATE

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

FACILITATE

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

DELIVER

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

COUNCILLORS

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

Map 1 Ku-ring-gai Council ward map

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

Councillor profiles

Councillor representation as outlined below is for the 2024-2026 Mayoral term, unless specified otherwise, as resolved at the Extraordinary Meeting of 8 October 2024.

ST IVES WARD

Mayor Christine Kay

Committee representation

Status of Women's Advisory Committee *(Chair)*

Audit, Risk and Improvement Committee *(Mayor)*

External representative/member

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

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

Councillor terms

2018-2021, 2021-2024, 2024+
Deputy Mayor (September 2023-2024)
Mayor (October 2024+)

Cr Martin Smith

Committee representation

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

External representative/member

Hornsby/Ku-ring-gai Bush Fire Management Committee (BFMC) *(Alternate Delegate)*

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

Sydney North Planning Panel *(Alternate Member – reappointed 8 October 2024. Member – appointed 17 June 2025)*

Councillor terms

2017-2021, 2021-2024, 2024+

WAHROONGA WARD

Deputy Mayor Kim Wheatley

Committee representation

Heritage Reference Committee *(Chair)*

Audit, Risk and Improvement Committee *(Alternate non-voting member)*

Environment Advisory Committee *(Deputy Chair – appointed 15 April 2025)*

External representative/member

North Shore Police Area Command Community Safety Precinct Committee Lindfield-Brooklyn *(Delegate)*

Eryldene Trust Committee *(Delegate)*

Sydney North Planning Panel *(Member – reappointed 8 October 2024. Alternate – appointed 17 June 2025)*

Councillor terms

2021-2024, 2024+
Deputy Mayor (October 2024+)

Cr Cedric Spencer

External representative/member

Sydney North Planning Panel *(Member – reappointed 8 October 2024 to 17 June 2025)*

Councillor terms

2017-2021, 2021-2024, 2024+
Mayor (21 September – 4 December 2021)
Deputy Mayor 2020-2021, 2021-2022
(1 July – 21 September 2021)

COMENARRA WARD

Cr Jeff Pettett

Councillor terms

2012-2017, 2017-2021, 2021-2024, 2024+
Deputy Mayor 2018-2019
Mayor (January 2022 – September 2023)

Cr Matthew Devlin

Committee representation

Flood Risk and Management Committee *(Chair)*

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

Smart Transport Advisory Committee *(Deputy Chair – appointed 15 April 2025)*

External representative/member

Hornsby/Ku-ring-gai PCYC Community Engagement Committee *(Alternate Delegate)*

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

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

Councillor terms

2024+

GORDON WARD

Cr Barbara Ward

Committee representation

Arts and Culture Advisory Committee *(Deputy Chair)*

Flood Risk and Management Committee *(Deputy Chair)*

Multicultural Advisory Committee *(Chair)*

External representative/member

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

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

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

Councillor terms

2021-2024, 2024+
Deputy Mayor (January 2022 – September 2023)

Cr Indu Balachandran

Committee representation

Arts and Culture Advisory Committee *(Chair)*

Heritage Reference Committee *(Deputy Chair)*

Multicultural Advisory Committee *(Deputy Chair)*

Status of Women's Advisory Committee *(Deputy Chair)*

External representative/member

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

Sydney North Planning Panel *(Alternate – appointed 17 June 2025)*

Councillor terms

2024+

ROSEVILLE WARD

Cr Sam Ngai

Committee representation

Smart Transport Advisory Committee *(Chair – appointed 15 April 2025)*

External representative/member

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

North Shore Police Area Command Community Safety Precinct Committee Lindfield-North Sydney *(Delegate)*

Councillor terms

2017-2021, 2021-2024, 2024+
Deputy Mayor (21 September – 4 December 2021)
Mayor (September 2023-2024)

Cr Alec Taylor

Committee representation

Audit, Risk and Improvement Committee *(Non-voting member)*

Environment Advisory Committee *(Chair – appointed 15 April 2025)*

External representative/member

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

Sydney North Planning Panel *(Alternate Member – reappointed 8 October 2024. Member – appointed 17 June 2025)*

Councillor terms

2021-2024, 2024+

Acknowledging outgoing councillor contributions

Ku-ring-gai Council would like to acknowledge the contributions to Ku-ring-gai of former Councillors Greg Taylor and Simon Lennon during their 2021-2024 term.

Prior to the 2024 local government elections, Cr Lennon was Chair of the Active Transport Reference Committee, Deputy Chair of the Heritage Reference Committee and Council's delegate on the Hornsby/Ku-ring-gai PCYC Advisory Committee and Eryldene Trust. Cr Greg Taylor was Deputy Chair of the Sustainable Recreation Advisory Group and Council's delegate on the Hornsby/Ku-ring-gai Rural Fire Service District Liaison Committee and the Hornsby/Ku-ring-gai Bush Fire Management Committee.

OPEN
DAY
Swain
GARDENS

DECISION MAKING AND PARTICIPATION

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

Public forums

A public forum is generally held in the week prior to each Ordinary Meeting of Council. Forums may also be held prior to Extraordinary Meetings of Council. Residents are invited to speak to Councillors about agenda items or other matters of public interest. Applications to address the Public Forum (written, in-person and online via Zoom) will be accepted up until 5pm the day prior to the forum in accordance with Council's Code of Meeting Practice. Forum dates are available on Council's website and generally commence at 7pm. The webcast of the Public Forum is published on Council's website the following day.

Council meetings

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

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

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

Council agendas are publicly available a week before the public forum on Council's website, and the public can also access them at Council's Customer Service Centre and Council libraries.

Council meetings are webcast live and available for viewing on our website. Meeting minutes are made available on Council's website within two days of the meeting.

FURTHER INFORMATION
Further information regarding Council meetings, public forums, agendas and minutes are available at www.krg.nsw.gov.au

Councillor meeting attendance 2024/25

Figure 14 provides a summary of attendance for Councillors at Council Meetings held during 2024/25.

Councillor	Ordinary Meetings of Council	
	Number	%
Cr Christine Kay	10/10	100
Cr Kim Wheatley	10/10	100
Cr Martin Smith	10/10	100
Cr Cedric Spencer	9/10	90
Cr Jeff Pettett	10/10	100
Cr Matthew Devlin	10/10	100
Cr Barbara Ward	10/10	100
Cr Indu Balachandran	10/10	100
Cr Sam Ngai	10/10	100
Cr Alec Taylor	9/10	90
Cr Simon Lennon	2/2	100
Cr Greg Taylor	2/2	100

Figure 14 Councillor attendance at Ordinary Meetings of Council during 2024/25

Note:
Attendance for outgoing Councillors Simon Lennon and Greg Taylor are included above.

Figure 15 provides a summary of attendance for Councillors at Extraordinary Meetings of Council held during 2024/25.

Councillor	Extraordinary Meetings of Council	
	Number	%
Cr Christine Kay	4/4	100
Cr Kim Wheatley	4/4	100
Cr Martin Smith	4/4	100
Cr Cedric Spencer	4/4*	100*
Cr Jeff Pettett	4/4*	100*
Cr Matthew Devlin	4/4	100
Cr Barbara Ward	4/4	100
Cr Indu Balachandran	4/4	100
Cr Sam Ngai	4/4	100
Cr Alec Taylor	4/4	100

Figure 15 Councillor attendance at Extraordinary Meetings of Council during 2024/25

Note:

The above calculations include attendance at the meetings on:

- 8 October 2024
- 30 October 2024
- 31 March 2025
- 22 May 2025 (adjourned and reconvened on 5 June)

* Councillors Pettett and Spencer did not attend the Extraordinary Meeting of Council on 22 May 2025, but attended when the meeting was reconvened on 5 June.

Attendance statistics have been included as the first meeting elected the Mayor and Deputy Mayor, the oath/ affirmation of Office by Councillors, appointments to committees and representations and other operational matters. Subsequent meetings were included due to the complexity of, and significance of subject matters.

Ku-ring-gai Wildflower Garden, St Ives.
Photographer: Kay Watson

ADVISORY AND REFERENCE COMMITTEES

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

Council's Advisory and Reference Committees are listed below.

Arts and Culture Advisory Committee

The Arts and Culture Advisory Committee plays a crucial role in promoting social inclusion, ensuring accessibility and representing diverse voices within the community. It also supports local talent to showcase local artists, identification of grant programs and contributing to the growth of a vibrant local arts scene.

Audit, Risk and Improvement Committee

Council has established an Audit, Risk and Improvement Committee (The 'ARIC') in compliance with section 428A of the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Departmental Chief Executive's *Guidelines for risk management and internal audit for local government in NSW* (The 'Guidelines'). The ARIC provides independent assurance to Council by monitoring, reviewing, and providing advice about the Council governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

The current Terms of Reference for the ARIC were adopted by Council in April 2024 at which time it was resolved that a Councillor (excluding the Mayor) and alternate who meet the eligibility criteria under the Guidelines would be appointed to the ARIC as a non-voting member. The revised Terms of Reference took effect from 1 July 2024. More information on ARIC is available in the Corporate Governance section of this report.

Environment Advisory Committee

In October 2024, Council resolved to place the Sustainable Recreation Advisory Group on hold and adjourned to broaden the scope into an Environment Committee. During 2024/25, Council adopted Terms of Reference, appointed a Chair and Deputy Chair, and community members to the committee and decided to refer to the committee as the Environment Advisory Committee. The committee is established to provide strategic advice and feedback to Council on the preservation, management, enhancement, and recreational use of Ku-ring-gai's natural environment, and guide Council on ensuring ecological sustainability, promoting biodiversity, and fostering community engagement in the care of environmental areas.

Flood Risk Management Committee

The Flood Risk Management Committee includes councillors, residents and representatives from the NSW Department of Climate Change, Energy, the Environment and Water, NSW National Parks and Wildlife Service, NSW State Emergency Services, Sydney Water, and other ex officio members (as

required). The committee is a technical review committee established under the NSW Government's Flood Prone Land Policy and has an advisory role to Council. The committee acts as a forum for discussing technical, social, economic and environmental matters relating to flood risk management.

Heritage Reference Committee

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

Ku-ring-gai Traffic Committee

The Ku-ring-gai Traffic Committee is a technical advisory body made up of four key voting members, including representatives of Council, NSW Police Service, Transport for NSW and the local State Member of Parliament. Transport for NSW has formally delegated powers to Councils under the *Roads Act 1993* to establish a Local Traffic Committee. The Committee's role is to consider and advise Council on traffic related matters.

Major Projects Advisory Committee

The Major Projects Advisory Committee aims to strengthen governance and decision-making concerning major projects and provide independent advice to Council in relation to property development, land acquisition and disposal activities.

Its main role is to provide support to Council decision-making for major projects (projects valued over $5 million) and to oversee governance of project delivery.

Multicultural Advisory Committee

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

Smart Transport Advisory Committee

In October 2024, Council resolved to place the Active Transport Reference Committee on hold and adjourned to broaden the scope into a Net Zero Communities Committee. In preparation of draft Terms of Reference, it was decided to refer to the committee as a Smart Transport Advisory Committee. During 2024/25, Council adopted Terms of Reference, appointed a Chair and Deputy Chair and community members to the committee. The committee will provide advice to Council on the development and implementation of a sustainable transportation hierarchy that enhances the health, wellbeing, and liveability of the Ku-ring-gai community while contributing to Council's net zero emissions target. Meetings will commence 2025/26.

Status of Women's Advisory Committee

The primary role of the committee is to provide advice, advocate and raise awareness of issues that impact women in the Ku-ring-gai community. Members will identify and participate in projects, activities and opportunities that promote the inclusion of women in the community. Committee membership was established during 2024/25.

Youth Advisory Committee

The Youth Advisory Committee is an advisory body to Council, representing the voices of young people aged 14-24 years. The Committee provides advice on youth-related activities, events, and services and assists in promoting the positive contributions of young people to the community. Committee membership was established during 2024/25.

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

Figure 16 provides a summary of attendance for councillors for Advisory/Reference Committees held during 2024/25.

Councillor	Advisory/Reference Committee meetings attendance[1, 2, 4, 5]		
	Committee	Number	%
Cr Christine Kay	Flood Risk Management Committee[3]	1 of 1	100%
	Status of Women's Advisory Committee	3 of 3	100%
Cr Kim Wheatley	Environment Advisory Committee	0 of 1	0%
	Heritage Reference Committee	4 of 4	100%
Cr Matthew Devlin	Flood Risk Management Committee	0 of 1	0%
	Ku-ring-gai Traffic Committee	2 of 2	100%
Cr Barbara Ward	Arts and Culture Advisory Committee	1 of 3	33%
	Flood Risk Management Committee	0 of 1	0%
	Multicultural Advisory Committee	2 of 2	100%
Cr Indu Balachandran	Arts and Culture Advisory Committee	3 of 3	100%
	Heritage Reference Committee	4 of 4	100%
	Multicultural Advisory Committee	2 of 2	100%
	Status of Women's Advisory Committee	2 of 3	67%
Cr Alec Taylor	Audit, Risk and Improvement Committee	2 of 3	67%
	Environment Advisory Committee	1 of 1	100%

Figure 16 Councillor attendance at Advisory/Reference committee meetings during 2024/25

Footnotes:
1. Figures for Council's advisory/reference committees are calculated based on attendance for Councillors appointed by council resolution to a committee at the Extraordinary Meeting of Council 8 October 2024. Other Councillors may attend these committee meetings as observers however this is not calculated in the attendance statistics. Council's advisory and reference committees that met during 2024/25 are:
    a. Arts and Culture Advisory Committee
    b. Audit, Risk and Improvement Committee
    c. Environment Advisory Committee (former Sustainable Recreation Advisory Group)
    d. Flood Risk Management Committee
    e. Heritage Reference Committee
    f. Ku-ring-gai Traffic Committee
    g. Multicultural Advisory Committee
    h. Status of Women's Advisory Committee
    i. Youth Advisory Committee
2. The Smart Transport Advisory Committee (former Active Transport Reference Committee) and Major Projects Advisory Committee did not meet in 2024/25.
3. Cr Christine Kay attended the Flood Risk Management Committee meeting in the capacity of Mayor, as Cr Devlin (Chairperson) and Cr Ward (Deputy Chairperson) gave apologies.
4. The Youth Advisory Committee met twice during the reporting period, however, as Councillors are observers only, no attendance has been recorded.
5. Council resolved to appoint Cr Alec Taylor as the non-voting member on the ARIC and Cr Kim Wheatley as the alternate non-voting member for the 2024-28 Council term. There was no Councillor representative at ARIC meetings between 1 July 2024 and 7 October 2024. Cr Taylor and Cr Wheatley gave apologies for the ARIC meeting 12 December 2024.

PLANNING PANELS

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

Ku-ring-gai Local Planning Panel (KLPP)

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

The KLPP makes decisions on development applications where:

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

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

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

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

Sydney North Planning Panel (SNPP)

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

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

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

Wahroonga Food and Wine Festival 2024. Photographer: Maggie Langtry

THE ORGANISATION

CORPORATE VALUES

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

DO WHAT IS RIGHT

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

SHOW RESPECT

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

OWN OUR ACTIONS

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

STRIVE FOR EXCELLENCE

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

Photographer: Kerstin Siegmund

ORGANISATIONAL STRUCTURE

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

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

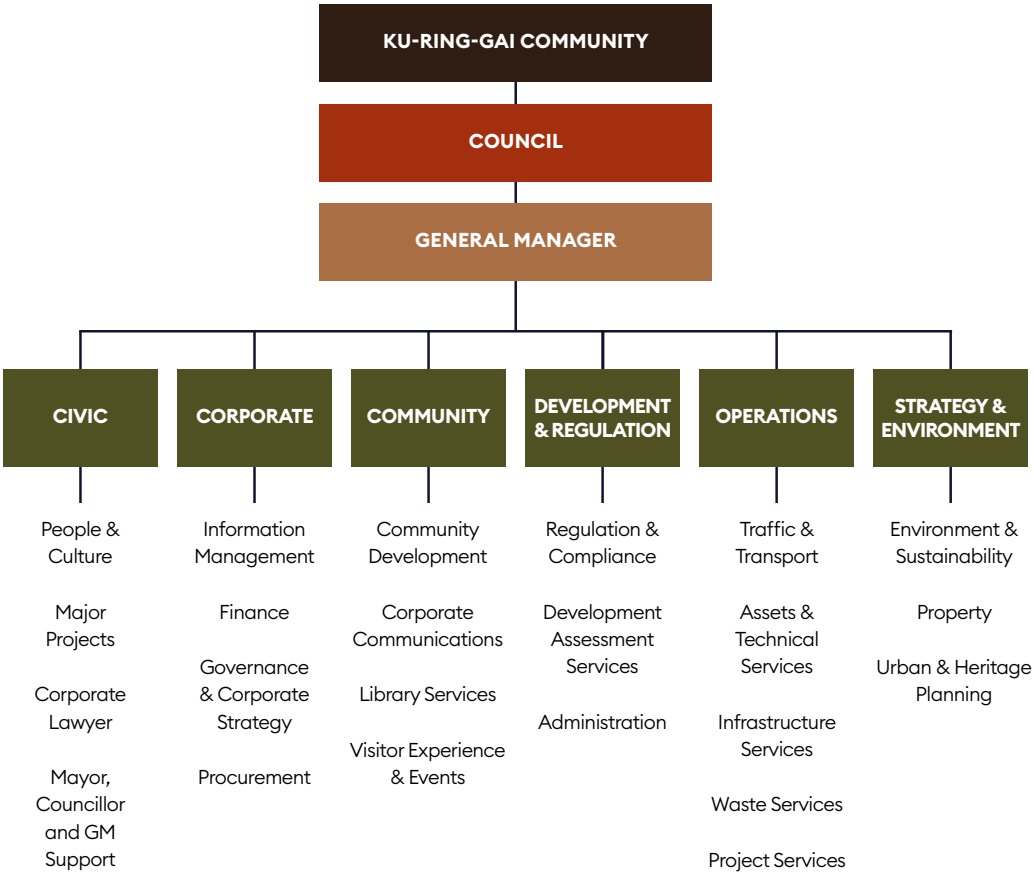


Diagram 3 Ku-ring-gai Council organisational structure

LEADERSHIP

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

From left to right:

PETER LICHAA
Director, Operations

ANGELA APOSTOL
Director, Corporate

MICHAEL MIOCIC
Director, Development and Regulation

JANICE BEVAN
Director, Community

DAVID MARSHALL
General Manager, Civic Management

ANDREW WATSON
Director, Strategy and Environment

WORKFORCE SNAPSHOT

Employees

TOTAL NUMBER OF EMPLOYEES*

446

EMPLOYMENT TYPE

380 FULL-TIME EMPLOYEES

66 PART-TIME EMPLOYEES

106 CASUAL EMPLOYEES

MEDIAN AGE

48 YEARS OLD

AGE PROFILE OF EMPLOYEE

58% AGED 45 YEARS+

GENDER

48% FEMALE

52% MALE

DIVERSITY IN SENIOR ROLES

45% FEMALE

55% MALE

AVERAGE YEARS OF SERVICE

9.1 YEARS PER EMPLOYEE

RETENTION RATE

90%

NUMBER OF JOB TYPES

308 BY POSITION TITLE

Figure 17 Employee snapshot as of 30 June 2025

* Full-time and part-time employees

KEY ACHIEVEMENTS

Council has made notable progress in key workforce areas during 2024/25, reflecting our commitment to building a capable, inclusive and stable organisation. Highlights include:

- Launch of the Early Careers Program including the creation of 21 new positions supported by government funding under 'A Fresh Start for Local Government Apprentices, Trainees, and Cadets' program
- Coordinated the 2024 Employee Opinion Survey and developed an organisational action plan to address key opportunities for improvement
- Reviewed the Study Assistance Program to offer improved support for employees, leading to increased uptake of further education and strengthened organisational capability
- Maintained Council's overall risk profile with 86% of risks within risk appetite and no material increases to risk ratings
- Achieved a 30% reduction in total work health and safety (WHS) incidents - the lowest figure in five years
- Reduced average WHS claim costs and reporting delays
- Implemented proactive strategies to manage psychological injury claims and complex cases
- Maintained zero notifiable incidents and improved preparedness through emergency drills and equipment reviews
- Enhanced return-to-work outcomes with early intervention and active injury management - receiving incentives for multiple closed claims
- Reduced public liability claims settlements, with low settlement ratios and the lowest claim volume in recent years
- Developed Business Continuity Plans for four critical service areas and integrated these into Council's Business Continuity Framework
- Conducted a wide range of WHS training programs, including psychosocial risk, due diligence, manual handling, hazardous chemicals and fire warden responsibilities
- Progressed initiatives such as park inspection training (KidSafe NSW)
- Strengthened provider partnerships and initiated a review of the medical provider panel to improve recovery outcomes and communication, and
- Delivered a WHS Initiatives Paper, resulting in new governance mechanisms, including executive key performance indicators and psychosocial hazard reporting.

We have achieved improvements in the following workforce metrics:

- An increase in overall employee numbers, supporting service delivery and organisational growth
- Improved diversity in senior leadership roles, contributing to more inclusive decision-making and representation
- An increase in the average length of service, indicating stronger employee engagement and organisational loyalty, and
- A higher employee retention rate, demonstrating the effectiveness of initiatives aimed at improving the employee experience and reducing turnover.

EMPLOYEE PROFILE

Council employs a diverse team of technically and professionally qualified employees across a wide range of service areas, including all traditional local government functions.

Figure 18 provides a snapshot of Council's employee profile with comparisons across five years which highlights several key changes in the workforce.

While the overall percentage of female employees has remained relatively stable at 48% in 2024/25 (a slight decrease from 48.4% the previous year), there has been continued progress in female representation over the past five years, rising from 45% in 2020/21. Notably, more women are now working in senior roles (Band 6 and above) increasing from 12.3% in 2023/24 to 13% in 2024/25, a modest but meaningful improvement that reflects ongoing efforts to support gender equity in leadership.

The employee retention rate has improved, reaching 90% in 2024/25, up from 87.9% in 2023/24 and 80.6% in 2022/23. Fewer employees are leaving the organisation contributing to a more stable workforce.

The median employee age range remains steady at 45–54 years, indicating ongoing retention of a skilled and experienced workforce.

	5 year trend	2024/25	2023/24	2022/23	2021/22	2020/21
Number of employees (full and part-time)	◀▶	446	432	431	440	431
Median age range (years)	◀▶	45 - 54	45 - 54	45 - 54	45 – 54	45 – 54
Retention rate	◀▶	90%	87.9%	80.6%	84.3%	89%
Percentage of females	▲	48%	48.4%	47.8%	47.7%	45%
Percentage of males	◀▶	52%	51.6%	52.2%	52.3%	55%
Females in Band 6 and above	▲	13%	12.3%	12.5%	11.6%	11.1%
Males in Band 6 and above	▼	16%	16.4%	16.5%	17.0%	17.1%

◀▶ stable ▲ increasing trend ▼ decreasing trend

Figure 18 Employee profile from 30 June 2021 to 30 June 2025

Workforce headcount

As of 30 June 2025, Ku-ring-gai Council employed 446 full and part-time employees and 106 casual employees (Figure 19) across various service areas.

This marks an increase from 432 employees in 2023/24, reflecting organisational growth driven by expanding service demands and new operational plans. The rise in casual employees - from 101 to 106 - supports the need for greater flexibility in areas with variable demand such as community programs, events and seasonal activities.

Year	Employment type			
	Full-time	Part-time	Total full and part-time	Plus casuals
2024/25	380	66	**446**	106
2023/24	374	58	**432**	101
2022/23	374	57	**431**	120
2021/22	384	56	**440**	119
2020/21	380	51	**431**	125

Figure 19 Workforce total headcount by employment type from 30 June 2021 to 30 June 2025

The total number of persons who performed paid work on 4 December 2024

Under section 217 of the *Local Government (General) Regulation 2021*, Council must publish a statement of the total number of persons who performed paid work for them on Wednesday 4 December 2024 (Figure 20).

Employment type	Total
Number employees permanent full-time	377
Number employees permanent part-time	63
Casuals	111
Fixed-term contract	12
Senior employees (as per the *Local Government Act 1993*)	6
Contract labour	21
Contract apprentice or trainee	3

Figure 20 The total number of persons who performed paid work at Council on Wednesday 4 December 2024

Workforce age and gender

In 2024/25, Council employed 446 staff with a median age of 48, and 58% aged 45 or over (Figure 21), reflecting a mature and experienced workforce. Gender representation is relatively balanced, with 232 males and 214 females.

The largest age groups are 35 - 44 (27%), 45 - 54 (26%), and 55 - 64 (24%), together making up 77% of the workforce. Early-career employees aged 25 - 34 account for 13%, while only 2% are aged 15 - 24, indicating limited engagement of younger entrants. Employees aged 65+ represent 8%, showing ongoing participation beyond retirement age.

To address demographic shifts, Council has implemented an Early Careers Program to attract young talent, an Ageing Workforce Strategy to ensure future service delivery and a Gender Equality Strategy to support the balanced representation of genders. Overall, the data reflects a stable, experienced workforce with gender balance across age groups.

Workforce by age and gender	Male	Female	Total	2024/25 %	2023/24 %
15 - 24	5	3	8	**2**	1.6
25 - 34	27	33	60	**13**	13.4
35 - 44	55	64	119	**27**	25.3
45 - 54	59	55	114	**26**	27.5
55 - 64	61	48	109	**24**	24.5
65 +	25	11	36	**8**	7.6
Total	**232**	**214**	**446**	**100%**	**100%**

Figure 21 Workforce percentage by age and gender as of 30 June 2025 (rounding applied)

Workforce in senior positions

In 2024/25, 45% of senior roles (Band 6 and above) at Council were held by females and 55% by males.

As shown in Figure 22, female representation in senior positions has risen steadily from 38.2% in 2019/20 to 45% in 2024/25, while male representation declined from 61.8% to 55%. This reflects ongoing progress toward greater gender equality in leadership.

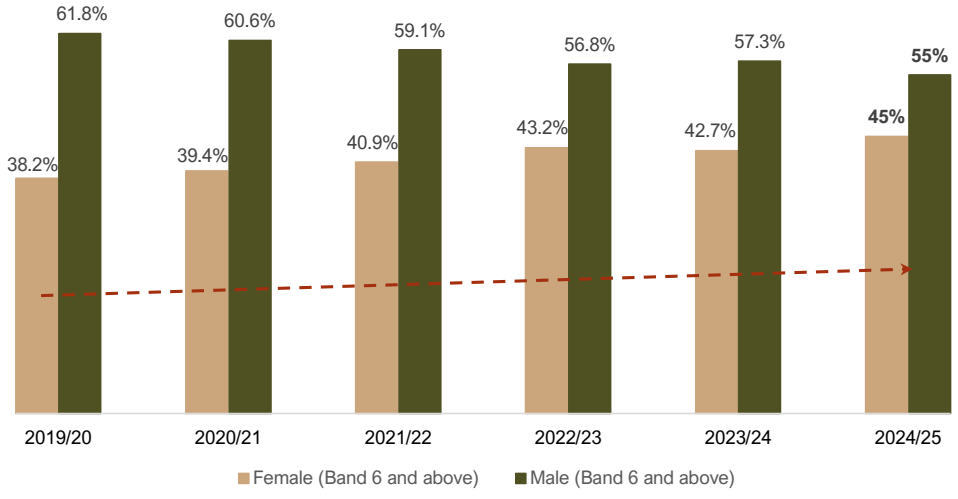


Figure 22 Percentage of males and females in senior positions (Band 6 and above) from 30 June 2020 to 30 June 2025 (rounding applied)

WORKING AT KU-RING-GAI COUNCIL

Workforce management strategies and policies

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

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

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

Council is an equal opportunity employer dedicated to ensuring that the workplace is free from unlawful discrimination as identified under Federal and NSW State law and in Council's *Equal Employment Opportunity Management Plan 2024-2027*.

Recruitment and retention

As an equal opportunity employer, Council applies merit-based selection processes to identify the most suitable candidate for each position, in accordance with the provisions of the *Local Government Act 1993* (s349) and Council's *Equal Employment Opportunity Management Plan 2024-2027*.

Key projects and outcomes

In 2024/25, Council advanced several strategic initiatives to strengthen workforce capability and inclusivity.

Notably, the Early Careers Program was introduced to attract new talent, foster capability building, and ensure the continued transfer of knowledge, addressing the challenges of an ageing workforce.

Alongside this, key projects focused on improving recruitment practices, supporting hiring managers and enhancing employee retention. Highlights include:

- Updating the Recruitment and Selection Policy to align with best practice and promote inclusive hiring. This included training for hiring managers to ensure consistent application of the policy and consideration of diversity and inclusion principles during the selection process.
- Providing tailored support to hiring managers, including the option to involve a People & Culture representative on recruitment panels to ensure fair, transparent and equitable outcomes.
- Improving employee retention, with the retention rate increasing from 87.9% in 2023/24 to 90% in 2024/25. This improvement was driven by a combination of strategic focus areas:
    - increased career development opportunities
    - stronger work-life balance
    - an inclusive and supportive organisational culture
    - enhanced job security and stability
    - greater access to flexible work arrangements
    - competitive salary and employee benefits
    - clear and consistent internal communication, and
    - investment in training and professional development.

These initiatives reflect Council's ongoing commitment to nurturing a diverse, capable and engaged workforce that meets current and future organisational needs.

Future workforce planning

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

Actions to support these initiatives in 2024/25 included:

- Ongoing implementation of the Succession Planning Framework which includes criteria for the identification of critical positions and employees
- Participation in career related events with higher education institutions to build relationships and promote Council as an employer of choice
- Monitoring turnover and creating customised retention and attraction strategies
- Ongoing review and streamlining of recruitment and onboarding processes
- Continuous improvement of the talent management system
- Ongoing implementation of strategies including ageing workforce, gender equality, equal employment opportunity and leadership development
- Ongoing review of the Rewards & Recognition Program, and
- Ongoing expansion of the e-learning library.

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

Corporate culture

Council's organisational culture reflects a resilient, dynamic and diverse workforce, guided by our Corporate Values and Code of Conduct at the core of all actions and decisions.

Council continues to advance initiatives from the Workforce Management Strategy (WMS), using its key themes to address current and emerging challenges, strengthen corporate culture and align practices with industry standards.

Key activities during 2024/25 included:

- Ongoing implementation of the Gender Equality Strategy 2023 - 2025 - Council is committed to gender equality, ensuring all employees are treated fairly and given equal opportunities, regardless of gender identity or expression. This strategy supports behavioural standards and ethical practice and promotes a culture of inclusion and respect.
- Ongoing implementation of the EEO Management Plan 2024 - 2027 - Council takes appropriate action to eliminate discrimination and promote equal opportunity.

These initiatives have contributed to improved employee retention, increased leadership diversity, enhanced employee wellbeing, and stronger engagement as reflected in recent Employee Opinion Survey results.

Employee productivity

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

In 2024, Council conducted a confidential Employee Opinion Survey through a leading engagement provider. All employees were invited to participate, with a strong response rate of 83% (excluding casuals), well above the 70% industry average*. The survey evaluated organisational engagement, performance and key focus areas such as leadership, diversity and inclusion, ageing workforce management and psychosocial hazards.

Council's 2024 survey results reflected consistently strong performance, in line with 2022 outcomes and exceeding industry averages* in engagement, wellbeing and progress. Strengths included values, respect and equity, inclusion and diversity, voice safety, role clarity, supervision and teamwork. Areas for improvement included facilities and pay and benefits.

Findings were shared with employees, the Audit Risk & Improvement Committee and Councillors. In response, the senior leadership team is implementing an action plan focused on four priorities: recruitment and selection, employee benefits, technology and facilities.

** Based on data provided by XRef*

Promoting a healthy work/life balance

Council is committed to supporting employee wellbeing through its Wellbeing Program Benefit Policy. Key initiatives such as the transition to retirement scheme, self-funded leave program, and flexible working arrangements play a vital role in promoting a healthy and supportive work environment.

Council delivered the following initiatives throughout the year:

- **Wellness program** - including financial reimbursement towards wellbeing activities, Fitness Passport, influenza vaccinations, skin cancer screening, education and skin protection equipment, audiometric testing, ergonomic assessments and action plans for employees in operational positions
- **Employee assistance program** - ensuring employees can seek independent, confidential support and advice regarding issues in their work, personal and family lives
- **Flexible workplace** - supporting employees in balancing the demands of their work with their family and/or personal responsibilities whilst continuing to meet Council's strategic and operational business requirements including working from home, purchased leave, flexible working hours, study allowance and examination leave and transition to retirement planning, and

- **Pre-employment health assessments** - ensuring Council's workforce is fit, healthy and well matched to the physical tasks required of them.

Learning and development

Council's workforce continues to be supported by targeted learning and development initiatives that build the knowledge, skills and capabilities needed to deliver the Delivery Program and Operational Plan. In 2024/25, the Learning and Development Program focused on the following priorities:

- **Early Careers Program** - Council launched a structured program, supported by NSW Government funding, to attract, develop and retain talent through apprenticeships, traineeships and cadetships. It includes recruitment, induction and tailored training for early career employees and their supervisors.
- **System training for business improvement** - Council is customising an Employee Self-Service platform to facilitate employee access to their employment details together with electronic timesheets, leave forms and other HR related forms. Preparations for training in the new system are underway and will commence in 2025/26.
- **Work health and safety training** - Training was delivered organisation-wide with a focus on aligning mandatory training to roles to enhance compliance, workforce planning and operational alignment.
- **Leadership capability development** – Council delivered targeted programs to enhance leadership accountability, manage psychosocial risks and promote respectful workplaces including training in due diligence, psychosocial risk management, enterprise risk management and family and domestic violence response. Participation in sector-wide programs such as the LG Professionals Management Challenge further developed leadership and collaboration skills.
- **Professional development and industry engagement** - Employees were supported to attend external training, conferences and professional development activities. Enhancements to the Study Assistance Program have led to increased enrolments in formal qualifications, strengthening technical capability and workforce resilience.

Learning and development spending

Council continues to maximise the value of its training investment by managing the cost per participant despite rising external costs. The use of internal facilitators and tailored online content remains a cost-effective way to provide accessible learning across the organisation.

Council's learning and development expenditure is shown in Figure 23.

In 2024/25, overall expenditure decreased by 26% compared to 2023/24. The reduction reflects the conclusion of major programs delivered last year, including a Council-wide customer service initiative and executive coaching.

This year's focus shifted to compliance, psychosocial risk management, family and domestic violence awareness and government-funded early career programs supporting workforce capability and delivering long-term value.

Learning and development expenditure	
2024/25	$281,376
2023/24	$378,443
2022/23	$240,538
2021/22	$238,447
2020/21	$208,584

Figure 23 Workforce learning and development expenditure from 30 June 2021 to 30 June 2025

Training attendance

In 2024/25, Council recorded 568 training day attendances, a 12.4% decrease from 2023/24. This reflects a stabilisation in training activity following the successful delivery of Council-wide customer service programs and post-pandemic catch-up initiatives, including corporate induction and leadership training completed in 2023/24.

Average training hours per employee fell to 8.9 hours, a 15.2% decrease from 2023/24, consistent with the reduction in overall training activity.

Online course completions totalled 992 following a huge surge in 2023/24 driven by mandatory training cycles and the rollout of new e-Learning modules.

Study Assistance was granted to 9 employees undertaking qualifications in civil construction, leadership, environmental science, sustainability and sports turf management supporting technical depth, succession planning, and long-term professional development across the organisation.

3,981 hours of training was delivered across **70+** topic areas strengthening workforce capability in leadership, domestic violence awareness, risk management, compliance, emergency management, and organisational preparedness.

DIVERSITY AND INCLUSION

Council is committed to strengthening its diverse and inclusive workplace through targeted strategies guided by the Workforce Management Strategy. To support this, all employees complete the 'Diversity in the Workplace' e-learning module every two years promoting awareness, understanding and practical approaches to inclusivity.

During 2024/25, Council reaffirmed its commitment through the implementation of several key initiatives. Efforts focused on embedding inclusive practices across the organisation and strengthening cultural awareness. Highlights included:

- Review of the Recruitment and Selection Policy to ensure alignment with inclusive and equitable hiring practices
- Commenced the development of a draft Gender Equality Policy, setting a framework for long-term organisational change
- Delivery of cultural awareness initiatives to promote understanding and respect across the workforce, and
- Recognition and celebration of diversity events including Harmony Day, White Ribbon Day and RUOK Day?, reinforcing Council's commitment to an inclusive workplace culture.

WORK, HEALTH AND SAFETY

Key achievements

- Delivered targeted workshops on due diligence, psychosocial awareness and safe work practices for employees and leaders
- Strengthened psychosocial risk management practices and expanded mental health and wellbeing initiatives for employees
- Delivered a wide range of WHS training programs tailored to high-risk roles and business needs
- Promoted mental health and wellbeing resources through the WHS & Wellbeing Matters e-newsletter, and engaged employees on topics such as stress management, resilience and healthy workplace practices, and
- Enhanced the effectiveness of WHS committees through improved consultation and collaborative decision-making.

Continuous improvement of work health and safety performance

Council remains committed to the continuous enhancement of our work health and safety (WHS) performance.

In line with updates to the *Work Health and Safety Act 2011, Work Health and Safety Regulations 2022*, Australian Standards and relevant codes of practice, Council is reviewing and updating its WHS management system and policy to ensure compliance and effectiveness. In 2024/25, Council reinforced its commitment to safety through continuous improvement, accountability and proactive risk management with strategic and operational initiatives aligned to legislation and industry best practice. This included:

- **Strategic WHS initiatives and governance enhancements**
  In 2024, a WHS Initiatives Paper was endorsed, outlining key reforms to improve performance. Actions included:
  - Review of the WHS Management System with external consultants
  - Introducing quarterly corrective action reports and WHS key performance indicators for the executive team
  - Embedding WHS categorisation into the Corporate Risk Register, and
  - Establishing a psychosocial hazard register with trend reporting.
- **Strengthening psychosocial risk management**
  - Delivered workshops on stress, workplace violence and difficult interactions
  - Integrated psychosocial screening into pre-employment assessments for public-facing roles
  - Provided guidance materials and signage to support employees, and
  - Partnered with external providers to tailor mental health training for local government contexts.
- **Leadership development and WHS training**
  - Provided due diligence and leadership training for managers and supervisors
  - Delivered WHS induction and refresher training in key risk areas, and
  - Conducted a training needs analysis for new leaders and introduced role-specific training for high-risk frontline employees.
- **Improved incident management, emergency preparedness and consultation**
  - Reviewed the incident register to improve data quality and reporting
  - Conducted fire warden training, evacuation drills and Emergency Control Organisation briefings, and
  - Reinstated departmental and strategic Health and Safety Committee meetings to strengthen consultation and engagement.
- **System improvements and performance monitoring**
  - Completed the 2023 WHS Self-Audit Action Plan, conducted a 2024 self-audit and rated 'Fair to Good' with no follow-up required
  - Developed a WHS Risk Management Matrix to align with the Entreprise Risk Management Framework, and
  - Reviewed digital WHS systems including evaluation of the Be Safe pilot to enhance incident reporting and compliance monitoring.
- **Ongoing and future-focused activities**
  Council began advanced planning for a three-year self-audit cycle, updated policies including volunteer safety protocols, and initiated a review of the Health & Safety Committee Charter to strengthen governance.

Work health and safety committees

Council has an established WHS Committee structure consisting of two levels - Strategic Work Health and Safety Committee and Department Work Health and Safety Committee (Diagram 4). These committees play a vital role in promoting safety leadership, facilitating consultation and supporting the implementation of WHS initiatives across the organisation.

Strategic WHS representatives play a key role in promoting a safety-first culture by:

- Hosting regular meetings to support communication and collaboration
- Identifying and escalating WHS issues
- Leading key WHS initiatives across Council, and
- Monitoring membership and promptly filling vacancies with qualified replacements.

Key activities and improvements in 2024/25 included:

- Reconvening Departmental WHS Committees and relaunching the Strategic WHS Committee to strengthen governance and consultation
- Reviewing committee membership to ensure broad departmental representation and ongoing engagement
- Involving members in reviewing the draft WHS Risk Management Matrix aligned with Council's risk appetite
- Providing training for new committee members to support their consultative and compliance roles, and
- Updating WHS policies and procedures in consultation with committee members to reflect current practices and legislative requirements.

Emergency management

The Emergency Control Organisation (ECO) is a structured group of designated employees trained and authorised to coordinate emergency responses. The ECO consists of Council's First Aid Officers and Fire Wardens.

In 2024/25, the ECO continued to ensure organisational readiness through the following activities:

- Delivering Fire Warden training and emergency evacuation drills
- Reaffirming roles and responsibilities within the ECO, and
- Reviewing equipment and emergency resources to support rapid and effective responses

Crisis management team

Council's Crisis Management Team (CMT) - comprising the General Manager, directors and senior managers - provided strategic oversight of business continuity risks and critical operations. In 2024/25, the CMT supported the development and review of continuity planning frameworks, aligning with Council's enterprise risk appetite and integrating with the WHS Risk Management Matrix for consistent risk management.

The team worked closely with emergency management and WHS teams to embed continuity considerations into broader risk strategies, reinforcing organisational resilience and ensuring the continuity of essential services.

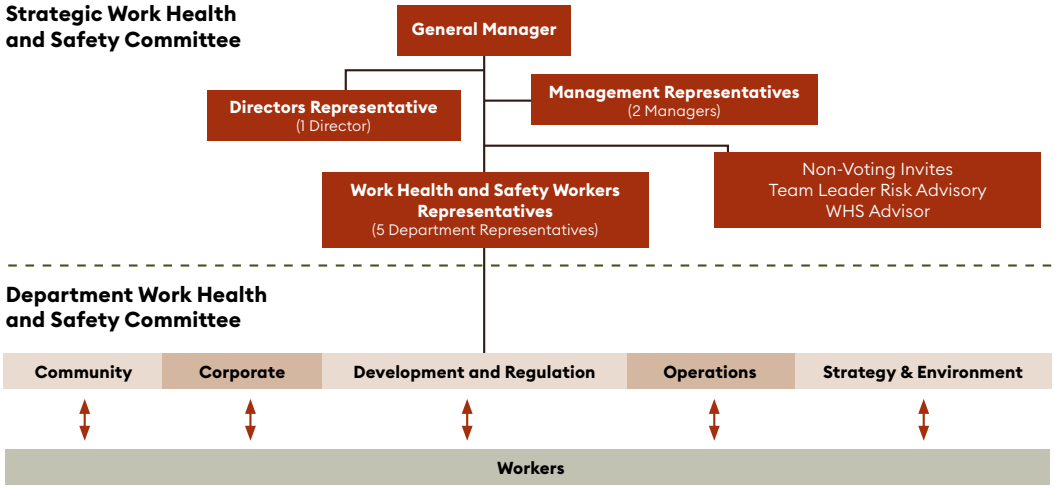


Diagram 4 Work Health and Safety Committees structure

First aid

In 2024/25, Council maintained its focus on first aid readiness and emergency response. Regular maintenance of Automated External Defibrillators ensured coverage at all priority sites, while First Aid and CPR refresher training kept designated officers up to date with legislative and organisational requirements. New First Aid Officers received induction and training, and 32 employees received a first aid allowance in recognition of their skills and ongoing contributions.

First Aid Officers also took part in emergency drills as part of Council's broader preparedness efforts. There were 12 first aid only incidents during the year - half involving external visitors - with common contributing factors including fatigue, complacency, distraction, inadequate training and limited supervision. In response, Council continued its SafeStart training program to address human error risks and reinforce early intervention.

Reducing workplace injury

Throughout 2024/25, Council implemented a range of strategies to reduce workplace injuries and strengthen safety performance, addressing both physical and psychological risks.

New WHS initiatives launched in 2024 focused on streamlining incident reporting, improving corrective action tracking, and reviewing the incident register to enhance trend monitoring.

Early intervention and risk mitigation remained key priorities, supported by training in leadership accountability, psychological risk awareness and incident prevention. Mental stress was a recurring risk, prompting targeted awareness programs to support employee wellbeing and resilience.

Council also delivered a broad suite of WHS and wellbeing initiatives, including flu vaccinations, skin checks, hearing tests, emergency drills, worksite inspections, and inductions for new employees. Employees handling hazardous substances received Chemwatch training and access to updated Safety Data Sheets. First Aid and Fire Warden training, along with WHS and committee member training, supported preparedness and maintained safety knowledge across all areas.

These coordinated efforts contributed to a stronger safety culture and ongoing reductions in workplace injuries (Figure 24).

Number of incidents

In 2024/25, Council recorded 101 WHS incidents - a 30% decrease from 145 in 2023/24 and the lowest in five years (Figure 24). This downward trend highlights the impact of proactive WHS initiatives, increased employee awareness and targeted training. The results reflect Council's ongoing commitment to improving safety and reducing workplace risks.

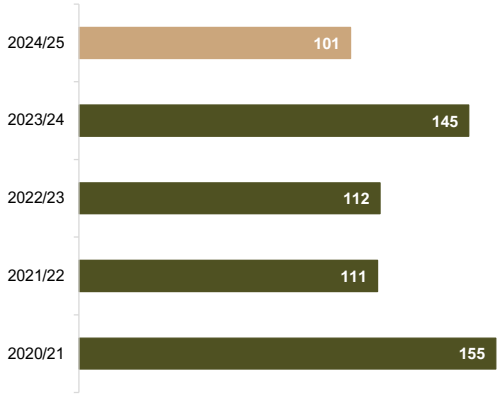


Figure 24 Total incident reports from 30 June 2021 to 30 June 2025

Swain Gardens Open Day 2024

Types of incidents

During 2024/25, the most commonly identified incident types were body stressors, mental stress, biological factors and slips, trips and falls. The number of these incidents were down from 2023/24, however, they continue to represent key areas of WHS risk for Council. A significant number of incidents also fell under the 'unspecified mechanisms' category, many of which were influenced by human factors such as fatigue, distraction, and complacency (Figure 25). This highlights an ongoing need to strengthen general WHS training and refine elements of Council's WHS management system.

In response, Council will implement the following improvement actions in 2025/26:

- Refine risk management processes, with targeted focus on areas showing increases in incident frequency
- Expand training initiatives, particularly in the areas of mental health, manual handling and human error prevention
- Review and enhance safety controls and procedures, especially in higher-risk operational environments, to reduce the likelihood and severity of incidents, and
- Promote proactive hazard reporting, enabling earlier intervention and continuous improvement in incident prevention and overall workplace safety.

Type of incident	2024/25	2023/24	2022/23	2021/22	2020/21
Falls, trips, and slips of a person	7	26	17	21	23
Hitting objects with a part of the body	1	12	13	18	16
Being hit by moving objects	6	11	7	14	14
Sound and pressure	0	0	0	0	3
Body stressing	17	22	14	16	20
Heat, electricity, and other environmental factors	6	5	6	2	2
Chemicals and other substances	1	6	2	1	24
Biological factors	7	8	8	3	0
Mental stress	8	9	4	4	11
Other and unspecified mechanisms of incident (incl. near miss events, property and vehicle damage)	48	46	41	32	42
Total	**101**	**145**	**112**	**111**	**155**

Figure 25 Types of incidents recorded from 30 June 2021 to 30 June 2025

Workplace injury

Council's workplace injury claims and lost time hours are monitored closely to identify trends, reduce risks and support continuous improvement in health and safety practices.

Claims

In 2024/25, Council recorded a significant reduction in worker's compensation claims, with a total of 23 claims - down from 37 in 2023/24 (Figure 26). This 38% decrease reflects Council's ongoing commitment to fostering a proactive safety culture, strengthening risk management practices and investing in workforce capability.

Of the 23 claims lodged, 13 (57%) were lost time premium impacting claims, an increase from 45% in the previous year. At the time of reporting, only 9 claims remain open, indicating Council's continued progress in timely claims resolution and effective injury management.

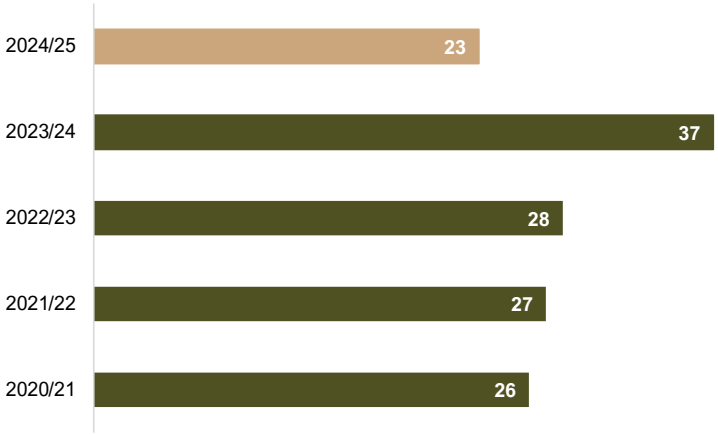


Figure 26 Number of StateCover claims by year from 30 June 2021 to 30 June 2025

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

Lost time

Despite an increase in average lost time hours - from 69 in 2023/24 to 106 in 2024/25, Council maintained strong injury management performance (Figure 27). The rise was driven by a few complex cases, including two psychological claims (both declined) and one notifiable physical claim (successfully closed). These outcomes highlight the effectiveness of Council's early intervention, robust injury management, and collaboration with insurers, ensuring minimal disruption even in high-risk cases.

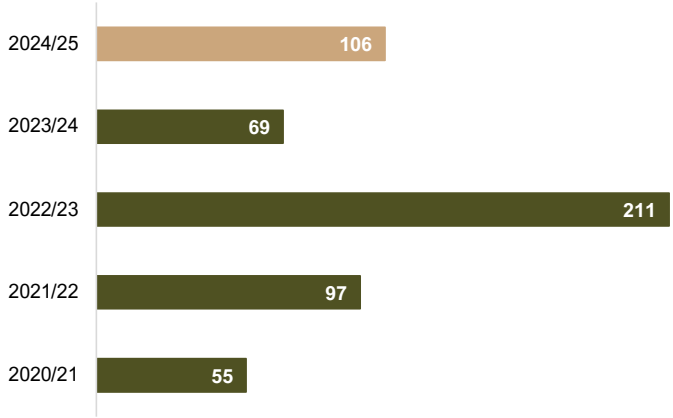


Figure 27 Average lost time (hours) per claim due to workplace injury from 30 June 2021 to 30 June 2025

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

Worker's compensation

For the 2025/26 workers' compensation insurance renewal, Council's projected Claims Adjustment Premium Rate is 3.09%, a marginal increase from 3% in 2024/25, which was capped at 22% above the previous year's rate (Figure 28).

A key driver of premium rates is the Claims Performance Adjustment (CPA), which compares Council's performance against that of similarly sized councils. A CPA of 1.0 represents average performance; a figure below 1.0 reflects better-than-average outcomes. Council's projected CPA for 2025/26 is 0.940, an improvement on the previous year's CPA of 1.133, highlighting strengthened performance and reduced claims impact relative to peers. In response to the latest trends and performance data, Council has implemented and refined several key strategies:

- Enhanced the partnership with StateCover to actively manage current risks, detect emerging issues and apply evidence-based interventions
- Increased focus on proactive hazard identification and risk mitigation, supported by ongoing WHS training and a strong emphasis on accountability and safety culture
- Ongoing monitoring of key metrics, including claim notification timeframes, average claim costs, and lost time hours, to ensure timely response and continuous improvement
- Promotion of transparent and thorough incident reporting, enabling data-driven safety improvements and early risk intervention, and
- Targeted interventions in high-risk areas informed by claims data - such as bespoke training, revised procedures and increased safety audits.

These actions position Council to reduce the frequency and severity of future claims, enhance workplace safety and stabilise workers compensation premiums over time.

Financial year	Worker's compensation premium	Ku-ring-gai Council's average rate	WIC rate*/ industry rate	StateCover average	OLG average
2024/25	$1,582,866.03	3.00%	3.14%	3.52%	3.63%
2023/24	$1,256,567.89	2.46%	2.37%	3.24%	3.03%
2022/23	$964,886.94	2.02%	2.37%	3.37%	3.34%
2021/22	$1,000,026.23	1.93%	2.37%	2.77%	2.91%
2020/21	$962,332.33	1.93%	2.37%	2.78%	2.53%

Figure 28 StateCover premium and performance rating comparison from 30 June 2021 to 30 June 2025

Note: Worker's Compensation Industry Classification (WIC) rate included.

CORPORATE GOVERNANCE

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

Actions and achievements in 2024/25 to support Council's governance framework included:

- implementation of the Enterprise Risk Management (ERM) Framework across Council, supported by the rollout of tailored organisational-wide risk training programs for both leaders and staff
- completion of biannual risk reviews, incorporating work health and safety related risks and maintaining oversight of Council's evolving risk profile
- engagement of consultants to conduct an independent Risk Maturity Assessment to evaluate Council's current risk maturity level including leadership interviews, staff surveys and a documentation review
- integration of finalised Business Continuity Sub-Plans for key operational units (Library Services, Information Management, People & Culture and Corporate Communications) into the broader Business Continuity Framework
- delivery of a live scenario-based Business Continuity Exercise to test organisational readiness and enhance the capability of alternates within the Crisis and Incident Management Teams
- reporting to the Audit, Risk and Improvement Committee (ARIC) on Council's top 20 strategic and operational risks, including control effectiveness and emerging risk trends
- preliminary work to embed risk implication statements into Council reporting templates
- facilitation of Council's audit program for 2024/25, which included reviews of property management, records management, swimming pools compliance, contract management and asset maturity
- supporting attendance at Council and Committee Meetings by audio-visual link or face to face in accordance with legislation, codes and guidelines issued by the OLG
- live-streaming and recording Council meetings and publishing on Council's website
- enhancing transparency and community engagement by offering remote access to public forums and publishing recordings on Council's website
- responding to formal and informal information access requests and processed applications promptly and in line with the GIPA Act
- supporting the 2024 local government elections and delivering a comprehensive induction program for new and returning councillors
- continuing to support councillors though briefings, advice and external training
- rollout of a new electronic system for internal distribution of meeting papers to improve efficiency and information security
- continuing the review of key Council policies to ensure they address current legislation and regulations and reflect best practice, and
- adopting new or revised policies including:
    - Agency Information Guide (2025)
    - Council Advisory and Reference Committee Guidelines (2025)
    - Grants, Sponsorships, Donations and Environmental Rebates Policy (2024)
    - Contract Management Policy (2024)
    - Enterprise Risk Management Strategy (2024)
    - Code of Meeting Practice (2024)
    - Business continuity plans (2024)
    - Cash Handling Policy and Procedure (2024)
    - Related Party Disclosures Policy (2024).

Audit, risk and improvement committee

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

The main objective of the ARIC is to provide independent assurance and assistance to Ku-ring-gai Council on internal and external audits,

risk management, an appropriate control framework, legislative compliance and external accountability. The committee meets at least on a quarterly basis.

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

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

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

- ARIC membership - An expression of interest process for a second independent member who meets the eligibility criteria and independence requirements was undertaken and a new member was appointed to the Committee, commencing from 1 July 2024. Council also resolved to include a non-voting Councillor member and alternate on the ARIC. The Councillor member and alternate were appointed to the ARIC in October 2024.
- ARIC Terms of Reference (ToR) - The ARIC ToR was created, based on the model ToR as provided under the Guidelines, to replace the ARIC Charter. These were approved by the ARIC on 21 March 2024, adopted by Council on 16 April 2024 and became effective on 1 July 2024.
- ARIC Annual Agenda - The ARIC Annual Agenda was updated and retitled 'ARIC Workplan' to reflect the revised requirements. This was adopted by the ARIC on 21 March 2024 and became effective on 1 July 2024. A further review of this document was undertaken to streamline reporting processes. The current version was approved by the ARIC on 12 December 2024.
- ARIC Annual Report - During the ARIC meeting held on 12 December 2024 the 2023/24 ARIC Annual Report was considered and adopted subject to minor changes. The updated report was approved by the ARIC Chair on 4 April 2025 and adopted by Council on 20 May 2025.

Internal audit

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

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

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

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

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

Internal audit is responsible for:

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

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

Implementing internal audit recommendations

The ARIC reviews all internal audit reports and presentations on audit findings. Management is invited to discuss identified improvement opportunities and timeframes for their implementation. Implementation of management actions arising from internal audit reports is a critical element of an effective internal control framework and is tracked and reported at every meeting. Throughout 2024/25, the status of the completion and remaining management actions was reported to committee meetings.

Financial management and external audit

Representatives from the Audit Office and the Auditor's nominated agent attended Committee meetings to discuss the engagement plan, prior to commencing work for the 2024/25 financial statements.

The interim audit was conducted in April 2025, during which the Auditors reviewed Council's internal controls and key accounting processes and provided an interim report on related findings.

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

In September 2025, Council's Acting Finance Manager and Director Corporate provided the ARIC with an overview of Council's financial performance and investments for the financial year 2024/25. The Committee considered a report from the Audit Office and discussed the audited financial statements and audit coverage. The Committee also received and endorsed actions on control matters identified during the annual financial audit.

As part of the audit finalisation process, Council provided the Management Representation Letter to the Audit Office prior to the signing of the financial statements.

Risk management

Risk management continues to be embedded across the organisation as a fundamental component of good corporate governance and a key enabler for achieving Council's strategic and operational objectives. This integration is reflected through alignment with key business planning, decision-making processes and service delivery at all levels.

Since adopting the Enterprise Risk Management (ERM) Framework in June 2024, Council has begun implementation, starting with comprehensive risk training and strengthening risk awareness across the organisation.

The ERM Framework comprises a suite of formally endorsed documents, including:

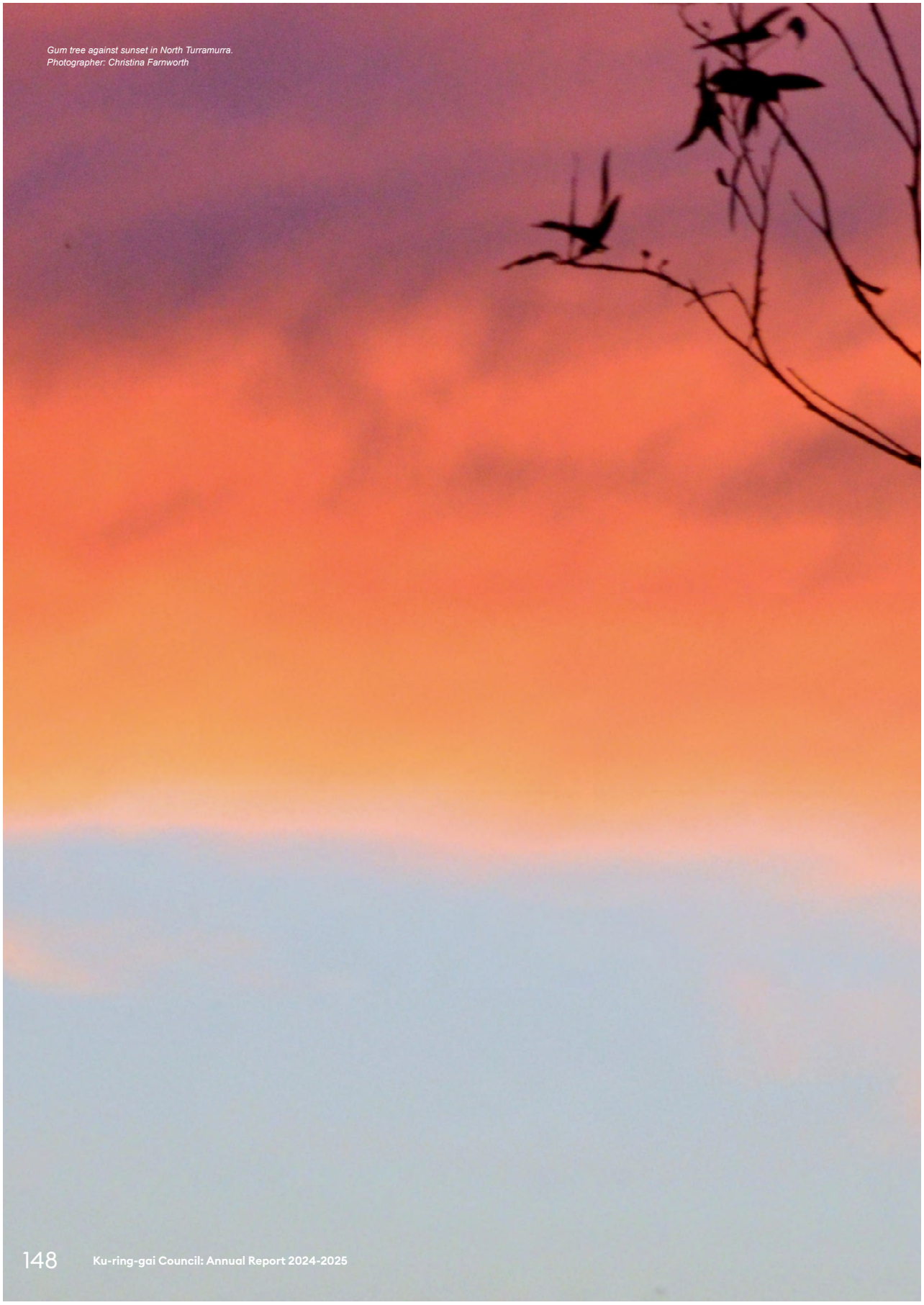
- **Enterprise Risk Management Policy** - articulates Council's commitment to a proactive and structured approach to managing enterprise risks and promoting a positive risk culture
- **Risk Appetite Statement** – defines the levels and types of risk Council is willing to accept in pursuit of strategic outcomes
- **Enterprise Risk Management Strategy** – outlines Council's overarching approach to enterprise risk, including roles, responsibilities, processes and resourcing considerations. It incorporates the Risk Implication Statement, a practical tool to support business decision-making within Council's risk appetite, and
- **Risk Register** – a dynamic tool for capturing and assessing enterprise risks based on inherent and residual ratings, facilitating targeted treatment and ongoing control effectiveness monitoring.

Since adoption, the documents have been operationalised through organisation-wide training delivered by a specialised risk consultancy in September and October 2024. Sessions for leaders and staff focused on building core capability, understanding internal controls, risk escalation and applying the Risk Implication Statement.

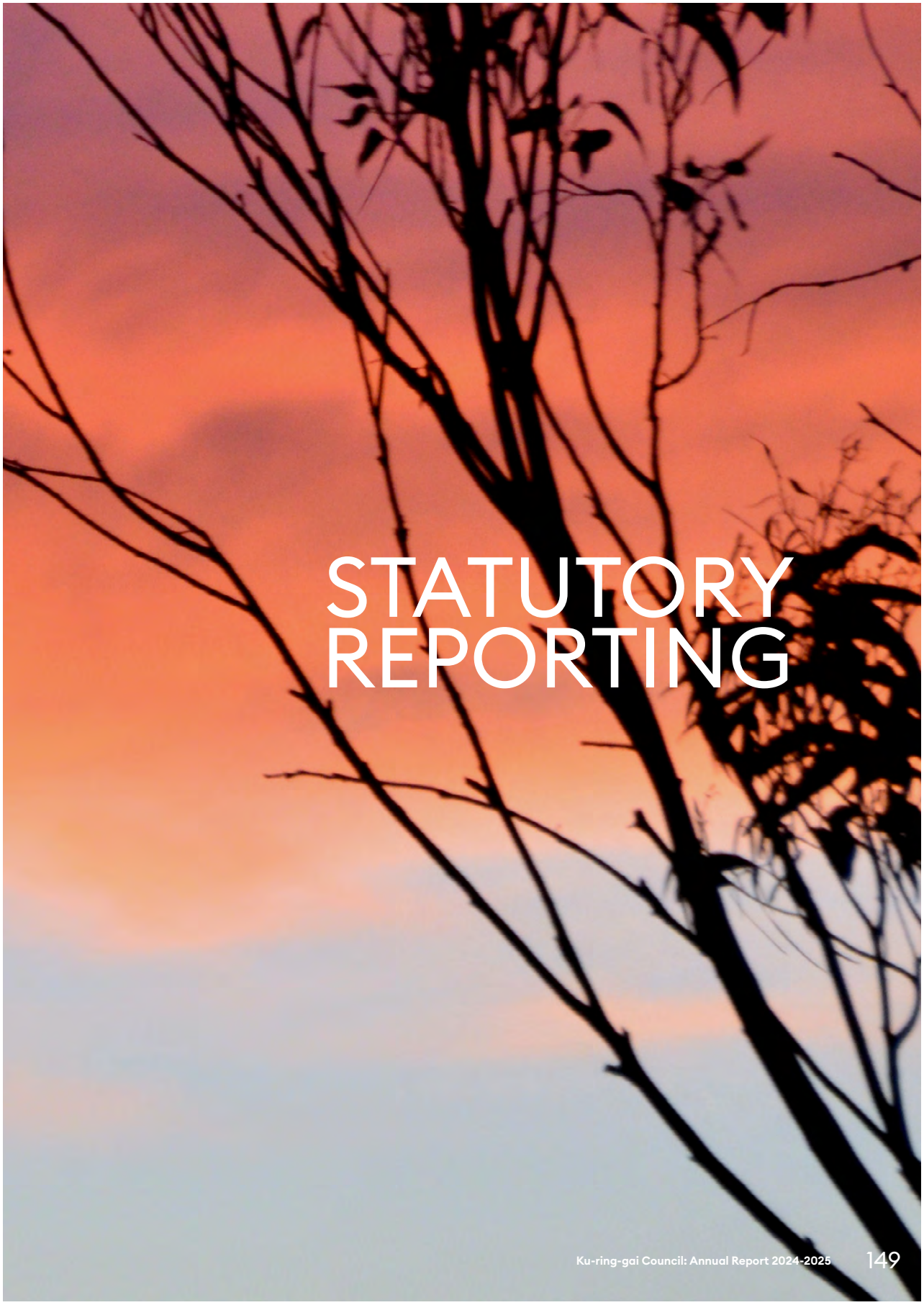
In 2024/25, Council undertook a wide range of risk management initiatives and activities to further embed the ERM Framework and strengthen organisational resilience. These included:

- successful delivery of organisation-wide risk training programs
- developed a tailored event risk management tool to align with the ERM Framework
- integration of Risk Implication Statements into reporting templates, with further system enhancements in progress
- incorporated new risks and key risk movements identified in the 2024/25 biannual risk reviews into the Risk Register
- continued to strengthen organisational resilience through targeted business continuity planning and preparedness. Business units received ongoing support to update key contact lists and readiness measures, ensuring continuity of critical services during disruptions
- validation of Business Continuity Plans through annual scenario-based testing and regular training for the Crisis Management Team, Incident Management Team, and their alternates.
- a continued structured WHS incident reporting and investigation process in place, with quarterly reviews of corrective actions provided to senior leadership
- added a new 'Incident Reporting' section to the WHS Newsletter to support a proactive safety culture
- launched a quarterly fraud and corruption awareness newsletter in October 2024
- implementation of induction programs, pre-employment screening and mandatory eLearning to reinforce Council's zero tolerance for misconduct and uphold ethical standards, in line with its Fraud and Corruption Control Framework
- provided Quarterly Risk Management Updates to senior leadership and the Audit Risk & Improvement Committee, reporting key indicators and control effectiveness across Enterprise Risk Management, public liability, workers compensation, and work health and safety. These areas are monitored using the IDDDS Model, the core framework for performance and risk tracking.
- Provided quarterly updates to the Audit, Risk and Improvement Committee (ARIC) on Council's top 20 strategic and operational risks, including controls and risk owners, with internal audits providing added assurance.

Bright canvas scenes overlooking Bancroft Park playground at Ku-ring-gai Art Centre. Photographer: Heidi Tamlyn



Gum tree against sunset in North Turramurra.
Photographer: Christina Farnworth



STATUTORY REPORTING

STATUTORY REPORTING

Local Government Act 1993

Section 428(1) – Annual Report

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

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

Council's report on the implementation the Ku-ring-gai Community Strategic Plan is not required for the 2024/25 year. The State of our Ku-ring-gai Report for the period 2021-2024 is available at www.krg.nsw.gov.au

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

Council's Annual Report 2024/25 has been prepared in accordance with the requirements of the NSW Office of Local Government's Integrated Planning and Reporting Guidelines for Local Government in NSW.

Section 428(4)(a) – Financial Statements 2024/25

The Financial Statements for the year ended 30 June 2025 have been prepared in accordance with the *Local Government Act 1993* and Regulations, the Australian Accounting Standards and professional pronouncements and the Local Government Code of Accounting Practice and Financial Reporting.

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

Nil to report.

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

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

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

Reasonable Steps taken	Form of response for annual reporting	Response mandatory / optional for annual reporting
1: Commit		
1.1: Stakeholder Engagement		
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	**External:** All Tender and Quotation related documents continue to include Modern Slavery related reporting and compliance questions for external stakeholders. **Internal:** Modern Slavery Awareness Training has been included in internal Procurement related training modules. A Modern Slavery Policy has been presented and approved by internal management. It will be presented to Council for adoption shortly alongside an updated Procurement Policy	Mandatory
Did you engage with external stakeholders on modern slavery risks in this reporting period?	Yes	Mandatory
1.2: Identify salient risks at the organisational level		
What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?	All current creditor master records (over 2500+ entries) are categorised by main type of goods or services provided to Council. Council created an Inherent Risk Code as per guidelines and mapped provided guide document to type of service by creditor to set Inherent Risk Code.	Mandatory
Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?	No	Mandatory
1.3: Modern Slavery Policy		
What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	Policy has passed internal management approval and will be presented to Council during the following reporting period.	Mandatory
Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head / Secretary), in place?	No	Mandatory
Does your modern slavery policy include high-level targets?	No	Optional

Reasonable Steps taken	Form of response for annual reporting	Response mandatory / optional for annual reporting
1.4: Modern Slavery Risk Management Plan		
What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	Modern Slavery has been included in and monitored as part of Council's corporate risk register.	Mandatory
Do you have a modern slavery risk management plan, approved by your senior management, in place?	No	Mandatory
Does your plan assign accountability for performance against high-level targets to specific roles?	No	Optional
2: Plan		
2.1: Identify and map your supply-chain risks for each procurement		
What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	Using the Inherent Risk Identification Tool (IRIT) we have categorised -2500 creditors based on the service they provide, and the risks associated. We continue to categorise all new creditors when they are set up in our supply chain system.	Mandatory
2.2: Develop a risk-reducing sourcing strategy		
What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	Delivered compulsory Modern Slavery awareness training to all staff as part of a Procurement Learning exercise.	Mandatory
In what percentage of procurement processes was modern slavery factored into your entity's sourcing strategy or other procurement planning activities during this reporting period?	N/A	Optional
3: Source		
3.1: Select appropriate suppliers		
What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	Council has a requirement to consider as part of the selection criteria when modern slavery compliance is mandatory.	Mandatory
In what percentage of competitive procurement processes were the Model Tender Clauses used during this reporting period?	100%	Optional

Reasonable Steps taken	Form of response for annual reporting	Response mandatory / optional for annual reporting
3.2: Adopt a shared responsibility approach to contracting		
What steps did your entity take to adopt a shared responsibility approach to modern slavery risks, in contracting during this reporting period?	Model contract clauses which include reference to a shared responsibility have been implemented into Council contracts.	Mandatory
In what percentage of competitive procurement processes were the Model Contract Clauses used during this reporting period?	Approximately 80%	Optional
4: Manage		
4.1: Monitor and evaluate supplier performance		
What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	Council is working towards implementing a way to monitor and evaluate supplier performance. We monitor the modern slavery risks in our supply chain by monitoring news and market updates that may involve modern slavery incidents with suppliers that we are currently using or are in our database.	Mandatory
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this reporting period?	No	Mandatory
What percentage of your Tier 1 suppliers underwent an audit addressing modern slavery in this reporting period?	0%	Optional
During the reporting period, what percentage of your Tier 1 suppliers' workforce were surveyed about their working conditions?	0%	Optional
What percentage of your Tier 1 suppliers' workforce are temporary migrant workers?	This data is not available.	Optional
What percentage of workers engaged by your Tier 1 suppliers in the last reporting period paid or incurred a fee to secure their engagement?	This data is not available.	Optional

Reasonable Steps taken	Form of response for annual reporting	Response mandatory / optional for annual reporting
4.2: Develop supplier capabilities		
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	Model reporting clauses implemented in Quote, Tender and Contract documents.	Mandatory
What percentage of your entity's Tier 1 suppliers reported that they had participated in modern slavery training during this reporting period?		Optional
5: Remedy		
5.1: Provide or enable access to effective grievance mechanisms		
What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	Modern Slavery policy approved by senior management. Internal feedback and research sought and reviewed for the best way to implement a victim centred grievance reporting mechanism which will be delivered as part of a modern slavery action plan in the following reporting period.	Mandatory
How many complaints relating to modern slavery associated with your operations or the goods or services you procure were lodged during the reporting period, whether with your organisation's grievance mechanism(s) or with others?	None	Optional
5.2: Take safe immediate steps to remedy harm		
What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?	No reports were made.	Mandatory
5.3: Use leverage to remediate deficient practices		
What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	No modern slavery related complaints lodged during the reporting period related to our operations and procurement activities	Mandatory
In how many procurement contracts or arrangements was a material breach related to modern slavery formally notified during this reporting period?	None	Optional

Reasonable Steps taken	Form of response for annual reporting	Response mandatory / optional for annual reporting
5.4: Withdraw responsibly		
What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	No modern slavery related complaints lodged during the reporting period	Mandatory
How many procurement contracts or arrangements were terminated on modern slavery grounds during the reporting period?	None	Optional
6: Report		
6.1: Establish a victim-centred reporting protocol		
What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	Internal feedback and research sought and reviewed for the best way to implement a victim centred grievance reporting mechanism which will be delivered as part of a modern slavery action plan in the following reporting period.	Mandatory
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	No. We are planning to implement reporting that prioritises the victim/survivor.	Mandatory
6.2: Report on your modern slavery risk management efforts		
What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	Annual reporting against the NSW Anti-slavery Commissioner's *Guidance on Reasonable Steps provided in our Council's Annual Report.*	Mandatory
Did your entity report on modern slavery in its prior Annual Report?	Yes	Mandatory
During the period, did your entity comply with its obligations to report heightened modern slavery due diligence procurements valued at $150,000 (inc. GST) or more within 45 days?	No. The timeline for this requirement has been postponed until 1st July 2025.	Mandatory

Reasonable Steps taken	Form of response for annual reporting	Response mandatory / optional for annual reporting
7: Improve		
7.1: Learn lessons from your performance and others		
What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	We have attended information sessions at networking events including a presentation from the Anti-Slavery Commissioner to the NSROC (Northern Sydney Regional Organisation of Councils). We have shared information with others within this group and will seek to implement an action plan based on this learning.	Mandatory
Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	No. Grievance mechanism yet to be implemented.	Mandatory
7.2: Train your workforce		
What steps did your entity take to train your workforce during this reporting period?	Modern slavery training embedded in Procurement training e-learning modules	Mandatory
What percentage of your workforce received modern slavery training in the period?	16% of all staff. 53% of those involved in the procurement process.	Mandatory
7.3: Cooperate with the Anti-slavery Commissioner		
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	Submitted annual reporting and attended information sessions. Subscribed to Anti-slavery commissions newsletter for up-to-date information.	Mandatory

Section 428(5) – Lodgement of Council's Annual Report 2024/25

The Annual Report 2024/25 is required to be posted on Council's website with notification e-mailed (web link) to the Minister for Local Government, via the Office of Local Government, by 30 November 2025.

Section 54P(1) – Environmental Upgrade Agreements

Ku-ring-gai Council did not enter into any environmental upgrade agreements during 2024/25.

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

Council has two Special Rate Variations – the Environmental Levy and Infrastructure Levy. These funded a range of projects, programs and activities during 2024/25.

Environmental Levy

Council's Environmental Levy had a total proposed expense budget for 2024/25 of $3,885,700.

During the financial year, the actual expenditure totalled $3,937,342 with all funding spent on programs, projects and activities as per the requirements set out by the Independent Regulatory and Pricing Tribunal (IPART) for the Special Rate Variation. Figure 29 provides a summary of projects and expenditure during 204/25.

Project	Expenditure ($)	Project	Expenditure ($)
Community small grants	82,047	Operational energy management	326,000
Tree Planting - Various Locations	97,900	Fire breaks and trails	102,191
Maintenance of Environmental Levy One stormwater projects	3,012	Alternative energy and energy efficiency projects - CAPEX	140,392
Better Business Partnership program	39,900	St Ives Cultural and Environmental Education Centre	46,916
Bushland restoration program	140,414	Management of recreation in natural areas	1,046
Bushland monitoring and inspection program	31,706	Projects to enhance biodiversity corridors and urban forest	2,935
Climate Wise Communities and bushfire education programs	166,169	Pest species management in key reserves	19,356
Environmental volunteering programs	94,362	Sustainable Assets Professional Development Program	3,764
Community environmental events and workshops	48,471	Climate Change Strategic Project Support	14,870
Electronic news and You tube videos	7,382	Public EV Chargers	298,082
New residents' engagement and promotional items	8,225	Rooftop Solar Maintenance Program	20,813
Wild Things urban wildlife program	87,836	Fleet Transition Strategy - OPER	30,300
Project management	1,345,123	Net Zero Fleet Initiatives - CAPEX	94
Sustainability data management and reporting system	47,378	Sustainable transport initiatives, including cycling	1,800
Ecological burns program and pre and post fire environmental	103,905	Environmental Levy Operational Projects	168,697
Ecological management on Conservation Agreement land	63,570	Net Zero Communities	5,066
Community environmental education programs	80,821	Caleys Pond and Banks Track Boardwalk	176,000
Energy Smart	82,510	Tiny Forest	2,973
Buildings and facilities - water projects	5,351	Support for Visitor Experience & Events	14,066
Environmental art and interpretive signs	25,899		

Figure 29 Summary of expenditure, by project, under the Environmental Levy Program during 2024/25

FURTHER INFORMATION
on activities completed during 2024/25 see **Natural Environment** and Council's **Financial Statements** (separate document).

Footnote:

An adjustment of $7,200 was applied to the 2024/25 financial year in relation to the two-way separate cyclepath project at Bobbin Head Road, North Turramurra.

Infrastructure Levy

Council's Infrastructure Levy had a total proposed expenditure of $3,446,700 for capital projects in 2024/25, as outlined in the adopted Revised Delivery Program 2022–2026 and Operational Plan 2024–2025. Actual expenditure during the financial year totalled $1,859,061 (Figure 30), resulting in approximately $1,587,640 delay in expenditure. This variance was primarily due to the deferment of several planned works caused by unforeseen circumstances, along with the reprioritisation of resources to address competing operational demands. Despite the shortfall, the remaining funds have been rescheduled and are expected to be fully utilised on road renewal projects by December 2025, in line with IPART's requirements. It is also anticipated that incomplete projects from 2024/25 will be finalised in 2025/26.

Suburb	Location	Project Description	Expenditure ($)
East Killara	Whitney Street	Saiala to end	57,541
Gordon	St Johns Avenue	Vale Street to house number 74	425,255
St Ives	Athena Avenue	Douglas Street to Woodbury Road	183,664
St Ives	Marcoala Place	Douglas Street to cul-de-sac	97,306
St Ives	Olinda Place	Hunter Avenue to cul-de-sac	55,520
St Ives	Tambu Street	Douglas Street to Oxley Avenue	71,170
Wahroonga	Morona Avenue	Yanilla Avenue to Leuna Avenue	172,205
Wahroonga	Yanilla Avenue	The Broadway to Wongalee Avenue	136,926
Wahroonga	Woodville Avenue	Redleaf Avenue to Pacific Highway	251,597
Pymble	Peace Avenue	Fig Lane to cul-de-sac	78,437
East Killara	Parnell Street	Barrie Street to Saiala Road	169,063
East Lindfield	Melbourne Road	Hobart Avenue to Woodlands Road	47,795
East Lindfield	Ailsa Close	Tryon Road to cul-de-sac	83,188
St Ives Chase	Robina Street	Awatea Road to cul-de-sac	4,966
South Turramurra	Hudson Close	The Comenarra Parkway to cul-de-sac	11,523
Pymble	Livingstone Avenue	Penrhyn Avenue and Cross Street	3,492
East Killara	Saiala Road	Barrie Street to Redfield Road	9,413
		TOTAL	**$1,859,061**

Figure 30 Capital projects funded from the special rate variation during 2024/25

FURTHER INFORMATION
on activities completed during 2024/25 see **Performance – delivering the vision** and **Financial Statements** (separate document).

Kookaburras sitting in the old Gum Tree at Huon Park, Bobbin Head Road, North Turramurra. Photographer: Kay Watson

Local Government (General) Regulation 2021

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

The amount of rates written off during 2024/25 totalled $3,548.76 which was mostly due to small balances write off, change of ownership, or immaterial misallocation of interest charged to an incorrect service address.

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

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

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

Ongoing professional development for mayors and councillors is essential to an effective and high performing council. Under Council's current Councillor Expenses and Facilities Policy, the limit was $12,225 in the first year of term and $10,100 per year of term thereafter in 2024/25. Includes registration fees, travel, accommodation, meals, refreshments and incidental expenses. Induction and internally organised training and offsite workshops, such as for the Code of Conduct and strategic planning workshops are additional and subject to budget.

See **Details of mayoral and councillor fees, expenses and facilities** for further information regarding training, conference, induction program and briefings for councillors during 2024/25. The information and costs outlined in the following section is applicable to all Councillors during 2024/25 and is in line with Council's Financial Statements.

cl 216T and Act 428 (4) (b) - Attestation statement

The *Local Government (General) Regulation 2021* requires Council to indicates whether council's audit, risk and improvement committee, risk management framework and internal audit function complied with the requirements prescribed in the Regulation, during the preceding financial year.

See **Appendix 2** for this reporting requirement.

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

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

Nil to report.

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

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

- (i) Provision of dedicated office equipment allocated to councillors – $15,940.58.

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

- (ii) Communication costs (including telephone calls) – $12,288.47.

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

- (iii) Attendance of councillors at conferences and seminars – $35,917.73 (including accommodation, conference registration, transport and meals).

Figure 31 provides a summary of conferences participated in by councillors during 2024/25.

Councillor	Conference/seminar	Costs ($)
Cr Kay	Australian Local Government Association National General Assembly 2024 *(Costs associated with attendance at 2024 conference)*	653.46
	2024 Local Government NSW Annual Conference (Tamworth): 17-19 November 2024	2,984.90
	Sydney Summit: 4 February 2025	676.99
	Australian Local Government Women's Association (ALGWA) NSW 2025 Conference (Griffith): 4-6 September 2025 *(Conference was moved from May to September 2025)*	1,000.00
	Destination and Visitor Economy Conference 2025 (Kingscliff): 26-28 May 2025	2,432.42
	Australian Local Government Association National General Assembly 2025: 24-27 June 2025	2,162.19
Cr Wheatley	Australian Local Government Association National General Assembly 2024 *(Costs associated with attendance at 2024 conference)*	628.09
Cr Balachandran	2024 Local Government NSW Annual Conference (Tamworth): 17-19 November 2024	2,619.77
	Sydney Summit: 4 February 2025	676.99
	Australian Local Government Women's Association (ALGWA) NSW 2025 Conference (Griffith): 4-6 September 2025 *(Conference was moved from May to September 2025)*	1,587.99
	Australian Institute of Company Directors Governance Summit: 11-12 March 2025	1,799.00
Cr Devlin	2024 Local Government NSW Annual Conference (Tamworth): 17-19 November 2024	1,773.64
Cr Lennon	Australian Local Government Association National General Assembly 2024 *(Costs associated with attendance at 2024 conference)*	904.84
Cr Ngai	Australian Local Government Association National General Assembly 2024 *(Costs associated with attendance at 2024 conference)*	805.43
	2024 Local Government NSW Annual Conference (Tamworth): 17-19 November 2024	2,093.09
	2025 Local Roads Congress: 2 June 2025	650.00
	Australian Local Government Association National General Assembly 2025: 24-27 June 2025	2,286.06

Figure 31 Summary of conferences participated in by councillors during 2024/25

Councillor	Conference/seminar	Costs ($)
Cr Pettett	Australian Local Government Association National General Assembly 2024 *(Costs associated with attendance at 2024 conference)*	782.93
	2024 Local Government NSW Annual Conference (Tamworth): 17-19 November 2024	2,535.87
	Destination and Visitor Economy Conference 2025 (Kingscliff): 26-28 May 2025	2,590.94
Cr Smith	Australian Local Government Association National General Assembly 2024 *(Costs associated with attendance at 2024 conference)*	279.36
Cr Spencer	Australian Local Government Association National General Assembly 2025: 24-27 June 2025	3,244.20
Cr G Taylor	Australian Local Government Association National General Assembly 2024 *(Costs associated with attendance at 2024 conference)*	695.45
Cr Ward	Australian Local Government Association National General Assembly 2024 *(Costs associated with attendance at 2024 conference)*	54.12
	Total	**$35,917.73**

Figure 31 Summary of conferences participated in by councillors during 2024/25 continued

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

Guidelines issued by the Office of Local Government under section 23A of the *Local Government Act 1993* (Amended 2016) detail council's requirements to hold pre-election candidate sessions as part of induction and professional development programs. These non-mandatory sessions provide prospective candidates with information in relation to what is expected as elected representatives. Two Councillor information sessions on pre-election requirements were provided by LGNSW and Rhindfel Consulting on 11 July and 22 July, 2024 respectively.

Rhindfel Consulting delivered Code of Conduct and Code of Meeting Practice training to Councillors on 6 September 2024.

As part of the induction program, Council delivered a series of modules to engage with Councillors and provide an oversight into Council operations. Modules were delivered during October – November 2024 and listed below:

1. Orientation and local government framework
2. Council meetings and decision-making
3. Overview of council operations, organisation and services
4. Financial and asset management
5. Community engagement, strategy and planning
6. Development assessments, compliance and regulation
7. Major works and projects

New and returning councillors were also provided with optional introductory briefings on other operational areas across Council during the induction period.

Councillors were provided with training on LG Hub, the content system to access Council agendas and attachments, and minutes for meeting from multiple devices. This training was delivered internally.

As part of Council's ongoing commitment to the professional induction program, a strategic planning workshop was held in February 2025 where staff engaged with Councillors on a range of key strategic matters. Objectives of the workshop included:

- Gaining a shared understanding of Council's challenges, opportunities and financial position.
- Consideration of alternative housing scenarios for Ku-ring-gai.
- A path forward for adjusting rates to better reflect the true cost of maintaining community infrastructure.
- A new Community Strategic Plan with a clear vision, objectives and strategies.
- Agreement on Council's key priorities for the next four years to inform the development of its Delivery Program.

Councillors also receive regular briefings from staff, external consultants and experts on a range of complex matters that require their input or decisions. These can include long and medium term strategic and resource planning, progress of major projects, policy preparation and the impacts of major legislative changes. These briefings, site inspections, forums are an important part of councillor professional development at Ku-ring-gai Council and are listed in the following table for 2024/25.

In addition, the General Manager hosts regular pre-meeting Q&A sessions that provide councillors an opportunity to seek information and advice on business on the Council meeting agenda and support informed debate and decisions on the night.

July 2024	August 2024
Briefing: Status of Women's Advisory Committee Briefing: Affordable Housing Options Paper	-
September 2024	**October 2024**
Briefing: Service reviews progress (communications and community engagement)	Briefing: NSW housing policy and scenarios Briefing: St Ives Shopping Centre redevelopment Briefing: Gordon Centre
November 2024	**December 2024**
Briefing: Major projects (Gordon, Lindfield and Turramurra hubs) Briefing: Affordable housing options Site inspection: St Ives Shopping Village	Briefing: Low and mid-rise housing SEPP proposed minimum lot size dual occupancy
January 2025	**February 2025**
Briefing: Transport Oriented Development program alternative scenarios and timeline – community consultation outcomes	Briefing: Transport Oriented Development program alternative scenarios Briefing: Low and mid-rise housing
March 2025	**April 2025**
Briefing: Community Strategic Plan, Delivery Program and Operational Plan, and Long Term Financial Plan Briefing: Transport Oriented Development program alternative scenarios	Site inspection: 77 Kulgoa Road, Pymble (Planning Proposal) Briefing: Norman Griffiths Oval, West Pymble - update
May 2025	**June 2025**
Briefing: Housing scenario submissions Briefing: Update on Uniting Gordon development Briefing: Amendments to LEP following exhibition of preferred Transport Oriented Development alternative Briefing: Transport Oriented Development alternative preferred scenario	Briefing: Draft Community Engagement Strategy, Community Participation Plan and Communications and Engagement Strategy for Special Rate Variation Briefing: Gordon Pymble Uniting Church – site redevelopment

- (iv) Other training of mayor and councillors and provision of skill development for mayor and councillors – $13,400.76 (Figure 32)

Councillor	Training	Course costs ($)
Cr Kay	Australian Local Government Association - Local Government Tech Leadership Summit	268.18
Cr Wheatley	LGNSW Speed Reading course	420.00
Cr Balachandran	LGNSW Planning for Councillors training - social media policy	420.00
	Planning Institute of Australia - planning for non-planners 6 May 2025	518.18
	LGNSW Planning for Councillors training - understanding local government finances	420.00
	Affordable Housing Deep Dive for Councillors: 12 February 2025	127.27
Cr Devlin	LGNSW Planning for Councillors training	420.00
	Affordable Housing Deep Dive for Councillors	227.27
Cr Lennon	Navigating Business Finance: Essential Strategies for Small Business Owners	29.46
	Write Engaging Content That Speaks to Your Target Audience	29.46
Cr Ngai	LGNSW Speed Reading course - webcast	420.00
	Australian Local Government Association - Local Government Tech Leadership Summit	268.18
	CPA Australia - membership fees reimbursement	797.31
Cr Pettett	Institute of Public Accountants - membership renewal reimbursement	800.00
Cr Spencer	Reimbursement of professional membership renewal - Institute of Law	1,020.00
	LGNSW Planning for Councillors training	420.00
Cr Ward	LGNSW Planning for Councillors training - social media policy	400.00
	Australian Local Government Association - Local Government Tech Leadership Summit	268.18
	Affordable Housing Deep Dive for Councillors: 12 February 2025	127.27
All Councillors	Induction program - Code of Conduct and Code of Meeting Practice delivered by Rhindfel Consulting	5,000
	Professional development - pre-election briefing delivered by Rhindfel Consulting	1,000
	TOTAL	**$13,400.76**

Figure 32 Other training of mayor and councillors and provision of skill development in 2024/25.

- (v) Interstate visits undertaken by councillors while representing the council, including cost of transport, accommodation and other out of pocket travelling expenses – Nil to report.
- (vi) Overseas visits undertaken by councillors while representing the council, including cost of transport, accommodation and other out of pocket travelling expenses – Nil to report.
- (vii) Expenses of any spouse, partner or other person who accompanied a councillor in the performance of civic duties – $454.51 spouse expenses.

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

- (viii) Expenses involved in the provision of care for a child or an immediate family member of a councillor, to allow the councillor to undertake his or her civic functions – $4,139.50.

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

The total amount of money spent on mayoral and councillor fees was $384,129.17.

The total amount of money spent on Councillor attendance at civic functions and events was $24,353.54.

The above figures are GST exclusive and consistent with Council's audited 2024/25 Financial Statements.

cl 217(1)(a2)(i) and (ii) - Contracts awarded by Council in 2024/25

Figure 33 includes contracts exceeding $150,000 (not including employment contracts) using prescribed entities (Local Government Procurement, Procurement Australia), State Government contracts or those contracts arising from any other procurement process.

Payee name	Description	Contract/Other Description	Contract amount ($)
A N J Paving Pty Ltd	RFT20-2021 - Operations - (excavation and heavy patching)	Various locations	932,274
Asplundh Tree Expert (Australia) Pty Ltd	Schedule Of Rates - Grass mowing services contract 2022–2027	Northern Sector - LGA	356,946
Attekus Pty Ltd	Booking software - SaaS agreement	Software agreement	347,015
Australia Post Pymble	Australia Post charges - 2024/2025 financial year	Australia Post charge	315,499
Blueprint Projects Pty Ltd	RFT12-2023 - Building service panel	Auluba Oval, South Turramurra	371,302
Bolinda Digital Pty Ltd	Library media - (LGP507-4) local government procurement contract	Council libraries	272,182
Brennan Constructions (NSW) Pty Ltd	RFT12-2023 - Building service panel	Town Hall, Pymble	616,534
Bridge 42 Pty Ltd	RFQ41-2025 - project management	Norman Griffiths Oval, West Pymble	219,297
CHG-Meridian Australia Pty Limited	RFT12-2024 – Ku-ring-gai Fitness and Aquatic Centre - fitness equipment lease	Equipment lease	429,788
Chubb Fire & Security Pty Ltd	Fire safety	Various Council locations	207,448
Cleanaway Pty Ltd	RFT14-2019 - Processing and marketing	Green waste - LGA	4,182,954
Corporation Sole EPA Act	Council Contribution 2024-25 s7.42 EPA Act 1979	Council contribution 2024-25	371,435
Datacom Systems (AU) Pty Ltd	Microsoft enterprise license	Microsoft enterprise license	435,779
Davidson Evan Montgomerie	RFQ12-2025 - Minor works	Wallalong Crescent, West Pymble	152,332
Department of Customer Service	Traffic and parking expenses	Annual renewal	222,437
Department of Planning Housing and Infrastructure	Planning Reform Fee - April, May, June 2025	Annual fees	416,215
	Land valuation services	Land valuation services metro	241,956

Figure 33 Tendered contracts awarded by Council in 2024/25

Payee name	Description	Contract/Other Description	Contract amount ($)
Fleetwood Urban Pty Ltd	RFQ27-2023 - Wildflower Garden boardwalk replacement	Wildflower Garden, St Ives	571,349
Fulton Hogan Industries Pty Ltd	RFT20-2021 - Operations - (excavation and heavy patching)	St Johns Avenue, Gordon	393,459
	RFT20-2021 - Operations - (excavation and heavy patching)	Morona Avenue/ Yanilla Avenue, Wahroonga	258,886
	RFT20-2021 - Operations - (excavation and heavy patching)	Eastgate Avenue, East Killara	258,635
	RFT20-2021 - Operations - (excavation and heavy patching)	Perth Avenue, East Lindfield	241,440
	RFT20-2021 - Operations - (excavation and heavy patching)	Athena Avenue, St Ives	370,372
	RFT20-2021 - Operations - (excavation and heavy patching)	The Comenarra Parkway, South Turramurra	171,015
	RFT20-2021 - Operations - (excavation and heavy patching)	Various locations	706,343
Globalife Group Pty Ltd	Lease for 828 Pacific Highway, Gordon	Lease	207,281**
Graham Brooks Arboricultural Tree Services Pty Ltd	RFQ44-2024 - Advanced diagnostic testing trees	Advanced diagnostic tree testing	165,178
Granicus Australia Pty Ltd	OpenCities SaaS agreement	Website services	195,504
Growth Civil Landscapes Pty Ltd	RFT2-2024 - Playspace upgrade	Lorraine Taylor Reserve, St Ives	317,675
Hideaway Landscapes Pty Ltd	Schedule Of Rates - Grass mowing services contract 2022-2027	Southern Sector - LGA	424,634
James Bennett Pty Ltd	Library media - (LGP507-4) - local government procurement contract	Council libraries	275,769
Konica Minolta Business Solutions Australia Pty Ltd	RFQ20-2024 - MFD and printer replacement 2024	MFD and printer replacement 2024	326,033
Lumina Medical Group Pty Ltd	Lease for Suite 1, 12-18 Tryon Road, Lindfield	Lease	274,725**
Metz Pty Ltd	RFT34-2024 - 25m indoor pool refurbishment	Ku-ring-gai Fitness and Aquatic Centre	763,026

Figure 33 Tendered contracts awarded by Council in 2024/25 continued

Payee name	Description	Contract/Other Description	Contract amount ($)
Museums of History NSW	Storage, retrieval and scanning 2024/2025	Records governance	168,644
New South Wales Electoral Commission	Local Government Elections 2024	Council LGA	952,202
Nexon Asia Pacific Pty Ltd	RFQ19-2025 - SAN and server replacement and maintenance 2025	IT hardware and maintenance	727,189
Northern Contract Cleaning Pty Ltd	RFT9-2019 - Cleaning contract	Various locations	1,417,735
Northern Sydney Councils Waste Services	NSCWSA regional disposal contract	Waste - LGA	7,732,202
NSW Department of Education & Communities	Sport complex development	St Ives High School	20,864,230
NSW Local Government Jardines Liability	Property insurance	Insurance renewal	515,741
	Public liability/ Professional indemnity	Insurance renewal	1,157,938
	Motor vehicles	Insurance renewal	572,876
Optimal Civil Pty Ltd	RFQ9-2025 - Minor works	Woodville Avenue, Wahroonga	193,283
	RFQ36-2024 - Minor works	Perth Avenue, East Lindfield	339,555
Origin Energy LPG Limited	LGP contract - gas supply	Council property locations	233,185
Overdrive Australia Pty Ltd	Library Media - 2706/0848 Procurement Australia	Council libraries	227,722
Payble Pty Ltd	RFQ43-2024 - Rates Payble platform	Rates Payble platform	308,000
Young Men's Christian Association of Sydney	Ku-ring-gai Fitness and Aquatic Centre profit share	Ku-ring-gai Fitness and Aquatic Centre – profit share	169,591
Pipeline Watertech Pty Ltd	RFQ20-2025 - Water removal - Norman Griffiths Oval	Norman Griffiths Oval, West Pymble	613,272
Plateau Tree Service Pty Ltd	Tree maintenance service contract 2022–2027	Various locations	452,601
Quest Effect Pty Ltd	Integrated security services standing offer	Various locations	410,416
Rees Electrical Pty Ltd	RFT12-2021 - Electrical plumbing maintenance panel	Various locations	277,071

Figure 33 Tendered contracts awarded by Council in 2024/25 continued

Payee name	Description	Contract/Other Description	Contract amount ($)
Rups Pty Ltd	RFT12-2021 - Electrical plumbing maintenance panel	Various locations	237,719
Southern Paper Converters Trust	RFT8-2021 - Processing and marketing of recycled waste	Waste - LGA	200,000
Specialised Pavement Services Pty Ltd	RFT7-2022 - Street sweeping charges	Annual renewal	1,220,442
	RFT7-2022 - Street sweeping	Street sweeping - LGA	1,479,989
Stantec Australia Pty Ltd	RFQ33-2024 - Traffic signal design	Pacific Highway, Lindfield	150,018
Statecover Mutual Limited	Workers compensation insurance	Insurance renewal	1,637,668
Stateline Asphalt	RFT20-2021 - Operations - (excavation and heavy patching)	Various locations	333,238
Synthetic Sports Group Pty Ltd	RFQ31-2024 - Sports courts resurfacing	Loyal Henry, Roseville and Warrimoo, St Ives	170,416
Technology One Limited	TechnologyOne software	Annual renewal	1,869,735
Telstra	LGP115-2 - IT and communications products contract	Mobile and landline fees	174,035
The SJB Architecture NSW Unit Trust	Consulting services	TOD alternatives study	247,500
The Trustee for Blue OP Partner Trust & Others (Ausgrid)	LED streetlight rollout	Annual street lighting residual charges	335,979
	AER determination rates	Annual rates	1,047,641
The trustee for John Family Trust	RFT12-2023 - Building service panel	Various locations	793,177
TPG Pty Ltd	Network and internet	Provision of services	194,900
Treeserve Pty Ltd	Tree maintenance service contract 2022–2028	Various locations	1,092,420
Veolia Environmental Services Pty Ltd	RFT6-2020 - Waste collection tender	Waste - LGA	31,297,126
Vestone Capital Pty Ltd	RFQ38-2025 - PC Replacement 2025 - LGP115-2 contract	PC replacement	393,973
W. Wealth Group Pty Ltd	Lease for shop and restaurant at Firs Cottage Roseville Park	Lease	985,600**
Whittaker Civil Pty Ltd	RFQ11-2025 - Footpath minor works	Crana Avenue, East Lindfield	160,027

Figure 33 Tendered contracts awarded by Council in 2024/25 continued

Payee name	Description	Contract/Other Description	Contract amount ($)
Young Men's Christian Association of Sydney	Ku-ring-gai Fitness and Aquatic Centre - revenue share	Facilities management	169,591
Yunz Contracting	RFQ49-2024 - Minor works	Alice Street, Turramurra	161,951
	RFT12-2023 - Building service panel	Various locations	680,515
Zen Energy Retail Pty Ltd	RFT13-2021 - Energy provider	Council Properties - LGA	1,529,358
Hones Lawyers Pty Ltd	Legal services panel	Provision of legal services	* Schedule of rates
HWL Ebsworth Lawyers			
Maddocks Pty Ltd			
Marsden Law Group			
Matthews Folbigg Pty Ltd			
Moray & Agnew			
R.M Hassall & P.A Salem & A.S White			
Redenbach Legal			
Shaw Reynolds Lawyers Pty Ltd			
Wilshire Webb Staunton Beattie			
Australia Services Trust	Audit services panel	Provision of internal audit services	* Schedule of rates
Centium Pty Ltd			
Grant Thornton			
Inconsult Pty Ltd			
O'Connor Marsden & Associates			
Prosperity Advisers (Sydney) Pty Ltd			
RSM			

Figure 33 Tendered contracts awarded by Council in 2024/25 continued

* Schedule of rates applies to tenders where a panel of service providers is established, and the rates are used when obtaining quotations for work to be done.
** Retail licence agreement - lease to use Council property for retail purposes.

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

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

Land and Environment Court (Classes 1 and 4):

The total cost incurred in the 2024/25 financial year for Class 1 planning appeals was $871,500, net of costs recovered totalling $106,035 (Figure 34). Further costs of $287,399 were incurred for proceedings in a Class 4 appeal of the Land and Environment Court (see Figure 35).

Nature of proceedings – Land and Environment Court Class 1

Proceedings	Result	Costs ($)
Council ats Rupani & Rupani	Resolved by agreement	58,795
Council ats Wang (No. 1)	Resolved by agreement	7,388
Council ats Stanford Jones Pty Ltd	Resolved by agreement	16,995
Council ats D-Studio Architects Pty Ltd	Discontinued	31,391
Council ats Bellevue Projects Pty Ltd	Resolved by agreement	21,307
Council ats Gelder	Resolved by agreement	22,749
Council ats Turramurra Avenue Development Pty Ltd	Resolved by agreement	5,077
Council ats CPDM Pty Ltd	Resolved by agreement	15,377
Council ats Eternity Era Capital Pty Ltd	Resolved by agreement	49,990
Council ats Carisakai Pty Ltd	Resolved by agreement	39,643
Council ats Random Primer Pty Ltd (No. 1)	Resolved by agreement	93,779
Council ats Haven Place Pty Ltd ATF Haven Place Unit Trust	Resolved by agreement	26,351
Council ats Random Primer Pty Ltd (No. 2)	Not concluded	107,527
Council ats McCutcheon & Horton	Not concluded	75,682
Council ats Wang (No. 2)	Resolved by agreement	12,773
Council ats Sukari	Resolved by agreement	51,470
Council ats Kityanyong	Resolved by agreement	29,416
Council ats Zhao & Zhang	Resolved by agreement	29,950
Council ats Lorraine Fashion Pty Ltd	Resolved by agreement	31,879
Council ats Chen	Resolved by agreement	10,816

Figure 34 Nature of proceedings – Land and Environment Court Class 1 in 2024/25

Proceedings	Result	Costs ($)
Council ats McIntyre Development Pty Ltd	Resolved by agreement	8,365
Council ats Kim & Kim	Resolved by agreement	19,811
Council ats Beaconsfield Pde Pty Ltd	Resolved by agreement	26,787
Council ats Shabbir	Resolved by agreement	26,587
Council ats Moschella	Not concluded	48,971
Council ats Yuan Hai Pty Lty	Resolved by agreement	1,498
Council ats Li & Ors	Not concluded	1,674
Council ats Gao & Ning	Discontinued	5,840
Council ats MSV Ultima Pty Ltd	Not concluded	1,241
Council ats BWSLD Killara Pty Ltd	Discontinued	19,749
Council ats & Barnard	Not concluded	12,619
Council ats MSV Pinnacle Pty Ltd	Not concluded	1,565
Council ats Lin & LQ Building Services Pty Ltd (No. 1)	Not concluded	4,738
Council ats Lin & LQ Building Services Pty Ltd (No. 2)	Not concluded	4,508
Council ats Panoyan & Panoyan	Not concluded	9,388
Council ats Bogardus	Not concluded	12,698
Council ats Patel	Not concluded	6,153
Council ats GP Holding One Pty Ltd	Not concluded	9,590
Council ats Wey Group Pty Ltd	Not concluded	11,186
Council ats BWSLD Killara II Pty Ltd	Not concluded	1,443
Council ats HMR Developments Pty Ltd	Not concluded	4,594
Council ats Chhabra	Not concluded	172
	TOTAL	**$977,535 (rounded)**

Figure 34 Nature of proceedings – Land and Environment Court Class 1 in 2024/25 continued

Nature of proceedings – Land and Environment Court Class 4

Proceedings	Result		Costs ($)
Ku-ring-gai Council v State of New South Wales	Not concluded		287,399
		TOTAL	**$287,399**

Figure 35 Nature of proceedings – Land and Environment Court Class 4 in 2024/25

Nature of proceedings – District Court of NSW

Proceedings	Result		Costs ($)
Ku-ring-gai Council v Westpac Banking Corporation	Not concluded		15,592
		TOTAL	**$15,592**

Figure 36 Nature of proceedings – District Court of NSW in 2024/25

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

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

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

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

During the reporting period and in line with the above resolution, seven Council staff assisted with cleaning works at Eryldene Historical House (value of $2,100) for a day.

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

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

During 2024/25, Council resolved to allocate funding listed in the following tables. This funding may not have been expended during the financial year due to various service delivery or project impacts. Council's donations, contributions and assistance to other organisations for the 2024/25 financial year can be found in the **Financial Statements - B3-5 Other expenses**.

Community project grants

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

The Ku-ring-gai Community Grants Program 2024 awarded funding to community and cultural groups to provide services to the people of Ku-ring-gai. The aim of this program is to foster self-reliance and build the capacity of local community organisations to meet the current and emerging needs of the community.

In October 2024, Council resolved (GB.3, Min 203) to distribute $93,695 to community and cultural groups, and a further $4,105 was contributed to Eryldene as a standing resolution of Council.

Figure 37 details the summary of recipients, projects and funding allocation.

Summary - recipients and funding allocations

Group	Purpose	Amount ($)
Community and Cultural Groups	Various (recipients and funding are detailed in Figures 38, 39 and 40)	93,695
Eryldene Historic House	Rates, garbage rebate (standing resolution of Council)	4,105
	TOTAL	**$97,800**

Figure 37 Summary of recipients and funding allocations of community project grants in 2024/25

1. Category: Small equipment

Name of organisation or group	Amount ($)
East Lindfield Community Preschool	1,850
NorthLight Anglican Church - West Lindfield	1,440
UTS Football Club	755
1st Pymble Scout Group	600
West Pymble Bicentennial (Bowling) Club	1,850
Chabad North Shore	800
Sing Australia Gordon	730
Computer Pals for Seniors Turramurra (CPST)	1,850
2nd Turramurra Scout Group	1,850
The Uniting Church in Australia Property Trust (NSW) on behalf of UCA Gordon-Pymble Uniting Church	1,750
Christ Church St Ives	1,000
Eryldene Historic House & Gardens	1,850
North Shore District Softball Association	1,735
Lindfield Football Club	1,850
West Pymble Cricket Club	1,850
2nd/3rd Lindfield Scout Group	1,350
West Pymble Scout Group	1,430
St John Ambulance Australia (NSW)	1,695
TOTAL	**$26,235**

Figure 38 Recipients and funding allocations of community project grants in 2024/25 - Small equipment

2. Category: Community development

Name of organisation or group	Amount ($)
AASHA Australia Foundation	2,500
Empowering Parents In Crisis (EPIC)	3,850
Chabad House Of The North Shore	2,500
Men's Kitchen Association Limited	3,000
Blue Apple Art Studios, Unisson Disability	1,500
St Ives Netball Club Incorporated	1,500
Hornsby Ku-ring-gai Women's Shelter	4,000
Harman Foundation Limited	2,000
CASS Care Ltd	3,000
The Scout Association of Australia New South Wales Branch	2,000
Ku-ring-gai Little Athletics Inc	3,000
Russian Community Group	2,500
Expand Now	800
Streetwork Australia Limited	2,600
St Lucy's School	3,600
North Shore District Softball Association	1,900
TOTAL	**$40,250**

Figure 39 Recipients and funding allocations of community project grants in 2024/25 - Community development

3. Category: Arts and cultural

Name of organisation or group	Amount ($)
The Cavalcade of History and Fashion	1,700
St Ives High School Parents & Citizens Association Incorporated	2,000
Dance of Love Incorporated	2,100
Hornsby Ku-ring-gai Parkinson's Association Inc.	3,040
The North Shore Synagogue	920
AASHA Australia Foundation	2,500
SHARE SMR Inc*	2,500*
Hornsby Ku-ring-gai Community College	1,500
Dae Hahn Culture School	2,500
CASS Care Ltd	3,000
Ku-ring-gai Youth Orchestra Incorporated	1,800
StreetWork Australia Limited	3,650
TOTAL	**$27,210**

Figure 40 Recipients and funding allocations of community project grants in 2024/25 - Arts and cultural

*This grant was refunded to Council in February 2025.

Emergency Relief Support Grant

At the Ordinary Meeting of Council held on 20 February 2024 (NM.1, Min 35), Council resolved to create a temporary priority funding area within the existing Ku-ring-gai Community Grants Program, to support families and individuals experiencing financial hardship. An additional $150,000 was allocated for this new priority funding area and eligible organisations already providing emergency relief in this area were invited to apply for this funding.

Guidelines and parameters were developed through a co-design process with established organisations experienced in the delivery of emergency relief funding and services. The model for distribution is aligned with emergency relief support delivery models used by Commonwealth and NSW Government agencies.

In August 2024, Council resolved (GB.4, Min 164) to approve incremental distribution of the total $150,000 funding pool with initial $20,000 individual grants to the following community organisations and that the General Manager be authorised to distribute the remaining $70,000 in the funding pool to be allocated through top up payments in $10,000 increments.

Figure 41 details the recipients and funding distributed under the program during the year. The balance of funding ($40,000) was unallocated during 2024/25.

Name of organisation	Amount recommended ($)
Catholic Care Diocese of Broken Bay	20,000
Lifeline Harbour to Hawkesbury Sydney Ltd	40,000
Salvation Army	20,000
St Vincent de Paul Society NSW	30,000
TOTAL	**$110,000**

Figure 41 Recipients and funding under the Emergency Relief Support Grant program in 2024/25

Environment project grants

Council's Environmental Levy funds a small grants scheme, which provides money to complete projects that benefit Ku-ring-gai's natural environment.

During 2024/25, Council resolved to award 21 grants valued at $99,586 for works that included interpretive signage, native bee hive projects, bush regeneration, community garden establishment and other various sustainability initiatives. Figure 42 details the recipients, project details and funding under this program, as resolved by Council in July 2024 (GB.8, Min 145).

Environmental Levy Grant Program 2024/25 – Round 26

Recipient organisation or group	Name of project	Amount – excl. GST ($)
Net Zero Champions – Waste Less Compost More	Kids Clothing and Toy Swap	2,000
Electrifying Bradfield Inc.	Ku-ring-gai Schools Solar Car Challenge	1,600
Electrifying Bradfield Inc.	Community 'Cool Seat' Trial	4,200
EnergyZE North Shore Inc.	Practical solutions to reduce your power bill and carbon footprint	3,000
St Ives Community Garden Committee (Council resolved to allow this group 24 months to acquit the project)	Establishment of St Ives Community Garden	23,777
Minns Road Streetcare	Ridge weed clearing	3,300
Minns Road Richmond Park Bushcare	Richmond Park Environmental Education Signage	3,600
Western Sydney University	Investigating Mycorrhizal Response: Discoveries from Post-Hazard Reduction Burns in Ku-ring-gai Chase Forest	5,246.92
FOKE	Ku-ring-gai GeoRegion	3,600
Turramurra Oval Bushcare	Installation of interpretive sign & native beehive at Turramurra Memorial Park Bushcare site	4,347
Killara Park Bushcare	Interpretive Signage at Killara Park	5,000
Holy Family Primary School	Pollinator Power	1,500
Sydney Bee Rescue	Sydney Bee Rescue Swarm Trap Project	4,988
Darri Track Bushcare	Interpretive signage Darri Track	4,962
Princes Park Bushcare	Vine Removal Princes Park	4,999.50
St Ives PreSchool Kindergarten	Exploring and Protecting our Local Habitats	2,623

Figure 42 Recipients, project details and funding for Environmental Levy Grant Program in 2024/25

Recipient organisation or group	Name of project	Amount – excl. GST ($)
Macquarie University	Evaluation of pesticide exposure to native stingless bees in Ku-ring-gai	4,991.70
St Edmund's College Wahroonga	Biodiversity and Sustainability in Action	2,390
Sandra Murphy	Wild Wheels: Restoring Nature through Art	5,010.81
Planting Seeds Projects	Ku-ring-gai B&B Highway Project	3,000
Macquarie University	Habitat Pods	5,450
	TOTAL	**$99,586**

Figure 42 Recipients, project details and funding for Environmental Levy Grant Program in 2024/25 continued

Heritage home grants

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

The Heritage Reference Committee considered all applications and made recommendations to Council for funding allocation under this program. In July 2024, Council approved (GB.1, Min 147) funding under the program for 2024/25 as shown in Figure 43 and waived any applicable minor works application fees required by successful grant recipients to undertake projects approved for funding.

Address	Description of works approved or grant	Amount ($)*
Eryldene Historic House, 17 McIntosh Street, Gordon	Restore and repaint four sets of timber shutters to Garden Study building to match original	3,600
10 Rosedale Road, Gordon	Replace timber picket fence to match existing or suit Bungalow architecture	5,000
Killara Uniting Church Manse, 9 Karranga Avenue,, Killara	Repaint external timberwork, entrance, fence and surrounds, and remove mould for select internal ceilings	4,920
21 Frances Street, Lindfield	Replace timber picket fence and gate to match existing	5,000
6 Treatts Road, Lindfield (HHG10/24)	Repair and repaint timberwork of front verandah rails, rear windows and sills and garden house posts	2,700
47 Treatts Road, Lindfield	Replace roof slates to match existing, roof batons and sarking, using salvaged or reclaimed Welsh slate	5,000
43 Telegraph Road, Pymble	Repair rotted timber frame to two rear window units and tracks for two sliding timber internal door units	5,000
45 Grandview Street, Pymble	Replace terracotta roof tiles, roof batons and sarking, and rotted verandah soffit boards, to match existing	5,000
21 Station Street, Pymble	Repair and repaint timber eaves, external windows and doors and some internal ceilings	2,950
32 Grosvenor Street, Wahroonga	Repaint all external timberwork for windows, gables, shingles, eaves and verandahs.	5,000
7 Water Street, Wahroonga	Replace terracotta roof tiles using Monier Marsielle tiles, roof batons and sarking, gutters and chimney flashing, to match existing	5,000
	TOTAL	**$49,170**

Figure 43 Heritage home grants awarded by Council in 2024/25

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

Sponsorship program

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

In July 2024, Council approved (GB.3: Min 150) a total of $93,900 in sponsorships for community-based services, programs and events. Figure 44 outlines total funding awarded during 2024/25 under Council's Sponsorship Program.

Events sponsorship under $5,000	
Name of organisation or group	**Amount ($)**
Meet Mudgee *(name changed to Sparkling Wahroonga)*	2,500
Vegan Events Australia *(did not proceed - event cancelled by event producer)*	500
Ku-ring-gai Shield	1,500
Ku-ring-gai Art Society Exhibition	2,000
St Ives Pre-School and Kindergarten	400
Northlight Anglican Church West Pymble	500
Mental Fitness Collective *(did not proceed - event cancelled by event producer)*	500
Events sponsorship over $5,000	
Name of organisation or group	**Amount ($)**
Wahroonga Food and Wine Festival	6,000
Wahroonga Village Fair	6,000
St Ives Food and Wine Festival	4,000
Bobbin Head Cycle Classic	7,000
Challenge Works Bare Creek Trail Run	4,000
Roseville Story Productions	1,000
Special Olympics Ku-ring-gai Chase Fun Run	4,000
Ravenswood School for Girls Australian Women's Art Prize	500
180 Cadence (Naak) – Sydney Backyard Ultra	500

Figure 44 Sponsorship program funding allocation as resolved by Council in 2024/25

Arts and Cultural Sponsorship over $5,000	
Name of organisation or group	**Amount ($)**
Marian Street Theatre for Young People	25,000
Ku-ring-gai Philharmonic Orchestra	25,000
General Sponsorship	
	Amount ($)
Welcome baskets	3,000
TOTAL	**$93,900**

Figure 44 Sponsorship program funding allocation as resolved by Council in 2024/25 continued

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

Nil to report.

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

Nil to report.

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

- **Aboriginal Heritage Office**

Council is a member of this partnership, along with Lane Cove, North Sydney, Northern Beaches, and Willoughby councils, which monitors, preserves and protects more than 1,000 Aboriginal heritage sites across northern Sydney. A new 5-year Memorandum of Understanding was signed during the year to provide a framework for partner councils to work together to support the operations of the Aboriginal Heritage Office.

- **Better Business Partnership program**

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

- **Biodiversity Stewardship Agreement**

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

- **Climate Wise Community program**

Under the program and in partnership with Sydney North Health Network, eight street meetings were held with over 400 people attending with more planned before the end of the calendar year. The community continue to make use of Council's Climate Wise Communities program to increase preparedness to natural disasters.

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

The Commonwealth Home Support Program (CHSP) provides funding for services which help older people to remain living in their own home for as long as they wish. Council supports local service providers such as The Village Chef, Hornsby Ku-ring-gai Community Transport, Ku-ring-gai Neighbourhood Centre Care and Easy-Care Gardening through participation on their boards, subsidised office accommodation, professional advice on policy and procedures, as well as volunteer search, training and appreciation.

- **Federal Cyberwardens program**

Council partnered with the program to assist local businesses to navigate the steps needed to protect the business against cyber-attack and a half day training workshop on promoting through social media and other platforms.

- **Ku-ring-gai Chamber of Commerce**

A new Memorandum of Understanding with Ku-ring-gai Chamber of Commerce was signed outlining arrangements of mutual support between the two organisations. This includes quarterly meetings with the Chamber to discuss regulations and red tape.

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

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

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

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

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

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

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

Ku-ring-gai Council is currently chair of the Hornsby Ku-ring-gai Local Emergency Management Committee. It is a joint committee with Hornsby Council and oversees the implementation of the Hornsby Ku-ring-gai Emergency Management Plan, which covers the preparation, planning, response and recovery for emergencies that may affect the region such as fires or storms. Council works closely with combat agencies (NSW Police, Fire and Rescue NSW, NSW Rural Fire Service, State Emergency Services) and other landowners and functional areas (National Park and Wildlife Service, Transport for NSW, Ausgrid) to be ready to respond to events that may occur. This also included the setup and function of the Emergency Operations Centre, located at the Rural Fire Service Region Office in Cowan. Council's Manager Infrastructure Services is the Chair of Committee and the Local Emergency Management Officer from Hornsby Council is the Secretary. The Hornsby Ku-ring-gai Emergency Management Plan (EMPLAN) is currently under review and is due to be finalised for endorsement before the end of 2025.

- **Ku-ring-gai Dementia Alliance (KDA)**

The Dementia Friendly Communities initiative is funded by the Department of Health, Disability and Ageing and administered by Dementia Australia. In August 2024, Ku-ring-gai Council was formally recognised as a Dementia Friendly Community by Dementia Australia. Recognition under this program signifies that Ku-ring-gai is formally acknowledged as a community actively working to improve inclusion, awareness, and support for people living with dementia and their carer's.

- **Microplastic waste project**

Council is collaborating with a number of academic institutions and the Environmental Protection Authority on monitoring and research projects to enhance waterways and riparian management. This includes a $330,000 grant from the NSW Environment and Protection Authority for a microplastic waste project which is a joint project with Council, Sydney Coastal Councils Group and the Australian Microplastic Assessment Project (AUSMAP) that aims to reduce microplastic contamination from synthetic turfs.

- **Northern Sydney Sector Support Network**

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

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

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

- **Northern Sydney Waste Alliance**

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

- **Saving Our Species sites**

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

- **Schools Infrastructure NSW (SINSW)**

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

- **Shared internal audit service**

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

- **Stakeholders**

Appendix 1 – Community Engagement and Collaboration Activities demonstrates how Council engaged with the Ku-ring-gai community during 2024/25.

- **StateCover**

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

- **Statewide Mutual Insurance**

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

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

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

- **Thomas Carlyle Children's Centre**

The Centre is working alongside The George Institute and University NSW to research and assess empathy skills in preschool-aged children. This collaboration aims to identify children who may benefit from targeted skill-building in emotional development, supporting their social and cognitive growth.

- **The Resilient Sydney Strategy**

The Resilient Sydney Strategy was launched, through a collaboration of 33 local governments of Greater Sydney, to make Sydney more resilient now and in the future.

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

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

- **Volunteer Hub**

The Volunteer Hub continued to assist volunteer organisations like Lifeline, KYDS and Rotary Clubs to promote one-off volunteer opportunities for large scale community events in Ku-ring-gai. The Hub also helps residents contribute to their local community through short-term volunteer opportunities.

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

Ku-ring-gai Council is an equal opportunity employer dedicated to ensuring that the workplace is free from unlawful discrimination as identified under Federal and NSW State law. All staff are expected to adhere to the provisions of EEO and always follow non-discriminatory practices in the workplace.

We keep abreast of legislative and industry changes in this area and undertake regular reviews of workforce practices and processes to ensure that Equal Employment Opportunity (EEO) principles are applied accordingly.

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

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

Equity

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

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

Diversity

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

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

Achievements

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

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

The four main objectives of the plan include:

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

The Plan also supports the Gender Equality Strategy 2023-2025 with key actions including publishing news stories highlighting women in non-traditional and leaderships roles, reviewing the current development opportunities and programs aimed at supporting the succession of women into leadership roles, and expanding the benefits available to staff to foster additional inclusive employment conditions through Council's Total Reward & Recognition Program.

To ensure the effective delivery of each objective, several initiatives aim to drive awareness and actively promote diversity and respect within the workplace.

In 2024/25, Council delivered a range of initiatives to strengthen gender equality, promote inclusive hiring, and support diversity in the workplace. Key achievements included:

- Development of a new training module outlining the obligations of senior leaders under the *Sex Discrimination Act 1984*, particularly in relation to positive duty responsibilities
- Support for the implementation of the Gender Equality Strategy 2023–2025, including the creation of a new eLearning module focused on LGBTQ+ inclusion
- Commencement of a draft Gender Equality Policy, which will provide a framework for long-term, organisation-wide cultural and structural change
- Ongoing communication and collaboration with the Equal Employment Opportunity (EEO) Committee, alongside regular staff engagement to promote awareness of EEO principles and key diversity events
- Review and update of the Recruitment and Selection Policy to ensure alignment with inclusive and equitable hiring practices, with specific consideration given to EEO requirements
- Launch of the Early Careers Program, developed in 2023/24 and implemented in 2024/25, aimed at building workforce capability and fostering the next generation of talent. The program has secured government funding and successfully recruited 21 new apprentices, undergraduates, and trainees across the organisation.

These initiatives reinforce Council's commitment to creating a safe, inclusive, and diverse workplace that reflects the community it serves and promotes equal opportunities for all employees.

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

1) Build awareness of EEO Management Principles

Celebrating Diversity

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

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

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

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

2) Policies, procedures, plans, and programs align with EEO management principles

Succession Planning

A new Succession Planning process was launched early 2024/25, marking a significant step forward in Council's approach to workforce planning and talent development. This refreshed process will continue to evolve into 2025/26, with ongoing refinement to ensure it remains aligned with organisational needs and future capability requirements.

The framework is designed to identify and develop high-potential employees by providing targeted learning and development opportunities and broad professional exposure across the organisation. This proactive approach ensures that staff are well-prepared for future roles and that Council maintains a strong internal talent pipeline to meet workforce demands.

To support implementation, Directors and Business Unit Managers participated in structured training focused on identifying critical roles, assessing potential, and creating tailored succession plans. These efforts will help embed a consistent and strategic approach to talent management and risk mitigation across all business areas.

The People & Culture team will continue to oversee and support the process through regular engagement, progress reviews, and access to ongoing development initiatives ensuring sustained momentum and long-term workforce resilience.

Total Rewards & Recognition (R&R) Program

The Total Rewards & Recognition (R&R) Program encapsulates a suite of current and new benefits that are offered to staff members. Together with a range of other strategies and initiatives, the five Reward & Recognition categories outlined in this program are central to attracting, developing, engaging, retaining and maintaining staff.

The Program is critical to promoting overall staff satisfaction and engagement, and driving excellence in organisational behaviour, performance, and results.

One of the key objectives of the program is to promote behavioural excellence and to recognise staff who continually demonstrate positive behaviour including those who apply best practice EEO principles and standards.

Since its introduction in 2022, Council has celebrated three successful years running the Excellence Awards which are presented to the nominated staff members at the end of year department Christmas parties. Throughout the year staff are encouraged to nominate their peers for excellence badges which reflect their outstanding results and consistent effort. This ensures that all staff receive an equal opportunity to be recognised for their contributions made throughout the year. The initiative has been well received by staff with winners identified in each of the following categories:

- Behavioural Excellence
- Performance Excellence
- Innovation Excellence
- Customer Service Excellence.

Council also continued to foster a culture of recognition and appreciation through its Employee Excellence Program. Staff were given the opportunity to vote for a colleague who demonstrated exceptional commitment and contribution, with the winner honoured as Employee of the Year. This program not only highlights success across the organisation but also empowers staff to celebrate each other's achievements.

The program will continue in 2025/26, including regular reminders encouraging peer nominations for Excellence Badges, and voting for the Employee of the Year.

As part of Council's commitment to employee wellbeing and benefits, two new staff programs were introduced:

- Novated Leasing Program - giving employees more flexibility and financial options for vehicle leasing.
- Fitness Passport - providing staff and their families with discounted access to health and fitness facilities.

To ensure staff voices are heard in shaping future benefits, workshops will be held throughout 2025/26. These sessions will give employees the opportunity to share their ideas and feedback on the types of benefits they would like to see introduced.

A notable achievement in 2024/25 was an increase in the employee retention rate from 87.9% to 90%, further showcasing the strength of our staff benefits and Council's position as a leader in the sector in strengthening its Employee Value Proposition (EVP). This positive trend reflects the impact of a range of strategic workforce initiatives and was driven by the following key factors:

- Expanded career development opportunities
- Improved work-life balance
- An inclusive and supportive organisational culture
- Greater job security and stability
- Access to flexible work arrangements
- Competitive salaries and employee benefits
- Clear internal communication and staff engagement
- Continued investment in training and professional development.

This upward shift in retention underscores Council's ongoing commitment to attracting, supporting, and retaining top talent through a holistic and competitive employee experience.

3) Collect, Review and Report on EEO Data

EP Boost Employee Opinion Survey

On 1 July 2024, Council launched the EP Boost Employee Opinion Survey, conducted independently by Xref, the parent organisation of the Voice Project, to ensure the anonymity and integrity of all staff responses.

The primary objective of the survey was to assess organisational engagement and performance, which are key to achieving operational excellence and sustaining a culture of success. In addition to measuring overall engagement, the survey gathered feedback on leadership, diversity and inclusion, ageing workforce management, and psychosocial hazards, providing valuable insights to inform continuous improvement.

Council achieved exceptionally positive results, particularly when compared to both our 2022 results and the wider industry benchmark, clearly demonstrating the strength of our engaged and high-performing workforce.

Key insights include:

- Council achieved an 83% staff participation rate, significantly exceeding the industry average of 70%.
- Survey results were benchmarked against 69 other councils nationwide.
- Council outperformed the local government sector in key areas of Engagement, Well-being, and Progress.

These results reaffirm the impact of our ongoing investment in employee experience, inclusive culture, and leadership capability.

Survey findings have been shared with staff, committees, and Councillors, providing a clear picture of organisational strengths and areas for improvement. In response, an Employee Opinion Survey Action Plan has been developed, with work already underway to implement key actions and initiatives.

These targeted efforts, delivered at the organisational, departmental, and business unit levels aim to enhance service quality, foster innovation, drive meaningful change, and further strengthen engagement and performance across Council.

4) Promote Gender Diversity in Leadership

Gender Equality Strategy

At Council, we remain strongly committed to fostering a gender-equal and inclusive workplace, where all employees, regardless of gender identity or expression, are treated with fairness, respect, and equity. Our latest gender workforce metrics confirm that we are on track with our diversity targets, reinforcing our dedication to creating a balanced and inclusive organisation.

As part of this commitment, Council developed the Gender Equality Strategy 2023–2025, designed to address barriers faced by women, non-binary individuals, and other underrepresented groups. The strategy is underpinned by a comprehensive analysis of our current gender equality landscape and outlines clear actions and priorities to support meaningful, long-term change. In support of this, Council also commenced development of a formal Gender Equality Policy, aimed at embedding these principles into organisational policy and practice.

Our vision is to promote fairness and equality for all genders, strengthen our reputation as a progressive and inclusive employer, and uphold our obligations under Equal Employment Opportunity (EEO) and broader diversity and inclusion commitments. The Strategy includes a gender representation target of 40% women, 40% men, and 20% other/unspecified by 2030. Progress against these targets is tracked through quarterly workforce reporting, ensuring transparency and accountability.

A major highlight in 2024/25 was the outcome of the Employee Opinion Survey, where over 90% of staff reported they work in a culture that values respect, equity, diversity, and inclusion, a clear indicator of Council's strong workplace culture and commitment to positive change.

Council continues to deliver key initiatives that support the advancement of gender equality and the creation of a more inclusive workplace. Recent actions include:

- Regular engagement with the Gender Equality Committee, comprising cross-departmental representatives to ensure gender equality remains a consistent and embedded focus across all areas of Council.
- Raising staff awareness through education and engagement initiatives, including observances such as Pride Month and the International Day for the Elimination of Sexual Violence in Conflict.
- Ongoing review and refinement of People & Culture policies, the EEO Management Plan, and the recruitment and selection process, to ensure alignment with principles of inclusivity, transparency, and fairness.
- Continued integration of gender equality metrics into quarterly workforce reporting, enabling regular monitoring, data-driven decision-making, and measurable progress.
- Ongoing enhancement of the Rewards & Recognition Program, ensuring it reflects and reinforces Council's commitment to equity, diversity, and inclusion.

These initiatives demonstrate Council's continued commitment to fostering a workplace where diversity is embraced, inclusive leadership is promoted, and all employees feel respected, valued, and empowered to thrive.

See **The Organisation** for further reporting.

cl 217(1)(b) and (c) (i), (ii), (iii) (iv), (v) - Senior staff remuneration packages

See Figure 45.

Senior officers	Gross (salary component)	Statutory superannuation contributions	Non-cash benefits	FBT payable by Council	Total
General Manager	$394,443.92	$29,888.23	$5,623.93	$Nil	$429,956.08
Directors	$1,372,928.34	$149,907.05	$35,553.69	$16,432.69	$1,574,821.77

Figure 45 Senior staff remuneration packages in 2024/25

Angela Apostol was appointed Director Corporate and Peter Lichaa was appointed Director Operations on Monday 19 August 2024.

cl 217(1)(d)(i)(ii)(iii)(iv) - Statement of persons who performed paid work on Wednesday 4 December 2024

See **The organisation** for this reporting requirement.

cl 217(1)(e) - A statement providing information on the stormwater management services provided by Council during the year, as funded by Council's annual charge for stormwater management services

The stormwater management charge is used to fund new and upgraded drainage works across the Ku-ring-gai local government area as well as the environmental management of Council's drainage system impacting on watercourses.

During 2024/25, $1,021,853 was collected for the stormwater management charge with the works below being undertaken during the year funded by the charge (Figure 46).

Description	Expenditure ($)
Drainage - Water Street - Pit and Pipe Replacement Stage 2	60,255
Drainage - The Rifleway - Open Channel Installation	79,138
Drainage - Wellesley Road - Open Channel Restoration	2,100
Optimal Renewal for Drainage Assets	63,927
Minor Drainage Works	86,320
Drainage System Culvert Construction - Vale Street	49,720
Stormwater Drainage - Minor Works	123,334
Stormwater Drainage - Flooding Impact Reduction	117,956
Stormwater Drainage - Renewal and Relining	340,780
Stormwater Drainage - CCTV Inspection	28,938
TOTAL	**$952,468***

Figure 46 Stormwater management charge funded works in 2024/25

* Remaining stormwater management charge utilised for drainage operational maintenance.

Killior'ra Tree Trail, Gordon

cl 217(1)(e1) - A statement providing information on the coastal protection services provided by Council during the year

Ku-ring-gai Council does not levy for coastal protection services.

cl 217(1)(f) - A statement of activities regarding companion animal management

Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the *Companion Animals Act 1998* and the *Companion Animal Regulation 2018* are detailed below.

Companion animal management

During 2024/25, companion animal management services were carried out in accordance with Council's adopted Companion Animals Management Plan 2020-2025.

Lifetime pet registration has seen a decrease (4.59%) within Ku-ring-gai when compared to the previous year's figures. The current figure for registration of companion animals is 88.77%, down from 93.36% in the 2023/24 period. This drop is a result of the NSW Pet Registry being closed for online registration payments from July 2024 until February 2025. Furthermore, the Office of Local Government (OLG) conducted data cleansing exercises in February and March 2025 which resulted in a rise in the percentage of un-registered animals for all councils in NSW.

Companion animal management remained a key operational program for Council's Regulatory Services Unit throughout the year. In 2024/25, the unit managed 717 complaints regarding companion animal issues, which represents a 4.5% increase from the previous year. The following details variations in figures from 2023/24:

- 148 complaints relating to stray or roaming dogs – 6.5% increase from the previous year
- 56 companion animal enquiries – 47% decrease from the previous year
- 105 dog attack reports – 25% increase from the previous year, and
- 260 barking dog complaints – 1% increase from the previous year.

These statistics show an increase in reported dog attacks, however the number is still within the same range as the previous 10 years. Companion animal enquiries saw a decline, which may be attributed to customer service directing enquiries to specific animal management topics.

Specific Statements – Companion Animal Act 1998

16.2 (a) - Lodgement of pound data collection returns with the Office of Local Government

A total of 41 animals arrived (seized, surrendered, abandoned or stray) at Council's impounding facility in 2024/25. 16 animals were transferred by Council staff, 3 animal was surrendered by members of the public and 22 abandoned or stray animals entered the facility. This is an increase compared to the 26 reported the previous year.

A total of 41 animals were released from the facility which included:

- 12 released to their owners
- 10 sold from the facility
- 15 released to an organisation for rehoming, and
- 4 euthanised (one due to illness/disease/injury/ infant animal and three on the owner's request).

This demonstrates that our local vet services and Council are proactively reuniting pets with their owners and reducing the resources required to impound animals. Our relatively high registration rates also assist in the efficient return of animals to their owners. This data is lodged on the Office of Local Government's Companion Animals Register.

16.2 (b) - Lodgement of data about dog attacks with the Office of Local Government

There were 25 dog attacks entered on the NSW Companion Animals Register during 2024/25.

16.2 (c) - The amount of funding spent on companion animal management and activities

Companion animal management expenditure amounted to a total of $223,816 during 2024/25. The largest components of expenditure were attributed to Council's contractual arrangements with our impounding authority, Collaroy Veterinary Hospital, at $44,895 and legal fees $7,820. Income for the group was $109,267 which is attributed to registration fees $66,756, fine income $42,125 and sale of dog poo bags $385.

16.2 (d) - Companion animal community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats

Council continued to promote and educate the community on companion animal legislation through Council's website, social media, e-newsletters, information within rates notices and targeted pamphlet and booklet distribution.

In November 2024 the Companion Animals Management Officer delivered a talk about dog attacks at the second largest dog training club in the council area (measured by participants). Topics included: where and when do attacks happen, what to do for the involved parties, what to expect from council, possible outcomes, how to deal with an attack while in progress and how to prevent dog attacks.

During the year, a "Guidelines for owners of dogs declared menacing or dangerous" was developed and printed. The booklet is handed out to all owners of dogs already declared or owners finding themselves in the declaration process.

Council actively participates and promotes the Ku-ring-gai K9 Awards Programme, which is a training program that focuses on the fundamentals and essential skills of dog ownership such as walking a dog on lead, polite greetings, and basic commands.

Council has a number of strategies in place to promote and assist with, the desexing of dogs and cats. These strategies include sending regular unregistered animal notices, promoting the benefits of desexing prior to registration as well as promoting discounted desexing through participating Animal Welfare Organisations (Cat Rescue, RSPCA and Animal Welfare League).

16.2 (e) - Council's strategies in place for complying with the requirement under section 64 of the Companion Animals Act 1998 to seek alternatives to euthanasia for unclaimed animals

Council's animal impounding service provider is Collaroy Veterinary Hospital. They have a number of strategies in place to comply with the requirement under Section 64 of the Act to seek alternatives to euthanasia of unclaimed animals.

Unclaimed animals were advertised for reunion with owners or for adoption through Collaroy Veterinary Hospital's website and Council's social media platforms. In addition, if animals cannot be adopted, they will be released to approved not-for-profit organisations that help to rescue and rehome animals within NSW.

16.2 (f) - Off leash areas provided in the council area

There are currently 21 off leash dog areas in Ku-ring-gai. A full list of these areas is available on Council's website along with an interactive map and rules for off leash dog parks at www.krg.nsw.gov.au

16.2 (g) - Detailed information on how fund money was used for managing and controlling companion animals in its area

Council was a non-recipient of any special fund monies. Activities of the Companion Animals Management Plan were funded from Council's recurrent budget, of which registration monies contribute.

Capital works projects 2024/25

Council includes proposed capital works projects in its four-year Delivery Program and one-year Operational Plans, which are exhibited for public comment before adoption by Council. Council adopted its Revised Delivery Program 2022-2026 and Operational Plan 2024-2025 in June 2024.

Reporting on capital works

Progress on capital works projects and programs were reported to Council and the community through a variety of mechanisms during the 2024/25. These included:

- Biannual reports on progress of the Revised Delivery Program 2022-2026 and Operational Plan 2024-2025, and Council's Annual Report and State of our Ku-ring-gai Report 2021-2024. These reports are available at www.krg.nsw.gov.au
- Quarterly budget reviews (QBR) where budget managers are required to provide project updates, report variances and propose budget adjustments as required. Results of reviews are reported to Council noting any recommended budget adjustments. These reports are available at www.krg.nsw.gov.au
- Council's ongoing program of capital works and upgrades to buildings, parks, playgrounds and roads is reported to the community on a quarterly basis. These progress reports are prepared to provide information on Council's capital and operational projects with reporting based on the following criteria:
  - o Capital projects delivering community/public infrastructure;
  - o Threshold applied to total budget per project – greater than or equal to $250,000;
  - o No operational projects are included; and
  - o Any specific project that Councillors wish to be included in the report.

The reports are presented at Ordinary Meetings of Council, placed on Council's website after the meeting and are available at www.krg.nsw.gov.au

Capital Expenditure Reviews

Councils are required to submit a Capital Expenditure Review for certain capital projects in accordance with the Office of Local Governments Capital Expenditure Guidelines of December 2010.

Council did not undertake a Capital Expenditure Review during 2024/25.

FURTHER INFORMATION
Further reporting on Council's capital works projects is available in the **Projects snapshot** section, **Performance – delivering the vision** section and Council's audited **Financial Statements** (separate document).

Carer Recognition Act 2010

Ku-ring-gai Council is not considered a Human Services Agency under section 8(2) of the *Carer Recognition Act 2010*, however, Council supports agencies that provide carer activities, programs and services. For further information on these, see **Performance – delivering the vision** and Council's below report on the implementation of the Access and Disability Inclusion Plan 2020-2024 under the *Disability Inclusion Act 2014*.

Disability Inclusion Act 2014

Under section 13(1) of the *Disability Inclusion Act 2014* Council is required to report on the implementation of the Access and Disability Inclusion Plan.

Council has undertaken the following initiatives in relation to the implementation of the adopted Access and Disability Inclusion Plan 2020-2024 during 2024/25.

Carer's week

As part of Carer's Week, a Carer's Pamper Day was held at Gordon Uniting Church on 17 October 2024. The program included facials, massages, and a guided meditation session, complemented by a light lunch. A total of 40 carers and their families participated in the event, with childcare support made available to enable attendance.

Ku-ring-gai Dementia Alliance (KDA)

The Dementia Friendly Communities initiative is funded by the Department of Health, Disability and Ageing and administered by Dementia Australia. Recognition under this program signifies that Ku-ring-gai is formally acknowledged as a community actively working to improve inclusion, awareness, and support for people living with dementia and their carer's.

The KDA submitted its one-year progress report to Dementia Australia, in August 2024 which was approved.

In the 2024/25 financial year the KDA has:

- Published and distributed the *Understanding Dementia* booklet, now available in Simplified Chinese, Korean, Farsi, and Hindi (Hindi print edition expected early September). This is now in reprint due to the popularity of the resource. The booklet was delivered to GP's and community organisations across Ku-ring-gai, as well as The Memory Clinic at Hornsby Hospital.
- Published a Chronic Traumatic Encephalopathy awareness brochure.
- Hosted The Dementia and Chronic Traumatic Encephalopathy Brain Summit (July 2024).

As of August 2024, Ku-ring-gai has been formally recognised as a Dementia Friendly Community by Dementia Australia. This achievement reflects the collective commitment of Council, service providers, and residents.

Recognised communities are publicly listed on Dementia Australia's website at www.dementia.org.au

Self-Advocacy Workshop

To support people with disability to understand and advocate for their rights, Council commissioned Action for People with Disability to write a two-hour self-advocacy workshop which was delivered in November 2024. It is anticipated Council will work with Action to deliver this workshop on a yearly basis.

The Sunflower Program

The Sunflower Program continues to be popular, with lanyards and wrist bands being restocked several times this financial year. Council has given away more than 2,000 lanyards and wristbands.

Special needs playgroup/MyTime

Council continued to support a special needs playgroup for families who have children with a disability or chronic health conditions at the Children's Resource Centre in St Ives. The playgroup is a joint initiative between Ku-ring-gai Council and Early Ed, with funding secured through Playgroups NSW. Carers who attend the playgroup have access to a 45-minute MyTime session, which includes facilitated discussions relating to topics as per their request with child minding provided for the duration of the session. The playgroup runs weekly during the school term and there is no charge for attending.

Toy library

Building on the success of the special needs playgroup (MyTime) running at 1A Acron Road, St Ives, a toy library was launched at the same venue. The toy library is open to all with a focus on providing developmentally appropriate toy selections for children with additional needs.

Upgrades to Council facilities

Upgrades to facilities at Lindfield Seniors Centre, Turramurra Seniors Centre and West Pymble Community Hall were finished and provide more equitable access to Council buildings for people who have a mobility impairment. All new public amenities are constructed to include accessible bathrooms.

Ku-ring-gai Community Grants Program

A number of community grants were provided to local disability organisations to enhance their capacity to deliver services, purchase equipment or run programs. Information regarding successful grant recipients is available in the section titled: cl 217(1) (a5) - Contributions/grants to organisations and individuals.

Affordable Housing Policy

Consultation was undertaken towards the preparation of Council's Affordable Housing.

Environmental Planning and Assessment Act 1979

Under section 7.5(5) of the *Environmental Planning and Assessment Act 1979* Council must include in its 2024/2025 Annual Report the planning agreements entered into during the year and information on the status of current planning agreements.

Planning Agreements entered into during the 2024/25 financial year:

- **139 Rosedale Road, St Ives**

This planning agreement is associated with DA0109/23 which was approved by the Land and Environment Court on 17 April 2024 subject to a deferred commencement condition relating to the proposed planning agreement.

Commentary: This draft planning agreement provides for the dedication of land for the extension of Dorset Drive in St Ives within the subdivision of land on 139 Rosedale Road, St Ives under DA0109/23. It also provides for the orderly delivery of the road together with provisions for defects liability and maintenance during this period.

Executed by Council: 5 December 2024

Status: Current

Additional information: This development is now under construction.

Current Planning Agreements are listed as follows:

- **Park Crescent Land Dedications - 2-4 Park Crescent, Pymble**

The Planning Agreement is associated with Development Application DA0025/21.

Commentary: This Planning Agreement provides for the dedication to the Council and at no cost to the Council of a 2-metre-deep parcel of land across the entire width of the frontage to the Land being an area of approximately 67.51 square meters. The associated footpath works, maintenance and rectification of defects for a period of 12 months are incorporated as part of the associated Development Application.

Executed by Council: 6 February 2024

Status: Current

Additional information: This development is expected to commence construction soon as all pre-conditions are in the process of being addressed.

- **Memorial Club Roseville - Part 62, 64-66 Pacific Highway, Roseville - Larkin Lane frontage**

The Planning Agreement is associated with Development Application DA0049/23.

Commentary: This Planning Agreement provides for the enhancement of the public domain through improved pedestrian access to Memorial Park from the Larkin Lane carpark in keeping with Council's Public Domain Plan and Ku-ring-gai Development Control Plan; provides funds for Council from the sale of a small parcel of land; and the dedication to Council of the land fronting Larkin Lane that forms the public domain. This is intended to improve Larkin Lane's public domain and connection to the Memorial Park as indicated in the Ku-ring-gai Development Control Plan; provides the Roseville Memorial Club with an increase in development potential and sub-strata land use through the inclusion of a small parcel of land along the frontage of Larkin Lane at the rear of the property. This inclusion is intended to improve site design and enhance parking provision on the site to reduce parking pressure on the Larkin Lane public carpark.

Executed by Council: 6 February 2024

Status: Current

This Planning Agreement was entered into by Council on 6 February 2024.

Additional information: Following subdivision to create the separate parcel of land of interest to the Roseville Memorial Club (Lot 3 DP1301772) the Club exercised the Deed of Put and Call Option and signed the Contract for the Sale of Land on 14 June 2024 to facilitate its acquisition of the subject land. The sale transaction was completed on 11 November 2024. The development is currently under construction.

- **Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon**

Associated Development Application: DA0226/16 for 900 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 900 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed by Council: 5 July 2018

Status: Current

Additional Information: Ku-ring-gai Council executed the agreement on 5 July 2018. The Planning Agreement was subsequently executed by the developers and is now current. A modified Development Application was approved by the Land and Environment Court on 22 July 2020 as DA0316/19. Demolition commenced in July 2021 and the site remains vacant as of 30 June 2025.

- **Planning Agreement for the dedication of land for the future widening of Post Office Lane, Pymble**

Associated Development Application: DA0039/16 for 1017 Pacific Highway, Pymble

Commentary: This Planning Agreement provides for the dedication of land along the Post Office Lane rear frontage of 1017 Pacific Highway, Pymble for the purposes of widening Post Office Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010. It also provides for an easement in gross for a public pedestrian access via a site link between the Pacific Highway and Post Office Lane.

Executed: 6 March 2018

Status: Finalised

Additional Information: Ku-ring-gai Council executed the agreement on 6 March 2018. The Planning Agreement was subsequently executed by the developers and became current. The development has completed construction. The land was dedicated on 17 November 2020. The actions required by the Planning Agreement are complete.

- **Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon**

Associated Development Application: DA0180/14 for 870- 898 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 870-898 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed: 6 March 2018

Status: Finalised

Additional Information: Ku-ring-gai Council executed the agreement on 6 March 2018. The Planning Agreement was subsequently executed by the developers and is now current. The development has completed construction and has been strata subdivided. The Plan of Consolidation for the development including the dedication of Lot 6 to Council for road widening has been registered with Land Registry Services. The land subdivision and dedication took place on 3 May 2019. The actions required by the Planning Agreement are complete.

- **Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon**

Associated Development Application: DA0407/13 for 904-914 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 904-914 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010. This Planning Agreement was executed on 24 February 2017 in counterparts which were then exchanged. Each part forms the whole.

Executed: 24 February 2017

Status: Finalised

Additional Information: Land subdivision and dedication took effect on 4 January 2018. The development has completed construction and been strata subdivided. Removal of the Planning Agreement from title was also effected on 4 January 2018.

- **Planning Agreement for the delivery of a public road (part) on 33 Moree Street, Gordon**

Associated Development Application: DA0095/11 for 29, 29A and 31 Moree Street, Gordon

Commentary: This Planning Agreement provides for the delivery of a public road on 33 Moree Street, Gordon, and specifies the relationship between this work and the development contributions arising from the proposed development.

Executed: 23 November 2017

Status: Finalised

Additional Information: The Moree section of the link road was completed in July 2019. Following separate statutory procedures for the naming and opening of the new road, the Ordinary Meeting of Council on 20 August 2019 adopted the name Hanson Way. The road formally opened on 27 August 2019. Following subdivision to excise a parcel of residual land, Hanson Way was gazetted as a public road on 25 August 2023. The defects liability period has now ended, and all requirements of the Planning Agreement are complete.

- **Planning Agreement for the delivery of a public road (part) on 32 Dumaresq Street, Gordon**

Associated Development Applications: DA0501/12 later superseded by DA0434/15 for 28-30 Dumaresq Street, Gordon

Commentary: This Planning Agreement provides for the delivery of a public road on 32 Dumaresq Street, Gordon, and specifies the relationship between this work and the development contributions arising from the proposed development. It also provides for the divestment by Council at an agreed market value of a strip of residual land between the road and the 28-30 Dumaresq Street, Gordon subject property. The first related Development Application DA0501/12 was determined on 23 May 2014. The Planning Agreement was executed on Monday, 25 September 2014. DA0501/12 lapsed and was replaced by a subsequent Development Application. Development Application DA0434/15 was determined on 24 March 2016.

Executed: 25 September 2014

Novated: 21 November 2014

Status: Finalised

Additional Information: The Dumaresq section of the link road had completed construction by December 2018. Following separate statutory procedures for the naming and opening of the new road, the Ordinary Meeting of Council on 20 August 2019 adopted the name Hanson Way. The road formally opened on 27 August 2019 following completion of the Moree Street section. The sale of a small residual amount of land was completed on 14 January 2015. The defects liability period has now ended and all requirements of the Planning Agreement are complete. Following subdivision to excise a parcel of residual land from the Moree Street lot, Hanson Way was gazetted as a public road on 25 August 2023.

- **Planning Agreement for the dedication of land for the future widening of Havilah Lane, Lindfield**

Associated Development Application: DA0175/17 for 51, 55 and 55A Lindfield Avenue, Lindfield

Commentary: This Planning Agreement provides for the dedication of land along the Havilah Lane rear frontage of 51, 55 and 55A Lindfield Avenue, Lindfield for the purposes of widening Havilah Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed by Council: 3 September 2018

Executed by the Developer: 3 October 2018

Status: Finalised

Additional Information: Ku-ring-gai Council executed the agreement on 3 September 2018. The Planning Agreement was subsequently executed by the developers on 3 October 2018 and is now current. The development completed construction on the consolidated site at 51-55 Lindfield Avenue, Lindfield in July 2021. The land dedication was provided for roadway use earlier than initially anticipated and prior to the completion of the construction to enable the conversion of Havilah Lane for two-way traffic to facilitate the construction of the Lindfield Village Green. The Lindfield Village Green opened in February 2022. The actions required by the Planning Agreement are complete.

- **Planning Agreement for the provision of community facilities, a sportsfield and public roads on the former University of Technology Sydney site on Eton Road, Lindfield**

Associated Development Application: DA0677/11 for Edgelea Development 100 Eton Road, Lindfield NSW 2070 (also known as the former University of Technology Sydney Ku-ring-gai)

Executed: 6 September 2012

Status: Current pending transfer of environment lands.

Additional Information: Charles Bean sportsfield opened in December 2013. Two roads were dedicated during the 2014/15 financial year. The community building (and land) known as the Blair Wark Community Centre was transferred to Council ownership on 14 August 2019 and the environmental lands will be transferred to Council once the environmental management objectives have been completed which is anticipated in 2025/2026.

Planning Agreement Register

All Planning Agreements that have been entered into can be found in the register on Council's webpage www.krg.nsw.gov.au as well as via links on the NSW Government Planning Portal. Exhibited Draft Planning Agreements that have not yet been entered into may also be found here.

Environment Planning and Assessment Regulation 2021

Under sec 218A(1) of the *Environment Planning and Assessment Regulation 2021* Council is required to disclose how development contributions and development levies have been used or expended during 2024/25 under each of its contributions plans.

Council levies contributions from developers towards the cost of providing local infrastructure and facilities required, either directly or indirectly, as a result of their development.

Development contributions are mainly monetary contributions, but larger developers can also deliver infrastructure as works-in-kind under a Planning Agreement (see previous section). Monetary contributions are held in trust for the provision of new community infrastructure.

The Environmental Planning and Assessment Act 1979 Part 7 Infrastructure contributions and finance, Division 7.1 Development contributions, provides for two different types of contributions plans for the provision of local infrastructure. The plans set out the level of contributions payable and a proposed works schedule. There are two contributions plans applicable to the Ku-ring-gai Council area:

1. Ku-ring-gai Contributions Plan 2010 (s7.11 Contributions Plan)

Ku-ring-gai Contributions Plan 2010, known as a 'direct' plan, applies to larger scale redevelopment where additional dwellings will be created (including land subdivision) and to non-residential development in local centres along Pacific Highway and in St Ives. Depending on the type of infrastructure, it funds or co-funds works such as new parks, roads, traffic improvements and public domain upgrades including town squares and new community facilities.

The Plan takes a consolidated approach to providing infrastructure as a result of new development, with proportional contributions from new development for infrastructure for that development. The plan also identifies when Council must provide a co-contribution on behalf of the existing population, to meet demand arising from the community as a whole.

2. Ku-ring-gai Council s7.12 Local Levy Contributions Plan 2023 (s7.12 Contributions Plan)

This type of plan is also known as an 'indirect' plan or a 'percentage levy' plan, is a fixed development consent levy contributions plan.

This plan applies to identified smaller-scale development such as alterations and additions, knock-down rebuilds of single properties, granny flats that remain on the title of the main dwelling, and to non-residential development around neighbourhood shopping areas. It levies contributions as a percentage of the cost of the development and funds a separate works program such as neighbourhood centre improvements programs and new works in existing local parks especially new playgrounds and additional park furniture and facilities It also supports the augmentation of the suburban cycleway network.

Figure 47 details development contribution plans expenditure during 2024/25.

Under sec 218A(2)(a),(b),(c),(d),(g) of the *Environment Planning and Assessment Regulation 2021* Council is required to provide details for projects for which contributions or levies have been used. Sec 218A(2),(e) of the Environment Planning and Assessment Regulation 2021 is not applicable for 2024/25 as Council confirms it does not borrow between various plans for projects.

Sec 218A(2),(f) of the *Environment Planning and Assessment Regulation 2021* is not applicable for 2024/25 being the value of land dedication and value of material public benefit provided.

Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2024/25 ($)	Contributions expended to date ($)	Project status	% of cost funded by contributions**
s7.11 Contributions Plan ***(Pre 1993 and 1993 Plans)***					
St Ives Showground main car park upgrade	Parking	22,902	165,635	Under way	N/A
s7.11 Contributions Plan ***(2000/2003 Plan)***					
Land acquisition - Pymble property 3	Open Space	21,000	21,000	Completed	100%
Robert Pymble Park precinct (PRJ-100288)	Open Space	343	426,751	Completed	32%
s7.11 Contributions Plan ***(2004-2009 Plan - not transferred to s7.11 2010 Plan)***					
Land acquisition - Pymble property 3	Open Space	31,000	31,000	Completed	100%
Norman Griffiths Oval, West Pymble upgrade	Open Space	17,200	148,036	Under way	NA
Lindfield Community Hub - project management	Community Facilities	29,505	620,565	Under way	NA
s7.11 Contributions Plan ***(2010 Plan)***					
Upgrade to seniors facilities including equipment and furnishing	Community facility	20,210	185,797	Under way	NA
St Ives Showground main car park upgrade	Parking	2,482	9,379	Under way	NA
Land acquisition - Pymble property 3	Open Space	3,619,200	3,631,807	Completed	100%
Land acquisition - Roseville property 2	Open Space	10,000	7,732,723	Completed	100%
67 Dumaresq Street, Gordon	Open Space	3,019,700	3,019,700	Completed	100%
63 Dumaresq Street, Gordon	Open Space	4,182,700	4,182,700	Completed	100%
65 Dumaresq Street, Gordon	Open Space	6,811,225	6,811,225	Completed	100%

Figure 47 Development contribution plans expenditure during 2024/25

Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2024/25 ($)	Contributions expended to date ($)	Project status	% of cost funded by contributions**
10 William Street, Turramurra	Open Space	2,704,478	2,704,478	Completed	100%
Ibbitson Park, Lindfield upgrade	Open Space	52,279	158,664	Completed	100%
Hassall Park, St Ives implementation of master plan	Open Space	282,551	282,551	Under way	NA
Bedes Forest, St Ives upgrade	Open Space	165,063	424,429	Under way	NA
Robert Pymble Park precinct (PRJ-100288)	Open Space	9,630	902,827	Completed	68%
St Ives Showground masterplan	Open Space	527	102,140	Under way	NA
New street between Gilroy Road and Turramurra Avenue	Open Space	522	522	Under way	NA
Land acquisition for future road in Gordon	Open Space	4,820,980	4,820,980	Completed	100%
Norman Griffiths Oval, West Pymble upgrade	Open Space	121,100	1,073,823	Under way	NA
Ku-ring-gai High School carpark/ hockey facility	Open Space	20,674	220,908	Under way	NA
Lindfield Community Hub - project management	Community Facilities	160,370	9,753,972	Under way	NA
Lindfield Village Green - construction	Community Facilities	202,800	17,817,024	Completed	62%
Turramurra Community Hub - project management	Community Facilities	122,300	1,661,260	Under way	NA
Gordon Civic Hub - commercial management	Community Facilities	122,325	122,325	Under way	NA
Lindfield Avenue and Tryon Road precinct (PRJ-100259)	Traffic Facilities	23,349	447,154	Under way	NA
St Johns Avenue, Gordon - construction	Traffic Facilities	21,021	7,166,860	Under way	NA
Gordon North streetscape improvement project management (PRJ100487)	Traffic Facilities	56,067	325,969	Completed	100%

Figure 47 Development contribution plans expenditure during 2024/25 continued

Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2024/25 ($)	Contributions expended to date ($)	Project status	% of cost funded by contributions**
Gordon North streetscape improvement construction (PRJ100488)	Traffic Facilities	17,546	17,546	Under way	NA
Streetscape works - Werona Avenue, Gordon - construction	Traffic Facilities	20,968	20,968	Under way	NA
Lindfield Local Centre - new traffic infrastructure	Traffic Facilities	21,261	47,471	Under way	NA
Cherry Street - Rohini Street, Turramurra - shared user path	Traffic Facilities	41,040	92,236	Completed	50%
Kissing Point Road, Turramurra - shared user path	Traffic Facilities	24,000	24,316	Under way	NA
Contributions management, Data & Supporting Studies	Other	226,005	2,054,420	Under way	NA
Net rental income from S7.11 acquisitions returned to reserve	Open space	(258,466)	(648,276)	Underway	NA
S7.12 Contributions Plan					
St Ives Cultural and Environmental Education Centre	Community facility	170,487	709,308	Under way	NA
Eldinhope Green, Wahroonga playground upgrade	Open Space	17,900	405,496	Completed	100%
Sequoia Close Park, West Pymble playground upgrade	Open Space	3,852	17,866	Under way	NA
Lorraine Taylor Reserve, St Ives playground upgrade	Open Space	326,100	361,415	Completed	100%
Ku-ring-gai Wildflower Garden, St Ives upgrade	Open Space	12,622	12,622	Under way	NA
Mimosa Reserve/ Rofe Park, South Turramurra play space upgrade	Open Space	55,004	73,482	Under way	NA
Comenarra playing field, Turramurra play space upgrade	Open Space	40,688	84,252	Under way	NA
Queen Elizabeth Reserve, West Killara playground upgrade	Open Space	918	918	Under way	NA

Figure 47 Development contribution plans expenditure during 2024/25 continued

Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2024/25 ($)	Contributions expended to date ($)	Project status	% of cost funded by contributions**
Roseville Park play space upgrade	Open Space	2,733	2,733	Under way	NA
Norman Griffiths Oval, West Pymble - upgrade/playground	Open Space	139,900	1,201,675	Under way	NA
Indoor Sports Centre at St Ives High School	Community facility	9,032,925	10,629,490	Under way	NA
East Turramurra - Neighbourhood Centre upgrade	Open Space	37,955	132,774	Under way	NA
S7.12 Contribution Plan Management	Other	946	2,809	Completed	26%

Figure 47 Development contribution plans expenditure during 2024/25 continued

* Projects are identified by description only and therefore project identification numbers are not included above.
** Calculated based on the total contributions over total funding spent on completed projects only.

Sec 218A(3),(a),(b) of the *Environment Planning and Assessment Regulation 2021* requires Council to detail the total value of all contributions and levies received and expended during 204/25.

Development contributions	2024/25
Total value of all contributions and levies received	$22,588,601
Total value of all contributions and levies expended	$36,607,884

FURTHER INFORMATION
Further information regarding this is available from Note F4 - Statement of development contributions as at 30 June 2025, in Council's audited **Financial Statements** (separate document).

Dark Skies, 2025.

Fisheries Management Act 1994

Under section 220ZT(2) of the *Fisheries Management Act 1994* councils are required to report on recovery and threat abatement plans.

Ku-ring-gai Council does not have any direct responsibilities in relation to recovery and threat abatement plans.

Swimming Pools Act 1992 and Swimming Pools Regulation 2018

In accordance with section 22F(2) of the *Swimming Pools Act 1992* and cl 23 of the *Swimming Pools Regulation 2018* Council is required to report on details of private swimming pools inspections.

Details of inspections of private swimming pools include:

- number of inspections that were of tourist and visitor accommodation – 1
- number of inspections that were of premises with more than 2 dwellings – 2
- number of inspections that resulted in issuance a certificate of compliance under section 22D of the *Swimming Pools Act 1992* – 1,109 total (154 Council, 955 Private Certifiers)
- number of inspections that resulted in issuance a certificate of non-compliance under clause 21 *Swimming Pools Regulation 2018* – 321 total (37 Council, 284 Private Certifiers)

Government Information (Public Access) Act 2009 and Government Information (Public Access) Regulation 2018

In accordance with section 125(1) of the *Government Information (Public Access) Act 2009* (GIPA Act), Council is required to prepare an annual report of its compliance obligations under the GIPA Act. Schedule 2 (clause 8) of the *Government Information (Public Access) Regulation 2018* (GIPA Regulation) outlines the annual reporting requirements for capturing statistical information and is to be used as the framework for this report.

Clause 8(a): Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

The Governance unit carries out an annual review of Council's proactive release program by examining what information is already being made available to the public, as well as monitoring trends in the types of information requested. Council received 1359 informal requests for information and proactively released information on matters of significant public interest such as the Transport Oriented Development (TOD) and related development applications on its website.

Clause 8(b): The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Council received 42 access applications, including six withdrawn applications.

Clause 8(c): The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

Council did not receive any access applications for the disclosure of information referred to in Schedule 1.

Clause 8(d): Information, as set out in the tables in Schedule 2, relating to the access applications (if any) made to the agency during the reporting year.

Tables A - I contain statistical information about access applications received during the reporting year.

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn	Total	% of Total *(rounded)*
Media	0	0	0	0	0	0	0	0	0	**0%**
Members of Parliament	0	0	0	0	0	0	0	0	0	**0%**
Private sector business	1	1	0	0	0	0	0	2	4	**8%**
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	**0%**
Members of the public (by legal representative)	4	7	0	1	0	1	0	0	13	**24%**
Members of the public (other)	11	10	6	4	0	1	0	4	36	**68%**
Total	**16**	**18**	**6**	**5**	**0**	**2**	**0**	**6**	**53**	
% of Total (rounded)	30%	34%	11%	10%	0%	4%	0%	11%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications*	0	4	2	0	0	0	0	1	7	**13%**
Access applications (other than personal information applications)	16	14	4	5	0	2	0	5	46	**87%**
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	**0%**
Total	**16**	**18**	**6**	**5**	**0**	**2**	**0**	**6**	**53**	
% of total (rounded)	30%	34%	11%	10%	0%	4%	0%	11%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications	% of total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	**0**	**0%**
Invalid applications that subsequently became valid applications	0	0%
Total	**0**	**0%**

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Information about complaints to Judicial Commission	0	0%
Information about authorised transactions under *Electricity Network Assets (Authorised Transactions) Act 2015*	0	0%
Information about authorised transaction under *Land and Property Information NSW (Authorised Transaction) Act 2016*	0	0%
Total	**0**	**0%**

* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to Section 14 of Act

	Number of occasions when application not successful*	% of total
Responsible and effective government	11	35%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	15	47%
Business interests of agencies and other persons	3	9%
Environment, culture, economy and general matters	1	3%
Secrecy provisions	2	6%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	**32**	**100%**

Table F: Timeliness

	Number of applications	% of total
Decided within the statutory timeframe (20 days plus any extensions)	41	98%
Decided after 35 days (by agreement with applicant)	1	2%
Not decided within time (deemed refusal)	0	0%
Total	**42**	**100%**

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of total
Internal review	1	1	**2**	100%
Review by Information Commissioner*	0	0	**0**	0%
Internal review following recommendation under section 93 of Act	0	0	**0**	0%
Review by NSW Civil and Administrative Tribunal (NCAT)	0	0	**0**	0%
Total	**1**	**1**	**2**	**100%**
% of Total	**50%**	**50%**	**100%**	

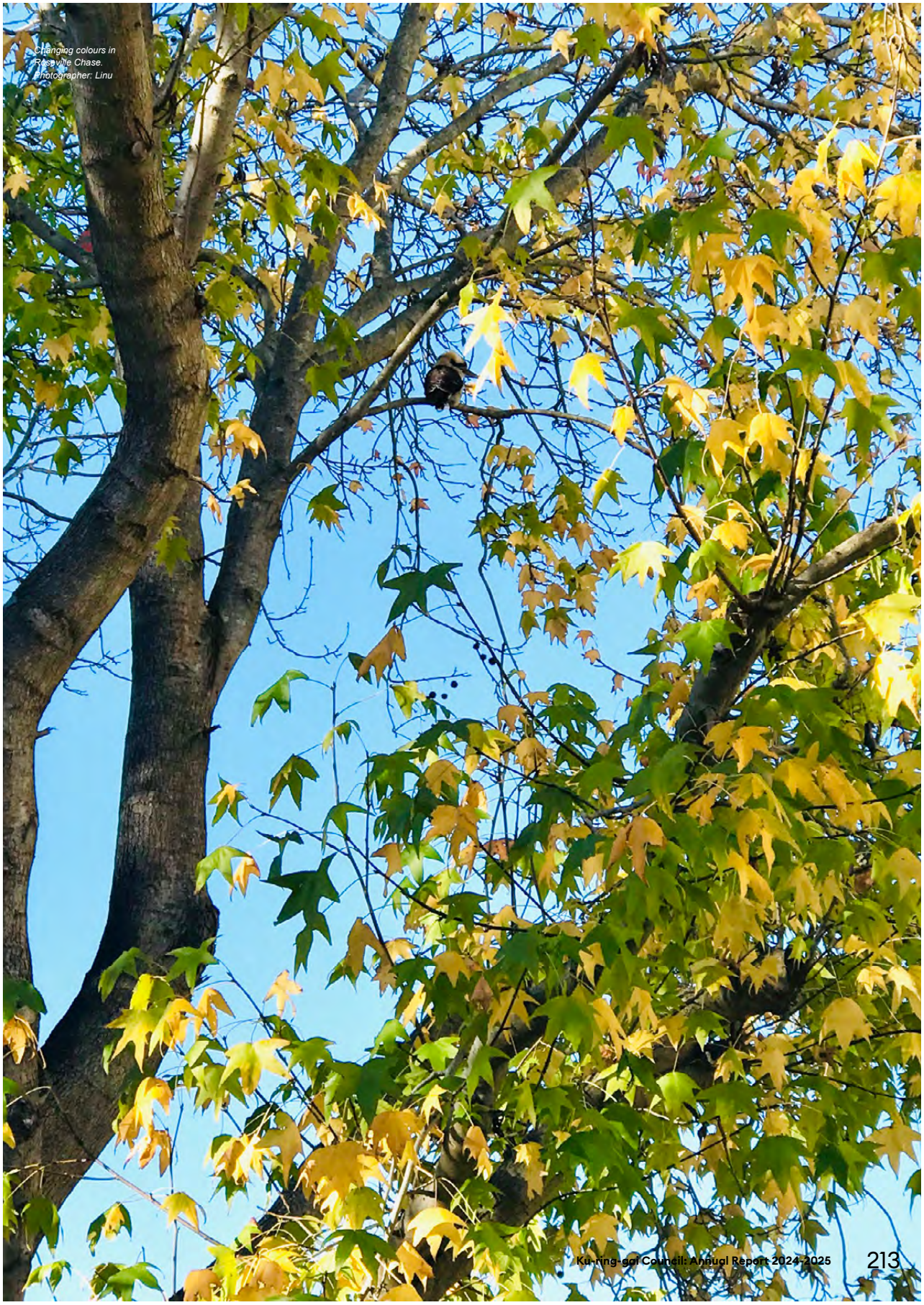
* The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of total
Applications by access applicants	1	50%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1	50%
Total	**2**	**100%**

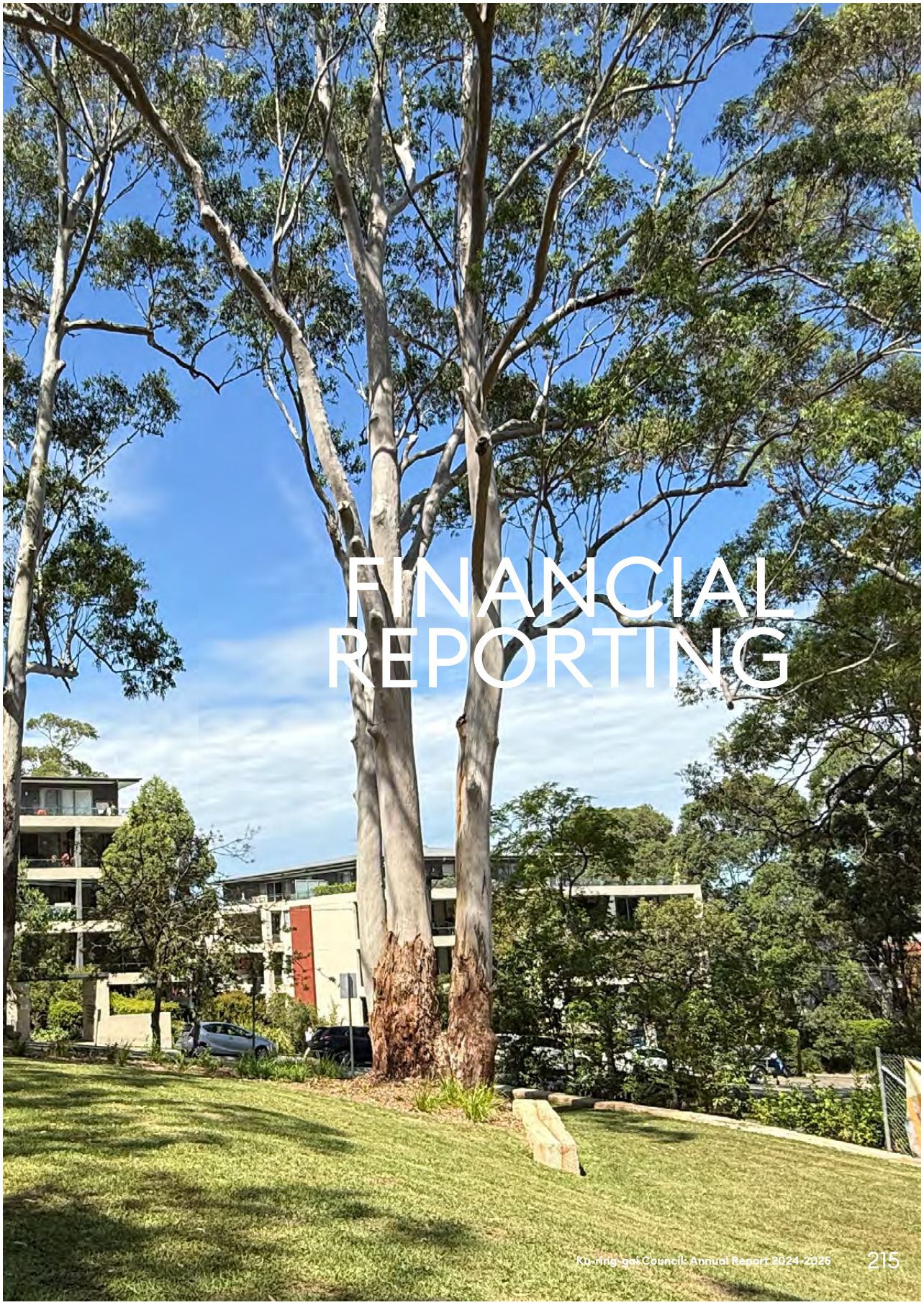
Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred	% of total
Agency - Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	**0**	**0%**



Changing colours in Roseville Chase. Photographer: Linu

New park at Dumaresq Street, Gordon.
Photographer: J. Fishpool



FINANCIAL REPORTING

INTRODUCTION

The Financial Statements show that Council has achieved a satisfactory financial result for 2024/25.

Council's operating result for the financial year ended 30 June 2025 was a surplus of $22.00 million including grants and contributions for capital purposes. After adjusting for capital grants and contributions, the net operating result was $3.95 million.

The Financial Statements for the year ended 30 June 2025 have been prepared in accordance with the *Local Government Act 1993* (as amended) and Regulations, the Australian Accounting Standards and professional pronouncements and the Local Government Code of Accounting Practice and Financial Reporting. The Statements comprise the following reports:

- General Purpose Financial Statements (independently audited)
- Special Purpose Financial Statements (independently audited)
- Special Schedules (independently audited)

Reporting officer's comments

In 2024/25, Council maintained a satisfactory financial position with an operating surplus of $22.00 million, including capital grants and contributions. After adjusting for Capital Grants and Contributions, the net operating result was $3.95 million. The operating surplus means that Council's revenue exceeds both the cost of running its day-to-day operations and the depreciation of its assets. This surplus contributes to funding Council's capital works program.

As of 30 June 2025, $160.6 million was spent on services and operations and $66 million on capital projects, to provide a diverse range of services and delivery of infrastructure to the community.

Council's end of financial year result was satisfactory taking into account all financial performance indicators.

To the best of my knowledge, Council's financial statements present fairly the Council's operating result and financial position for the year.

Mette Kofoed
Acting Manager Finance

Financial position of Council – summary (as at 30 June 2025)

Figure 48 provides a summary of the financial results from the Financial Statements 2024/25.

Income Statement	Actual 2025 $'000	Actual 2024 $'000
Income from Continuing Operations	182,600	175,959
Expenses from Continuing Operations	160,603	154,272
Net Operating Result for the Year	**21,997**	**21,687**
Net Operating Result for the year before Grants and Contributions for Capital purposes	3,954	1,511
Statement of Financial Position	**Actual 2025 $'000**	**Actual 2024 $'000**
Current Assets	101,761	127,377
Non-Current Assets	2,971,273	2,873,893
Total Assets	**3,073,034**	**3,001,270**
Current Liabilities	58,545	53,474
Non-Current Liabilities	22,754	26,176
Total Liabilities	**81,299**	**79,650**
Net Assets	2,991,735	2,921,620
Total Equity	**2,991,735**	**2,921,620**
Statement of Cash Flows	**Actual 2025 $'000**	**Actual 2024 $'000**
Net Cash Flow from Operating Activities	35,648	48,626
Net Cash Flow from Investing Activities	(43,129)	(46,930)
Net Cash Flow from Financing Activities	(3,313)	(3,273)
Net increase/(decrease) in Cash	**(10,794)**	**(1,577)**
Plus: Cash at beginning of year	11,587	13,164
Cash at end of year	**793**	**11,587**
Plus: Investments on hand at end of year	195,140	201,034
Total Cash & Investments	**195,933**	**212,621**

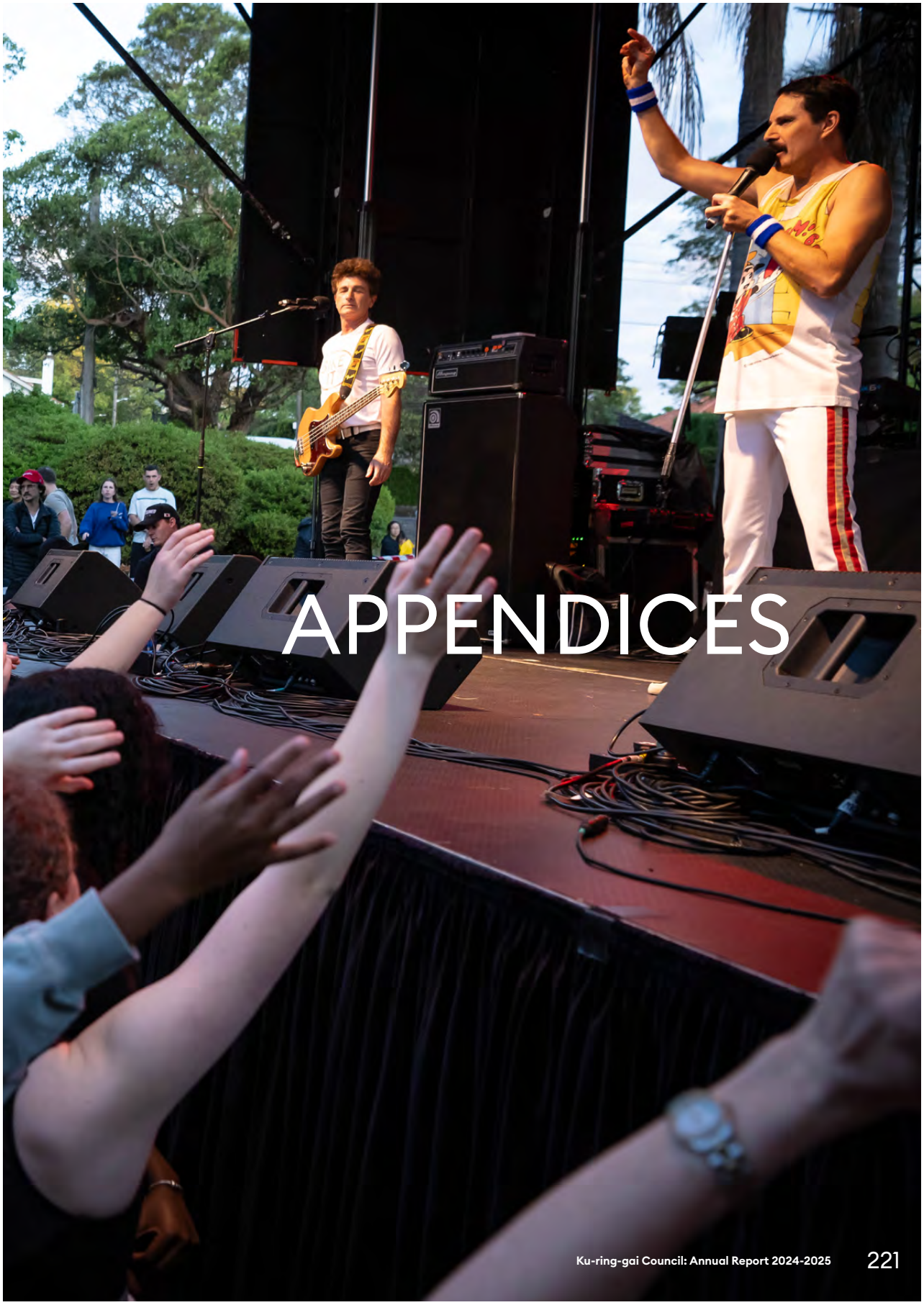
Figure 48 Summary of the financial results from the Financial Statements 2024/25

Create Ku-ring-gai Celebrations 2025. Photographer: Nick Goryl

AUDITED FINANCIAL STATEMENTS

See separate document at www.krg.nsw.gov.au

Twilight Concert in the Park 2024.
Photographer: Wolter Peeters



APPENDICES

APPENDIX 1: COMMUNITY ENGAGEMENT AND COLLABORATION ACTIVITIES

Community engagement in 2024/25

Examples of community consultation and engagement undertaken during the 2024/25 year included the following:

Engagement*	Activities
Clanville Road at Trafalgar Avenue, Roseville - Proposed roundabout (July 2024)	• survey • letterbox drop • website advertising • your say website • engagement portal
Khartoum Lane, Gordon – proposed one-way/no entry (July 2024)	• survey • letterbox drop • website advertising • your say website • engagement portal
Tree Trail (July/August 2024)	• direct mail
Duff Street Nature Playground – phase 2 (July/August 2024)	• e-news and website advertising • social media • your say website • direct mail and emails • signage • engagement portal
Updated Bushland Illegal Dumping and Encroachment Policy (August/September 2024)	• e-news and website advertising • your say website
Updated Contaminated Land Policy (August/September 2024)	• e-news and website advertising • your say website
Draft Code of Meeting Practice (August/September 2024)	• e-news and website advertising • your say website
Revised draft Ku-ring-gai Council Planning Agreement Policy 2024 (September 2024)	• e-news and website advertising • your say website
Public Library Infrastructure Grant 2024/25 (September 2024)	• survey
Young people and the environment (September 2024)	• survey
Public EV Charging – site specific engagement (September/October 2024)	• your say website • social media • e-news and website advertising • survey • direct mail • site visits • business visits • engagement portal
Hawkesbury Nepean Coastal Management Plan – Stage 3 (September - November 2024)	• e-news and website advertising • social media • engagement portal • online information sessions • drop-in sessions
Major traffic proposal – roundabout at Bannockburn Road Turramurra (October 2024)	• your say website • e-news and website advertising • letterbox drop • survey

Engagement*	Activities
Multicultural Festival Survey (October 2024)	• e-news and website advertising • email
Youth Survey – Shape our future (October/November 2024)	• survey
Review of Children's and Adult's Programs at the Art Centre (October/November 2024)	• survey
New Community Strategic Plan - Phase 1 engagement (October 2024 to December 2024)	• e-news and website advertising • social media • survey • public workshops • business workshop • online discussion forum and ideas wall • pop up kiosks • engagement hub
Financial Statements and Auditor's Reports (November 2024)	• your say webpage • e-news and website advertising • social media
Braeside Street, Wahroonga upgrade (November/December 2024)	• direct mail
Housing scenarios (November/December 2024)	• public meetings and workshops • media releases • social media • e-news and website advertising • direct mail • engagement hub • representative survey • drop in sessions • signage
Draft Grants, Sponsorships, Donations and Environmental Rebates Policy (November/December 2024)	• e-news and website advertising • your say website
Eastern Road Neighbour Centre Streetscape Upgrade – Phase 3 (January/February 2025)	• your say webpage •e-news and website advertising • social media • survey • letterbox drop • business visits • onsite signage • direct mail • engagement portal
Fox Valley Road improvements (January/February 2025)	• direct mail
Narrang Reserve – Playground amendments (January/February 2025)	• direct mail • onsite signage
Dual Occupancy Housing (January/February 2025)	• e-news and website advertising • social media • your say website • engagement portal
Green Grid Strategy Phase 1 (February/March 2025)	• e-news and website advertising • social media • your say website • workshops
Affordable Housing Options Paper & Policy (February/March 2025)	• e-news and website advertising • social media • your say website
Mimosa Oval Playground Upgrade (February/March 2025)	• your say webpage • e-news and website advertising • social media • survey • letterbox drop • onsite signage • direct mail • onsite signage • engagement portal
Preferred housing scenario between Roseville and Gordon (March/April 2025)	• your say website • social media • e-news and website advertising • survey • drop-in sessions • engagement portal

Engagement*	Activities
Ibbitson Park Play space upgrade - Phase 2 (April/May 2025)	• your say website • social media • e-news and website advertising • survey • direct mail • letterbox drop • on site signage • engagement portal
TOD preferred scenarios - Phase 2 (March/April 2025)	• survey • engagement hub • direct mail • e-news and website advertising • social media • flyers
Halcyon Avenue, Larbert & Chilton Parade – road improvements (April/May 2025)	• engagement hub • direct mail • your say website
Special Rate Variation – community panels/focus groups (May 2025)	• focus groups
Roseville Park Upgrade - Phase 1 (May 2025)	• survey • your say website • direct mail • e-news and website advertising • social media • on-site signage • engagement portal
Community Strategic Plan. - Phase 2 (April/May 2025)	• your say website • social media • e-news and website advertising • engagement hub • survey and poll • direct mail • media release
Wahroonga Road Improvements (April/May 2025)	• your say website • direct mail • e-news and website advertising • social media • engagement portal
Bushfire Management Policy (May 2025)	• e-news and website advertising
Street Tree Planting Pilot 2025 (May/June 2025)	• direct mail • leaflet
Stormwater system upgrade - Redleaf and Railway Ave Wahroonga (May/June 2025)	• your say website • social media • e-news and website advertising • engagement hub
Queen Elizabeth Reserve Playspace Upgrade (June 2025)	• your say website • social media • e-news and website advertising • engagement hub • onsite signage • direct mail
Major Traffic Proposal - Eastern Rd Shops Upgrade & HPAA (June 2025)	• your say website • social media • e-news and website advertising • engagement hub • survey • direct mail to residents and businesses • engagement hub
Railway Avenue – drainage upgrade (June 2025)	• direct mail • e-news and website advertising

Engagement*	Activities
A range of ongoing localised consultation activities in areas such as minor traffic amendments, infrastructure upgrades and tree works including: **Footpath upgrades** (July/August 2024) • Calvert Avenue, Killara • Wallalong Crescent, West Pymble • Grayling Road, West Pymble • Allambie Avenue, East Lindfield • Crana Avenue, East Lindfield • Collins Road, St Ives Chase • Crown Road, Pymble • Hampden Avenue, Wahroonga • Nulla Nulla Street, Turramurra • Eustace Parade, Killara **Minor traffic proposals** (July 2024 - June 2025) • Grosvenor Road, Lindfield • Tryon Place, Lindfield • Woodbury Road, St Ives • Torokina Avenue, St Ives • Cecil Street, Gordon • Waterhouse Avenue, St Ives • Turra Street, South Turramurra • Rosedale Road at Edward Street, Gordon • Kintore Street, Wahroonga • Bannockburn Road, Turramurra • Shirley Road, Roseville • Kylie Avenue, Killara • Howard Street, Lindfield • Bobbin Head Road, Turramurra • Richmond Avenue, St Ives • Hunter Avenue, St Ives • Telegraph Road, Pymble • Muddies Road, St Ives • Robert Street, Gordon • Margaret Street, Roseville • Eastern Road, Turramurra • Fox Valley Road, Wahrooonga • Shinfield Avenue, St Ives • Turramurra Avenue, Turramurra • Nelson Road, Lindfield • Valley Park Crescent, North Turramurra • Sydney Road, East Lindfield • Cleveland Street, Wahroonga • Earl Street, Roseville • Park Avenue, Roseville • Kinlore Street, Wahroonga • Martin Lane, Roseville • Robert Street, Gordon • Shirley Road, Roseville • Cadow Street, Pymble • Rosedale Road, Gordon • Woodlands Road, Pymble • Eton Road, Lindfield • Drovers Way, Lindfield	• survey • letterbox drop • website advertising • your say website • engagement hub • social media

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

Collaboration activities in 2024/25

The following table shows how Council is collaborating with different stakeholders in the community.

Stakeholder	How Council collaborate with stakeholders
Residents and property owners	• seek direct inputs through workshops and surveys • participation on community reference or advisory committees • facilitate education and community connection eg Bushfire Expo, StreetMeets • regular Council communications
Business community (local businesses, industry and business groups eg: Chambers of Commerce)	• seek direct inputs through workshops and surveys • facilitate local programs with the Office of the NSW Small Business Commissioner and NSW Business Chamber • work with local Chambers of Commerce, surrounding councils and the CSIRO • support businesses to deliver events • sponsorship of local events and markets and an annual sponsorship program • facilitate business and economic development workshops and events • support an online business engagement portal including a discussion forum, surveys and issue communication
Community organisations and groups (eg: churches, neighbourhood associations, environmental groups)	• coordinate volunteer Bushcare/Parkcare/ Streetcare/Trailcare/Streamwatch groups and community gardeners • work with groups to deliver annual events • offer community small grants programs • promote and support volunteering • host regular issues/needs forums • host special events and regional forums • environmental research partnerships with tertiary institutions
Sporting organisations and clubs	• formal and informal partnerships for the delivery of improvements to facilities and grounds • shared responsibilities • assist and facilitate grant funding applications • joint funding of improvements to facilities • host an annual sports forum for local sporting groups and associations, agency representatives and Council • agreements on usage of Council sporting facilities for training and competitions • host regional forums

Stakeholder	How Council collaborate with stakeholders
Non-government organisations (including those supporting special needs and culturally and linguistically diverse (CALD) groups)	• planning workshops and forums • partnerships and support to deliver events • assist grant funding applications for support services • promote and support volunteering • work with agencies to deliver services and seek grant funding • offer annual community grants program • regular communications
Universities, tertiary institutions, research groups	• joint research partnerships • participation in research projects
Schools, preschools and childcare centres	• agreements and hiring of Council sporting facilities for training and competitions • regular communications • participation in research projects
Visitors to the local area	• surveys of visitors at locations and events
Government organisations (neighbouring councils, Northern Sydney Regional Organisation of Councils (NSROC), state government, emergency services including NSW Police, State Emergency Services and Rural Fire Service)	• formal agreements for the joint delivery of services or capital works program • shared services with other local councils • joint contracts with other councils for the delivery of services • representation on external government/agency committees • involvement in north district regional forums including NSROC
Internal stakeholders (Councillors and staff)	• host briefing sessions and workshops
Elected representatives (Local, state and federal members)	• host briefing sessions on current matters • regular communications
Media	• regular media releases and communications

APPENDIX 2: ATTESTATION

Internal audit and risk management attestation statement for the FY 25 financial year for Ku-ring-gai Council

I am of the opinion that Ku-ring-gai Council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, risk and improvement committee

	Requirement	Compliance
1.	Ku-ring-gai Council has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (section 428A of the *Local Government Act 1993*, section 216C of the *Local Government (General) Regulation 2021)*.	compliant
2.	The chairperson and all members of Ku-ring-gai Council's audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the *Local Government (General) Regulation 2021* and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the *Local Government (General) Regulation 2021*).	compliant
3.	Ku-ring-gai Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the *Local Government (General) Regulation 2021*).	compliant
4.	Ku-ring-gai Council provides the audit, risk and improvement committee with direct and unrestricted access to the general manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the *Local Government (General) Regulation 2021*).	compliant
5.	Ku-ring-gai Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's *Guidelines for Risk Management and Internal Audit for Local Government in NSW*).	compliant
6.	Ku-ring-gai Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the *Local Government Act 1993* reviewed during that term (Core requirement 1 of the Office of Local Government's	compliant – date of last annual and strategic assessment provided by ARIC was December 2024

	Guidelines for Risk Management and Internal Audit for Local Government in NSW).	
7.	The governing body of Ku-ring-gai Council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's *Guidelines for Risk Management and Internal Audit for Local Government in NSW*).	compliant – date of last review by council was May 2025

Membership

The chairperson and membership of the audit, risk and improvement committee are:

Chairperson	Mr Brian Hrnjak	2 March 2025 [start term date]	1 March 2027 [finish term date]
Independent member	Mr Michael Ellacott	2 March 2025 [start term date]	1 March 2026 [finish term date]
Independent member	Mr Phu Nguyen	1 July 2024 [start term date]	30 June 2028 [finish term date]
Councillor member	Councillor Alex Taylor	8 October 2024 [start term date]	7 October 2028 [finish term date]
Alternate councillor member	Councillor Kim Wheatley	8 October 2024 [start term date]	7 October 2028 [finish term date]

Risk Management

	Requirement	Compliance
8.	Ku-ring-gai Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Ku-ring-gai Council's risks (section 216S of the *Local Government (General) Regulation 2021*).	compliant
9.	Ku-ring-gai Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the *Local Government (General) Regulation 2021*).	compliant – last strategic assessment provided in December 2024

Internal Audit

	Requirement	Compliance
10.	Ku-ring-gai Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the *Local Government (General) Regulation 2021).*	compliant
11.	Ku-ring-gai Council's internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections 216M, 216P and 216R of the *Local Government (General) Regulation 2021).*	compliant

	Requirement	Compliance
12.	Ku-ring-gai Council's internal audit function is independent and internal audit activities are not subject to direction by the Ku-ring-gai Council (section 216P of the *Local Government (General) Regulation 2021*).	compliant
13.	Ku-ring-gai Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the *Local Government (General) Regulation 2021*).	compliant
14.	Ku-ring-gai Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Ku-ring-gai Council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the *Local Government (General) Regulation 2021*).	compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's *Guidelines for Risk Management and Internal Audit for Local Government in NSW*).	compliant
16.	Ku-ring-gai Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the *Local Government (General) Regulation 2021*).	compliant
17.	Ku-ring-gai Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's *Guidelines for Risk Management and Internal Audit for Local Government in NSW*).	compliant
18.	Ku-ring-gai Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the *Local Government (General) Regulation 2021*).	compliant - last strategic assessment provided in December 2024

These processes, including the alternative measures implemented, demonstrate that Ku-ring-gai Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Ku-ring-gai Council.

David Marshall
David Marshall (Jun 19, 2025 16:03 GMT+10)

David Marshall

General Manager

Domestic Violence Remembrance Day, 2025. Photographer: Nick Goryl

CONTACT US

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

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Online chat
Go to our online chat at krg.nsw.gov.au
8.30am - 5.00pm (AEST), Monday - Friday

Website
krg.nsw.gov.au

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OUTDOOR LIGHTING POLICY - PUBLIC EXHIBITION

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To seek endorsement for the draft *Outdoor Lighting Policy* (Controlled Document No. 238) to be placed on public exhibition.
BACKGROUND:	The Policy was initiated following Mayoral Minute MM.1 – Development of a Lighting Policy for Ku-ring-gai (20 May 2025), responding to community concern about the impacts of artificial lighting on the environment, amenity and night-sky visibility.

COMMENTS:	The Policy provides a principle-based framework for outdoor lighting on Council-managed land, balancing safety, amenity, energy efficiency and environmental protection. It is informed by Australian Standards and the *Five Principles for Responsible Outdoor Lighting* (DarkSky International 2023).
RECOMMENDATION:	That the draft *Outdoor Lighting Policy* (Controlled Document No. 238) be placed on public exhibition for a minimum period of 28 days to invite community feedback. That, following the public exhibition: a. If submissions are received that necessitate material amendments, a revised Policy be reported back to Council for adoption; or b. If no significant amendments are required, the Policy be adopted as exhibited.

PURPOSE OF REPORT

To seek endorsement for the draft *Outdoor Lighting Policy* (Controlled Document No. 238) to be placed on public exhibition.

BACKGROUND

Council's "Dark Skies" event in April 2025 highlighted widespread community concern about the environmental, health and amenity impacts of artificial light.

In response, Mayoral Minute MM.1 – Development of a Lighting Policy for Ku-ring-gai (adopted 20 May 2025) resolved that Council:

- prepare a lighting policy addressing relevant Australian and international standards (*AS 2560*, *AS/NZS 4282:2019*, Dark Sky International Luminaires Program)
- consider impacts on amenity, public safety, biodiversity and night-sky visibility
- provide guidance for both public infrastructure and private development; and
- include input from stakeholders and experts, reporting a draft Policy to Council for exhibition.

The draft policy fulfils this resolution, providing a principle-based framework that aligns safety and functionality with environmental and cultural stewardship.

COMMENTS

The draft *Outdoor Lighting Policy* establishes a principle-based framework to guide the planning, design, installation, operation and maintenance of outdoor lighting on Council-managed land. It seeks to balance community safety and accessibility with environmental protection, energy efficiency and the enhancement of Ku-ring-gai's distinctive night-time character.

The policy is underpinned by the internationally recognised Five Principles for Responsible Outdoor Lighting (DarkSky International, 2023), which promotes lighting that is *useful, targeted, low intensity, controlled,* and *warm in colour.* These principles provide flexibility for application across different lighting contexts while maintaining environmental integrity and compliance with best practice.

The policy aligns with AS/NZS 1158 Road Lighting and AS/NZS 4282:2019 Control of the Obtrusive Effects of Outdoor Lighting, integrates emerging smart-lighting technologies, and supports Council's broader sustainability strategies, including the *Net Zero Plan* and *Urban Forest Strategy.*

In practice, the Policy delivers:

- guiding principles for responsible lighting on Council-managed land
- a focus on useful, targeted, low-intensity, controlled and warm-colour lighting
- consistency with Australian standards and contemporary lighting practice
- opportunities for energy and cost savings through intelligent controls; and
- enhanced liveability and visual character of public spaces after dark.

By adopting a principle-based rather than prescriptive approach, the Policy encourages innovation and context-sensitive design solutions while maintaining clear governance, accountability and alignment with Council's sustainability objectives.

INTEGRATED PLANNING AND REPORTING

Natural environment.

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
Outcome 1: Our unique natural environment is protected and enhanced.	Support environmentally responsible design and management of Council assets to minimise environmental impacts and improve liveability.	Implement policies and standards that promote sustainable and efficient management of outdoor lighting on Council land and infrastructure.

GOVERNANCE MATTERS

This is a new controlled document (No. 238) to be registered in Council's Controlled Document Register.

The Manager Environment and Sustainability will maintain and review the Policy in consultation with Governance and Infrastructure, with a review period of four years unless otherwise required by legislative or strategic changes.

RISK IMPLICATION STATEMENT

Adoption of the *Outdoor Lighting Policy* will reduce operational, environmental and reputational risks by establishing consistent principles for outdoor lighting design and management that comply with relevant standards and community expectations. Associated risks are within Council's risk appetite.

FINANCIAL CONSIDERATIONS

Implementation of the Policy will be undertaken through existing operational and capital works budgets. No additional funding is required at this stage.

SUMMARY

The draft Outdoor Lighting Policy provides a coordinated, principle-based framework for the responsible design, installation, operation and maintenance of outdoor lighting across Council-managed land. Developed in response to Mayoral Minute MM.1 – Development of a Lighting Policy for Ku-ring-gai (20 May 2025), the Policy addresses community concerns regarding the environmental, health and amenity impacts of artificial light.

The Policy promotes a balanced approach to lighting that ensures public safety, accessibility and visual amenity, while minimising light pollution, energy waste and ecological disruption. It is guided by the internationally recognised Five Principles for Responsible Outdoor Lighting (DarkSky International 2023), which advocate for lighting that is useful, targeted, low intensity, controlled and warm in colour.

The Policy promotes the use of best practice and smart-lighting technologies to improve efficiency and reduce operating costs. It also supports key Council strategies, ensuring consistency across environmental and asset management frameworks.

By establishing clear design and management principles, the Policy enhances night-time liveability, protects biodiversity and residential amenity, and reinforces Council's commitment to sustainable infrastructure and responsible governance.

RECOMMENDATION:

That the draft *Outdoor Lighting Policy* (Controlled Document No. 238) be placed on public exhibition for a minimum period of 28 days to invite community feedback.

That, following the public exhibition:

a. If submissions are received that necessitate material amendments, a revised Policy be reported back to Council for adoption; or

b. If no significant amendments are required, the Policy be adopted as exhibited.

Jacob Sife
Manager Environment and Sustainability

Andrew Watson
Director Strategy & Environment

Attachments: A1⇩ Draft - Outdoor Lighting Policy 2025/279181

Ku-ring-gai Council

Draft Policy

Press F11 to enter the Policy Name

Version Number	press F11 to enter Version No
Adopted:	press F11 to enter Adoption date
Effective:	press F11 to enter Effective date

(Enter policy name here)

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Policy Statement ..... Error! Bookmark not defined.
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DRAFT

Controlled Document Information

Authorisation details

This is a Controlled Document. Before using this document check it is the latest version by referring to Council's Controlled Document Register. Unless otherwise indicated, printed or downloaded versions of this document are uncontrolled.			
Controlled Document Number:	(enter unique Controlled Document Number)	**TRIM Record No:**	(enter TRIM record number)
Controlled Document Type:	Policy		
Controlled Document Name:	(enter the name of the policy)		
Version Number:	(enter the version number of the policy)		
Department:	(enter the name of the Council Department responsible for this document)		
Distribution:	(select between Internal, External or Internal and External)		
Review Period: **Max < 4 years**	(enter the review period for this policy with a maximum of 4 years)	**Next Review Date:**	(enter the date for the next scheduled review based on the selected review period)
Document Status:	(select from Draft, Approved, Superceded or Cancelled		
Approval Type:	(select between Adopted by Council or Internal		
Version Start Date:	(enter the date that this version was approved and the policy takes effect. This will generally be the day after it is adopted by Council)	**Version End Date:**	(if applicable enter the date that this version was superceded or cancelled)

Related document information, standards and references

Related Legislation:	(list the relevant legislation regarding the policy e.g. the Local Government Act 1993 Sections X Local Government (General) Regulation 2005	(enter in this section any details of which parts of the legislation is directly reflected in the policy)
Related Policies (Council & Internal)	(list any other Council policies that relates to this policy e.g. Gifts and Benefits Policy	(enter in this section any details of how the contents of another policy relate to this policy)
Related Documents - Procedures, Guidelines, Forms, WHS Modules/PCD's, Risk Assessments, Work Method Statements, etc	(list any other Council documents (plans, procedures, guidelines, forms, etc) relate to the policy) e.g. Council's procedures for the receipt of gifts and benefits	(enter in this section any details of how the contents of these documents relate to this policy)
Other References	(list any related reference information that does not fit into the previous categories) e.g. DLG's Model Code of Conduct	(enter in this section any details of how the contents of these references relate to this policy)

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Version history

Version Number	Version Start Date	Version End Date	Author	Details and Comments
1	(date version comes into effect)	(date version ceased to be in effect)	(name of Council officer who authors the policy)	(first version)
2	(date version comes into effect)	(date version ceased to be in effect)	(name of Council officer who authors the policy)	(list the key differences between this version and the last version)

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Introduction

Outdoor lighting plays an essential role in supporting the safety, accessibility and amenity of Ku-ring-gai's public spaces. When well-designed and fit for purpose, lighting helps people feel safe, supports visibility, and encourages community activity after dark. However, excessive or poorly designed lighting can undermine these outcomes—contributing to light pollution, increasing energy use, impacting residential amenity, and disrupting biodiversity and human health.

Artificial lighting can also affect the behaviour of fauna and invertebrates, influencing movement, foraging and access to habitat resources.

This policy provides a principles-based framework for the responsible planning, design and management of outdoor lighting on Council-owned land. It draws on leading Australian and international standards to minimise light spill, improve energy performance, encourage night-time community activity, and preserve Ku-ring-gai's unique natural and urban environments, including our night skies.

Objectives

This policy outlines a consistent and best-practice approach to the design, approval and management of outdoor lighting across Ku-ring-gai. It seeks to balance the functional benefits of lighting—such as visibility, safety, access and aesthetics—with the need to protect biodiversity, reduce energy use, and preserve community amenity and connection to the night sky.

Specifically, the objectives of this policy are to:

- Provide safe and appropriate levels of lighting on Council-managed land;
- Avoid excessive lighting and its associated impacts through fit-for-purpose design;
- Minimise light pollution and preserve Ku-ring-gai's natural night sky visibility;
- Reduce adverse impacts of artificial light on human health and wellbeing;
- Reduce adverse impacts on local biodiversity, especially nocturnal wildlife;
- Enhance public amenity and contribute to the Ku-ring-gai night-time economy through intelligent, site-sensitive lighting design;
- Improve energy efficiency and asset performance through appropriate luminaire selection, shielding and control strategies;
- Support education, leadership and continuous improvement in lighting design and management;
- Provide a consistent framework for assessing outdoor lighting proposals across Council and the community;
- Encourage best-practice lighting design in private development, where appropriate.

While this policy applies directly to Council-owned assets, it may be used as a reference for best practice in private developments. It is not a statutory control under the Environmental Planning and Assessment Act.

Scope

This policy applies to all new and upgraded outdoor lighting:

- Installed, managed or operated on Council-owned or managed land, including roads, pathways, parks, car parks, sportsgrounds, public buildings and other open space infrastructure; and
- Installed or used by hirers, lessees or contractors on Council land and assets.

It may also be used as a non-statutory reference guide for private developments and public submissions; however, it does not form a formal control under the Environmental Planning and Assessment Act 1979.

The policy does not apply to indoor lighting or to emergency lighting where required by legislation.

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Responsibilities

Responsibilities

Stakeholder	*Responsibilities*
Councillors	*Adopt and support implementation of this policy.*
General Manager and Directors	*Ensure the policy is communicated and supported across relevant divisions.*
Managers	*Apply this policy when planning, reviewing or upgrading Council assets.*
All Staff and Contractors	*Provide expert guidance on lighting impacts, standards, and environmental outcomes.* *Ensure lighting upgrades and maintenance align with this policy. Minimise overspill.*

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Policy statement

Policy Statement

Council is committed to the responsible use of artificial lighting to improve safety, reduce energy use and protect the urban and natural environment.

All new or upgraded outdoor lighting on Council-managed land must:

- Serve a clearly defined purpose (e.g. public safety, navigation, task illumination);
- Avoid over-lighting by using only the minimum light level necessary for the intended function;
- Be fully shielded and directionally controlled to prevent upward or lateral light spill;
- Use warm-spectrum LEDs (≤ 3,000 K) to reduce ecological and human health impacts, and where accurate colour perception is important (e.g. hubs, or pedestrian areas), select luminaires with a colour-rendering index (CRI) of at least 80;
- Incorporate adaptive control strategies, such as timers, sensors, dimming, trimming, and constant light output controls;
- Comply with relevant Australian Standards and wherever feasible exceed them, drawing on global best practice;
- Consider biodiversity and heritage values through site-specific lighting assessments;
- Use DarkSky principles wherever appropriate or practical, provided this does not compromise site safety or regulatory compliance..

Council will identify and promote demonstration sites showcasing best-practice lighting—including sportsgrounds, parks, public domain, community hubs, and bushland edges—and encourage a shift to smarter, cleaner and more respectful lighting designs across the community.

Guidelines and procedures

Design Principles

Council adopts the following best-practice lighting design principles, based on the National Light Pollution Guidelines for Wildlife, DarkSky International, and leading public land managers:

- Justify the need for light – Install lighting only where required for a functional purpose. Consider non-lighting alternatives such as reflectors or luminous paint.
- Target the light – Use directional, shielded luminaires to minimise light spill, glare and sky glow. Avoid illuminating unnecessary areas such as tree canopies, roadsides or bushland.
- Control when light is used – Incorporate timers, motion sensors, cloud-based control systems and scheduling to limit light to periods of actual use. Where appropriate, implement curfews or dimming schedules to reduce after-hours lighting.
- Minimise light intensity – Use the lowest brightness level required. Brighter light does not always equate to safer light. Avoid excessive numbers of fixtures—use no more lights than needed.
- Use warm-spectrum light – Prefer luminaires ≤ 3,000 K to reduce blue-light content.
- Consider colour rendering – Where accurate colour perception is important, select lighting with a colour-rendering index (CRI) of ≥ 80.

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- Ensure lighting uniformity – Avoid stark contrast between brightly lit and poorly lit areas that can reduce perceived safety.
- Prioritise efficiency and maintenance – Select long-lasting, low-wattage luminaires with constant-light-output control, good luminous efficacy and low maintenance needs.
- Plan site-specific solutions – Design lighting around what the site is intended to achieve—consider function, desired atmosphere, access routes, congregation areas, heritage and environmental sensitivity.

Application to Council Assets

Lighting on Council-managed land must comply with all relevant standards, including:

Setting	Standard
Roads and Public Spaces	AS 1158 – Lighting for Roads and Public Spaces (updated 2024, including V and P categories for LEDs).
Sportsfields	AS *2560 – Sports Lighting* (2021 edition). Community-level sports should use the lowest required lighting level, with switching systems for partial illumination.
Emergency / Egress Lighting	AS 2293 – Emergency Escape Lighting and Exit Signs (2019).
Obtrusive Light Control	AS/NZS 4282:2023 – Control of Obtrusive Effects of Outdoor Lighting. Required near all residential or environmentally sensitive areas.
Maintenance and Network Design	Ausgrid NS119 – Public Lighting Design & Construction (Rev. 6). Note changes to LED substitution, roundabout criteria and new 'control cell' terminology.

Where required, obtain installation certification confirming compliance with the applicable Australian Standards.

Application to Private Development

This policy is not binding on private development but may be used as a reference to promote best practice. Proponents of lighting-intensive developments—such as sports facilities, signage, or commercial sites—are encouraged to:

- Submit lighting designs prepared by qualified professionals.
- Demonstrate alignment with the principles of this policy and the standards listed above.
- Undertake biodiversity risk assessments if adjacent to sensitive areas, including threatened species habitat.
- Use warm-spectrum (≤ 3,000K), shielded fixtures and adaptive controls wherever feasible.
- Avoid excessive lighting of façades or vegetation unless necessary for wayfinding or safety.

Hirers, lessees and other users of Council facilities must also ensure that temporary or event lighting complies with this policy and relevant Australian Standards.

Commitment to Best Practice and Innovation

Council will continue to engage with leaders in lighting design, environmental management and urban planning to improve policy delivery and implementation. This includes:

- Seeking external partnerships and expertise;
- Participating in trials or case studies of smart-lighting systems and best practice;
- Monitoring international and Australian research; and
- Advocating for stronger standards and recognition programs (e.g. *Urban Night Sky Places*), ensuring that any advocacy considers existing and future site uses.

Related Documents and References

Environmental Planning and Assessment Act 1979 (NSW)
Local Government Act 1993 (NSW)
AS/NZS 4282: 2023 – Control of the Obtrusive Effects of Outdoor Lighting
AS 1158 – Lighting for Roads and Public Spaces
AS 2560 – Sports Lighting
AS 2293 – Emergency Lighting and Exit Signs
Ausgrid NS119 – Public Lighting Design and Construction (Rev 6, 2025)
National Light Pollution Guidelines for Wildlife (2020)
Ku-ring-gai Council Public Domain Plans and *Development Control Plan (DCP)*

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Review

This policy will be reviewed at least every four years, or sooner if required due to legislative changes, updated Australian Standards or emerging best practice.

Definitions

Term	***Definition***
ALAN	*Artificial Light at Night. Human-made outdoor lighting used after dark.*
Light Pollution	*Unwanted or excessive artificial light (e.g. sky glow, glare, spill).*
Obtrusive Light	*Light that intrudes into unintended areas or disturbs ecological settings.*
Warm-spectrum LED	*LEDs ≤ 3,000 Kelvin, which emit less blue light and have lower ecological risk.*
Adaptive Controls	*Smart systems like timers, motion sensors or dimmers to reduce over-lighting.*
Shielded Luminaire	*A light fixture that blocks upward and lateral light, focusing it downward.*
DarkSky	*A design approach promoting minimal, targeted, and time-limited lighting.*

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RFT11-2025 - MANAGEMENT AND OPERATION OF ST IVES HIGH SCHOOL SPORTS CENTRE

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To consider tenders received for RFT11-2025 Management and Operation of Ives High School Sports Centre.
BACKGROUND:	Council has a fifty-year licence to use the four indoor court complex at St Ives High School. It is proposed to appoint a Supplier to undertake the operation and management of the St Ives High School Sports Centre on behalf of Council. Tender documents were released through Tenderlink on 9 September 2025 and closed on the 30 September 2025. The nature of the opportunity Council tendered was an initial three (3) years (Fee for Service Contract), following which Council, at its discretion can opt to change to a Lump Sum Contract for a further seven (7) year option.
COMMENTS:	Council received four Tender submissions. All tender submissions were compliant and evaluated by the evaluation committee. The tenders were assessed using agreed criteria which identified the best value for money to Council.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	In accordance with Section 55 of the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*, it is recommended Council reject all tenders and negotiate in the first instance with Tenderer A.

PURPOSE OF REPORT

To consider tenders received for RFT11-2025 Management and Operation of Ives High School Sports Centre.

BACKGROUND

Council has a fifty-year licence to use the four indoor court complex at St Ives High School.

It is proposed to appoint a Supplier to undertake the operation and management of the St Ives High School Sports Centre on behalf of Council.

Tender documents were released through Tenderlink on 9 September 2025 and closed on the 30 September 2025.

The nature of the opportunity Council tendered was an initial three (3) years (Fee for Service Contract), following which Council, at its discretion can opt to change to a Lump Sum Contract for a further seven (7) year option.

A number of clarifications have been sought from all tenderers.

COMMENTS

A Tender Evaluation Committee (TEC) was formed to assess tenders received.

The TEC comprised:

- Otium Planning Group Pty Ltd (TEC Co-Ordinator and adviser - non-voting member)
- Council's Director Strategy and Environment (TEC Chair)
- Council's Manager Assets and Technical Services
- Council's Coordinator Open Space Recreational and Building Assets
- SINSW Asset Activations Team representative; and
- Council's Procurement Adviser (Corporate Department) as an independent observer and non-voting member.

The TEC met on 9 and 22 October 2025.

Otium Planning Group Pty Ltd (Otium) have been involved with this project since 2018, having been initially engaged by Council to prepare the *St Ives High School Indoor Sports Centre Feasibility Study*. This work was then revised and updated in 2021 to reflect increased project capital costs and post Covid market conditions, among other things.

In early 2025 Otium were re-engaged by Council to provide "Facility Operator Support Services" including, among other things, assistance with the preparation of tender documentation including an Operator Agreement which formed part of the tender package and development of returnable schedules including evaluation criteria.

Otium's engagement extended to coordinating and assessing tender submissions, seeking tender clarifications, and coordinating, supporting, and advising the TEC.

Otium's commission was extended to include an Expression of Interest process for prospective users of the facility. While the results of this EoI process were not available as of the initial tender process, they were made available to all Tenderers as part of the tender clarification process.

For reference, Otium is a leading Australian specialist in sport and recreation planning and management.

Four (4) tender submissions were received and recorded in accordance with Council's tendering policy (refer to Confidential Attachment A1).

At the conclusion of the tender evaluation, Tenderer A was identified as providing the best value for money to Council, though there are a number of matters to be further resolved with Tenderer A before an Operator Agreement is entered into.

INTEGRATED PLANNING AND REPORTING

Outcome 3: Infrastructure and assets support community needs

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
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.	A3.2: Usage of existing community buildings and facilities is optimised	A3.2.4: Develop and implement the St Ives High School Indoor Multipurpose Sports Facility management contract to maximise utilisation of this facility. *Responsible: Manager Assets and Technical Services*

GOVERNANCE MATTERS

Tender documents were prepared and released through Tenderlink on 9 September 2025 and closed on the 30 September 2025. At the close of tender, four (4) tenders were received.

All submissions were recorded in accordance with Council's tendering policy.

A Tender Evaluation Committee was formed to assess the tenders received. The evaluation considered:

- Conformity of submission.
- Fee for service.
- Capacity, capability with suitably qualified staff.
- Experience.
- Work Health and Safety (WHS) and Risk Management.
- Environmental; and
- Performance and Financial Assessment.

Attachments to this report are:

- Confidential Attachment A1 – List of tenders received.
- Confidential Attachment A2 – Tender Price.
- Confidential Attachment A3 – Financial Assessment Matrix
- Confidential Attachment A4 – Tender Evaluation Report and recommendation.

The attachments are confidential in accordance with Section 10A (2)(d)(iii) of the Local Government Act as they are considered to contain commercial in confidence information.

RISK IMPLICATION STATEMENT

The most significant risks arising from this project relate to the construction phase. These risks, and the major risks arising from operation of the facility, were addressed in the project risk matrix presented to Council at project inception. As much as possible, risk mitigations were built into the project Deed and Licence, and more recently in the Operator Agreement and the tender evaluation plan and evaluation process.

There are a number of potential risks arising from the recommendations of this report. The capability and capacity of attendees; their ability to comply with work health and safety; working with children; and modern slavery obligations are part of the conformity assessment for tender evaluation. All tenderers demonstrated they were able to comply with these obligations.

FINANCIAL CONSIDERATIONS

At the time of writing independent financial scorecard assessment had been commissioned for Tenderers A and B. These assessments have not yet been received for Tenderer A.

Because this tender is a fee for service model for at least the first three years of operation, it is in Council's best interests to actively manage and engage with the operator within the terms of the Operator Agreement, the Operational Management Plan, and the Licence Agreement.

In all respects, the Net return to Council reflected in Confidential Attachment A2 is determined by the income and expenses detailed in Confidential Attachment A3. A number of these items, if managed properly, will lead to a better return for Council.

SOCIAL CONSIDERATIONS

On completion of the appointment of an operator to the sports centre the site will provide a facility that is in line with Council's Community Strategic Plan, *Our Ku-ring-gai Growing Together 2035* and the plans long term directions including recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.

ENVIRONMENTAL CONSIDERATIONS

Environmental considerations have been considered in project design and documentation of the DA.

COMMUNITY CONSULTATION

SINSW and the lead contractor have undertaken the ongoing communications with the community as is part of project delivery.

Statutory notification has also been carried out as part of the DA process.

Further consultation with sporting bodies and the intended future users has been undertaken. This process has informed the current tender process.

INTERNAL CONSULTATION

Consultation was undertaken with relevant departments. Otium presented their high-level findings to Council's GMD on 31 October 2025.

SUMMARY

Tender for RFT11-2025 Operator and Management – St Ives High School Sports Centre was released through Tenderlink on 9 September 2025 and closed on 30 September 2025. Four (4) compliant tenders were received.

All tenderers were recorded in accordance with Council's tendering policy. A Tender Evaluation Committee assessed the submissions.

At the conclusion of the tender evaluation, and for the reasons set out in Confidential Attachment A4, Tenderer A was identified as providing the best value for money to Council, though there are a number of matters to be further resolved with Tenderer A before an Operator Agreement is to be entered into. This will require Council to reject all Tenders and resolve to undertake exclusive negotiations with Tenderer A, with the objective of refining their proposal and agreeing to the terms of an Operator Agreement.

In the event exclusive negotiations with Tenderer A are unable to be concluded in Council's best interests with Tenderer A, negotiations with any person (whether or not the person was a tenderer) with a view to entering into an Operator Agreement would be carried out.

RECOMMENDATION:

That:

A. That Council notes and accepts the report of the Tender Evaluation Committee in relation to RFT11-2025 Management and Operation of St Ives High School Sports Centre.

B. As a result of considering the tenders submitted for the proposed RFT11-2025 Management and Operation of St Ives High School Sports Centre, and pursuant to Clause 178(1) of the *Local Government (General) Regulation 2021* ("the Regulation"), Council declines to accept any of the tenders.

C. That subject to receipt of a satisfactory Financial scorecard assessment, Council authorises the General Manager to undertake exclusive negotiations with Tenderer A, with the objective of refining their proposal and agreeing the terms of an Operator Agreement.

D. In the event exclusive negotiations with Tenderer A are unable to be concluded in Council's best interests, Council authorises the General Manager to undertake negotiations with any person (whether or not the person was a tenderer) with a view to entering into an Operator Agreement in relation to Management and Operation of St Ives High School Sports Centre.

E. That the General Manager or delegate be authorised to negotiate and execute any contract or other documentation required to give effect to this resolution.

F. The Mayor and General Manager be delegated authority to execute all tender documents on Council's behalf in relation to the contract.

G. The Seal of Council be affixed to all necessary documents.

H. All tenderers be advised of Council's decision in accordance with Clause 178 of the Local Government (General) Regulation 2021.

Andrew Watson
Director Strategy & Environment

Attachments:	A1	List of Tenders Received	*Confidential*
	A2	Tender Prices Received	*Confidential*
	A3	Financial Assessment	*Confidential*
	A4	Tender Evaluation Report	*Confidential*

HAWKESBURY NEPEAN COASTAL MANAGEMENT PROGRAM - STAGE 3 AND 4 UPDATE

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To present the Draft Hawkesbury Nepean River System Coastal Management Plan and seek endorsement from Council to place the Draft on public exhibition.
BACKGROUND:	The Hawkesbury Nepean River System CMP is being developed through a 5-stage process. It is now within Stage 4 of the process to prepare, exhibit, certify and adopt the CMP. The CMP draft document is now ready for Council's consideration for public exhibition.
COMMENTS:	The draft CMP identifies 150 management actions for the Hawkesbury Nepean River System. These actions are split into study-area wide collaborative actions and local council specific actions. The cost to Ku-ring-gai Council is $101,831 over 10-years.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report).	Council endorses the Draft Hawkesbury Nepean River System Coastal Management Plan for public exhibition.

PURPOSE OF REPORT

To present the Draft Hawkesbury Nepean River System Coastal Management Plan and seek endorsement from Council to place the Draft on public exhibition.

BACKGROUND

Under the NSW Coastal Reforms, future coastal management for the estuary/river system will take the form of a Coastal Management Program (CMP). The six councils that border the Hawkesbury River system have come to the agreement of partnering in the development of an integrated, whole of estuary CMP.

NSW Coastal Management Manual recommends that councils follow a five-stage risk management process for the preparation and implementation of a CMP (Figure 1).

The purpose of this CMP is to establish an integrated framework to support the coordinated management and ecologically sustainable development of the Hawkesbury-Nepean River system, to maintain and enhance its social, cultural, economic and environmental values.

A coalition of the six partnering Councils (Hornsby, Central Coast, Northern Beaches, Hawkesbury, The Hills and Ku-ring-gai) who jointly have management responsibilities for the Hawkesbury River was formed in 2018.

The long-term vision of the of the CMP is:

> *"To preserve and enhance the environmental, social, and economic values of the Hawkesbury-Nepean River system for current and future generations, and ensure its status as one of Australia's premier river systems".*

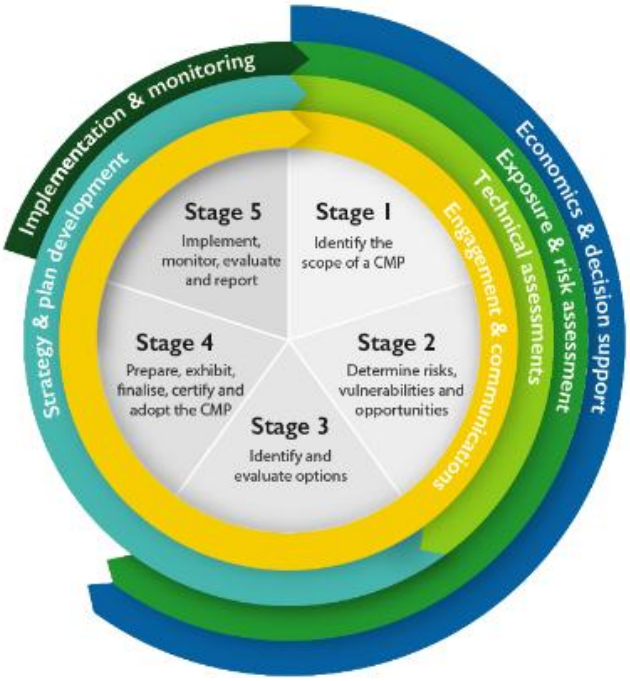

Figure 1: Coastal Management Program Process Diagram

Stage 1 of the Hawkesbury Nepean River System CMP was officially completed in April 2020 with the release of the Scoping Study that has reviewed the history of managing the river system, developed a shared understanding of the current situation, and identified the strategic path of the remaining CMP stages.

The goal of **Stage 2** was to address knowledge gaps that were identified in the Stage 1 Scoping Study. Stage 2 was finalised in March 2023 with the completion of five technical studies that you can learn more about below.

Stage 3 of the project is now complete, and has utilised information produced as part of Stages 1 and 2 to create a complete picture of estuarine processes and relevant management issues to inform the identification, evaluation and selection of appropriate management actions to guide the management of the river system over the next 10 years

In September - November 2024 a 10-week exhibition period was undertaken to gather community feedback on stage 3 of the HNCMP. This engagement represented one of the most extensive consultation efforts for a CMP in NSW, ensuring local values and priorities were embedded in the development of management options.

Stage 4 of the project is well underway with a draft CMP ready to be exhibited by all partner councils. The draft CMP was finalised following extensive stakeholder engagement and technical review. Feedback gathered through community engagement at Stage 3 of the CMP has been incorporated into the draft CMP. The CMP draft document is now ready for Council's consideration for public exhibition.

Upon finalisation, the CMP will be submitted to the Minister for Climate Change, Energy, the Environment and Water for certification. Once certified, the CMP actions will be eligible for funding under the NSW Coastal and Estuary Grants Program.

COMMENTS

The draft CMP identifies 150 management actions for the Hawkesbury Nepean River System with implementation planned over three phases in a 10-year window: (1) years-1 to 4, (2) years-5 to 8, and (3) years-9 and 10. Management actions are focused on water quality, ecosystem health, social and cultural values and coastal hazards. The estimated total cost of these actions is over 10-years is $77.36 million, with NSW Government agencies expected to contribute approximately $51.82 million (66% of the total cost). The draft CMP is included in Attachment A1.

Ku-ring-gai Council's financial contribution to the program is the least of all partner councils owing to the limited amount of foreshore and legally defined coastal zone in the Hawkesbury Nepean River System. More information on costs is reported in the Financial Considerations section.

The draft CMP is split into two primary components, (1) the Certifiable CMP: Coastal Action Plan, and (2) the Non-certifiable Catchment Companion as outlined in Figure 2. Actions are split into either local council implementation actions or study-area wide collaborative actions. Ku-ring-gai Council has no local implementation actions in the Certifiable CMP but will contribute to the study-area wide collaborative actions within the Certifiable CMP.

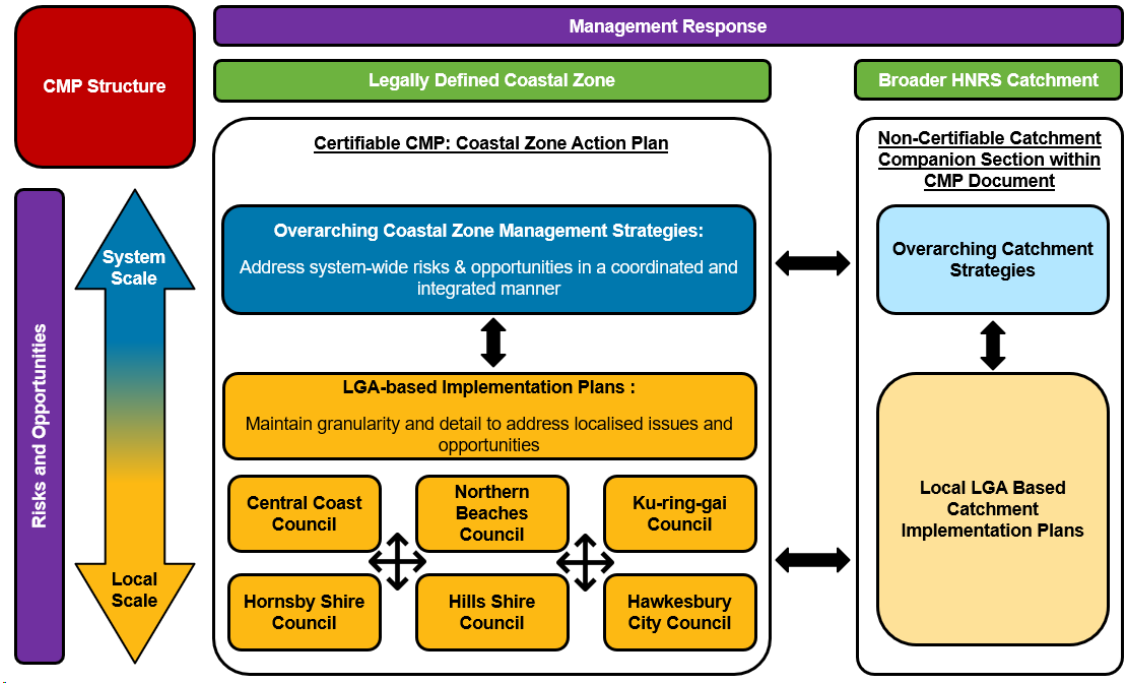

Figure 2: Hawkesbury Nepean River System CMP Structure

Of the 150 management actions, 30 are study-area wide collaborative actions in the Certifiable CMP covering the following themes:

- Planning, development and governance
  - CMP governance partnership
  - Update of stormwater management provisions

- Communications, engagement and education
  - CMP communications plan
  - Community engagement & education program
  - Marine compliance & education campaign

- Research and monitoring
  - HNRS Water quality monitoring - data aggregation and reporting
  - Work with local universities and research bodies to identify research priorities

- Social and cultural
  - Engage First Nations teams in bush regeneration works
  - Community education programs for Aboriginal cultural heritage

- Rehabilitation works
  - Riparian rehabilitation
  - Support Landcare networks

- Emergency response and recovery
  - Coastal Hazard Emergency Action Sub-Plan (CZEAS)
  - Riverbank erosion recovery works

In the Non-certifiable Catchment Companion Ku-ring-gai Council has three local implementation actions:

1. Support Community Engagement undertaken as part of the Ku-ring-gai Council – Water Sensitive City Strategy;
2. Prepare and implement a catchment study and management plan for the Cowan Creek catchment; and
3. Update the catchment studies for Ku-ring-gai Creek and Lovers Jump Creek

These actions form part of current, or previous, business-as-usual activities within the Water and Catchments Program.

All partner councils are now in the process of seeking their Council's approval to place the draft CMP on public exhibition. Most councils will be taking their draft CMP papers to Council Meetings in the final quarter of 2025. The endorsement of the draft CMP for public exhibition is the first step towards the formalising of the CMP, more information on the process can be found in Figure 3.

This CMP is unique in that it represents a collaborative effort between six councils, and as such, will require review, endorsement, and approval from each individual council - a process that presents both logistical and administrative challenges. The timeframe for the finalisation of the CMP is subject to change due to the challenge of co-ordination across partner councils.

Project Task		Planned Timeframe
	Each of the six Partner Councils will formally consider the draft CMP at a Council meeting. If endorsed, this allows the CMP to be placed on public exhibition.	Late 2025
	The draft CMP will be on public exhibition for six weeks, giving the community an opportunity to review the plan and provide feedback.	Late 2025 / Early 2026
	Community feedback will be carefully reviewed and used to refine and finalise the CMP.	Early 2026
	Key State Government agencies will be asked to provide formal letters of support for the finalised CMP, particularly for actions where they are identified as either the lead agency or a supporting partner.	Early 2026
	The CMP will be submitted to the NSW Government for formal certification under the *Coastal Management Act 2016*.	March 2026 Onwards
	Once certified, the CMP will provide a strong foundation to access funding through the NSW Coastal and Estuary Grants Program and support the delivery of on-ground projects that benefit communities across the catchment.	2026-2036

Figure 3: Timeline for finalising and delivering the CMP

GOVERNANCE MATTERS

Establishing a formal governance structure for management of the Hawkesbury Estuary moving forward is a key action of Coastal Management Program.

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 coastal management program has identified the estimated costs of each action and distributed commitments from each partner council according to the most relevant funding model relating to the action.

Ku-ring-gai's total commitments over the 10-year CMP period are $101,831. Further information on the costs is shown below in Figure 4 and Figure 5. Actions identified over this 10-year period can be funded through existing Catchment Management Operational funding.

Hawkesbury Nepean River System CMP | Stage 4		
Total Cost of Implementation	$	77,364,000
NSW Agency Contribution	$	51,826,000
Partner Councils Contribution	$	23,243,000
Certifiable CMP | 10-Year Period		
Certified CMP Total	$	75,069,000
Ku-ring-gai Council Total	$	41,831
Non-certified Catchment Companion | 10-Year Period		
Catchment Companion Total	$	2,295,000
Ku-ring-gai Council Total	$	60,000
Total Cost | 10-Year Period		
Total Cost to Ku-ring-gai Council	$	101,831

Figure 4: Breakdown of Ku-ring-gai's financial contributions to the Certifiable CMP and the Catchment Companion

Timeframe	Certifiable CMP Cost	Non-certified Catchment Companion
Years 1 to 4	$ 16,944	$ 50,000
Years 5 to 8	$ 13,333	$ 6,667
Years 9 to 10	$ 11,553	$ 3,333
Sub-Total	$ 41,831	$ 60,000
Total Cost	$	101,831

Figure 5: Timeframe for Ku-ring-gai's financial contributions to the Certifiable CMP and the Catchment Companion

It should be noted that the financial costs are significantly larger for the other partner councils in the CMP.

COMMUNITY CONSULTATION

Community consultation has been, and continues to be, an important component of the Hawkesbury Nepean River System CMP development.

The Stage 3 consultation was promoted to the Ku-ring-gai Community via Council's "Your Say" Page, with promotion on social media and the 2024 Sustainable Futures Day.

Stage 4 community consultation will include public exhibition of the draft CMP for 6 weeks giving the community the opportunity to review the plan and provide feedback. Community feedback will be reviewed and used to refine the final CMP.

Promotion of the exhibition period will include a social media campaign including reels and videos staring council officers across the partner organisations.

SUMMARY

The draft Hawkesbury Nepean River System CMP is ready for public exhibition across the partner councils. The draft CMP contains 150 management actions to be implemented over a 10-year timeframe. The cost to Ku-ring-gai Council is $101,831 over 10-years which fits within the Catchment Management Operational funding.

RECOMMENDATION:

A. Council endorses the Draft Hawkesbury Nepean River System Coastal Management Plan for public exhibition.

Amy Lennard
Water and Catchments Program Leader

Sophia Findlay
Natural Areas Team Leader

Jacob Sife
Manager Environment and Sustainability

Andrew Watson
Director Strategy & Environment

Attachments: A1⇩ 24050036_R05_V02_Stage4Report - DRAFT CMP v2 2025/367217

Draft Report

Hawkesbury-Nepean River System Coastal Management Program

HNRS CMP Steering Committee

2 October 2025

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Document Status

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Supported by

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Cover Image: Hawkesbury River at Crosslands. Source: Petra Holland

ACKNOWLEDGEMENT OF COUNTRY

The Board and employees of Water Technology acknowledge and respect the Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of Country throughout Australia. We specifically acknowledge the Traditional Custodians of the land on which our offices reside and where we undertake our work.

We respect the knowledge, skills and lived experiences of Aboriginal and Torres Strait Islander Peoples, who we continue to learn from and collaborate with. We also extend our respect to all First Nations Peoples, their cultures and to their Elders, past and present.

Artwork by Maurice Goolagong 2023. This piece was commissioned by Water Technology and visualises the important connections we have to water, and the cultural significance of journeys taken by traditional custodians of our land to meeting places, where communities connect with each other around waterways.

The symbolism in the artwork includes:

- *Seven circles representing each of the States and Territories in Australia where we do our work*
- *Blue dots between each circle representing the waterways that connect us*
- *The animals that rely on healthy waterways for their home*
- *Black and white dots representing all the different communities that we visit in our work*
- *Hands that are for the people we help on our journey*

Image Source: Robyn Green

EXECUTIVE SUMMARY

Overview of the CMP

The Hawkesbury-Nepean River System (HNRS) is one of the most significant river systems in New South Wales (NSW) and represents the largest estuary system in the Greater Sydney Metropolitan Region. It supports a remarkable natural environment, contains places of deep cultural significance, provides recreational amenity for one of the nation's largest population bases, and underpins a thriving blue economy.

However, the HNRS is facing increasing pressures from urban development, population growth, coastal hazards, and the escalating impacts of climate change. In response, the 6 local councils adjoining the tidal waterways of the HNRS have joined together in an unprecedented partnership to prepare a whole-of-estuary Coastal Management Program (CMP) under the NSW Coastal Management Framework.

This CMP presents a coordinated program of management actions that address critical issues while also harnessing emerging opportunities. It provides a clear pathway for implementation over a 10-year horizon, guided by the objectives of the *Coastal Management Act 2016* (CM Act). In doing so, it seeks to protect and enhance the social, cultural, environmental, and economic values of the coastal zone for current and future generations.

This document has been prepared with funding and technical support from the NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW), and in consultation with various state agencies, First Nations groups, and the local communities of the HNRS.

Study Area

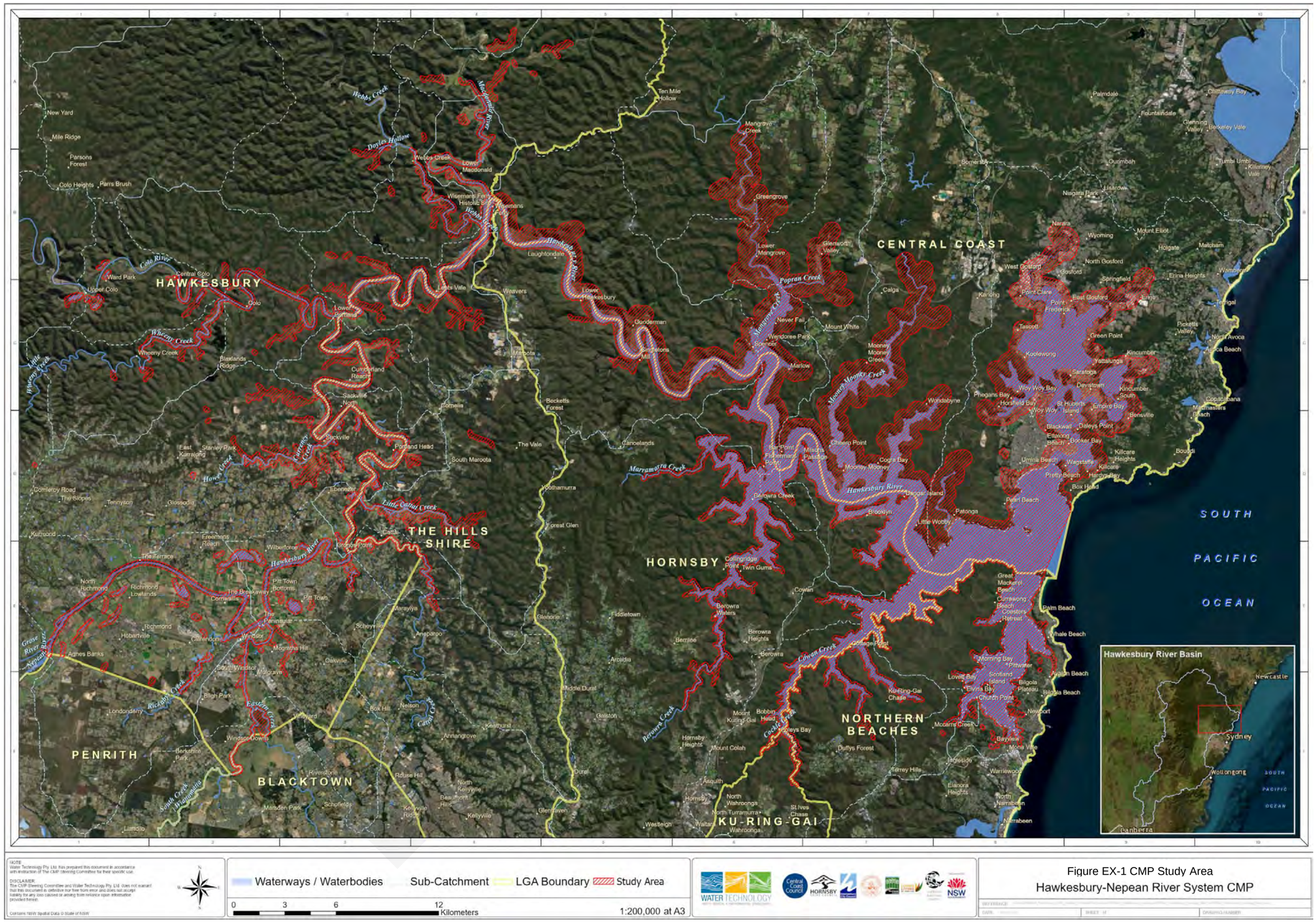
The CMP applies to the coastal zone of the HNRS as defined under the CM Act and the State Environmental Planning Policy (Resilience and Hazards) 2021 (R&H SEPP). The CMP will encompass the tidal sections of the waterway, starting from the river's entrance at Broken Bay and extending more than 145 km upstream to Yarramundi near Richmond (the tidal limit). It also includes the interconnected waterways of Pittwater and Brisbane Water, which flow into the Lower Hawkesbury estuary at Broken Bay forming one large, integrated river system (Figure EX-1).

The decision to adopt a river-wide study area reflects the recognition that key coastal processes, pressures, and opportunities extend across council boundaries. By taking an integrated, system-scale perspective, the CMP promotes management actions are strategically aligned, mutually reinforcing, and more effective than if the Partner Councils acted in isolation. This collaborative approach provides the best opportunity to safeguard the HNRS and deliver enduring outcomes for the communities who depend on it.

The Vision for the HNRS

A local vision statement has been developed for the CMP to help identify with the future of the HNRS, and foster commitment to its implementation. The Vision for the CMP is:

> *To preserve and enhance the environmental, social and economic values of the Hawkesbury-Nepean River system and its catchment for current and future generations, and ensure its status as one of Australia's premier river systems.*



NOTE
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Contains NSW Spatial Data © State of NSW

Waterways / Waterbodies Sub-Catchment LGA Boundary Study Area

0 3 6 12 Kilometers

1:200,000 at A3

Figure EX-1 CMP Study Area
Hawkesbury-Nepean River System CMP

Goals

A suite of detailed objectives has been developed for the CMP, in order to ensure that the program recognises and protects the environmental, social, cultural, and economic values of the study area. These objectives have been developed to enable consistency and alignment with a range of local, regional, and state policies and plans - including the CM Act. In general terms, the goals of the CMP are to:

- Improve and maintain water quality
- Reduce coastal hazard risks
- Protect waterway ecosystems
- Improve recreational access and amenity
- Protect cultural heritage values
- Improve river governance

Snapshot of Issues

The development of the CMP involved extensive assessment of the diverse issues and risks currently affecting the HNRS, as well as those projected to intensify over the next 100 years. These pressures are wide-ranging and interconnected, cutting across environmental, social, and governance domains.

Key estuarine threats include the impacts of **coastal and estuarine hazards**, such as erosion, inundation, and flooding, alongside the pressures of **urbanisation and land use change**, which continue to alter catchment inputs and place strain on estuarine ecosystems. Increasing **competition for waterway use and resources** presents further challenges, as recreational, commercial, cultural, and ecological values intersect and, at times, conflict. Overlaying these issues is the need for strong and **effective governance**, ensuring that the multiple councils, agencies, and community groups with responsibility for the system are able to work in a coordinated and collaborative way. These threats are being amplified by the twin drivers of **population growth** and **climate change**. As the region's population expands and climate impacts accelerate, the scale and urgency of the challenges facing the HNRS will continue to grow, underscoring the importance of a long-term, integrated management approach.

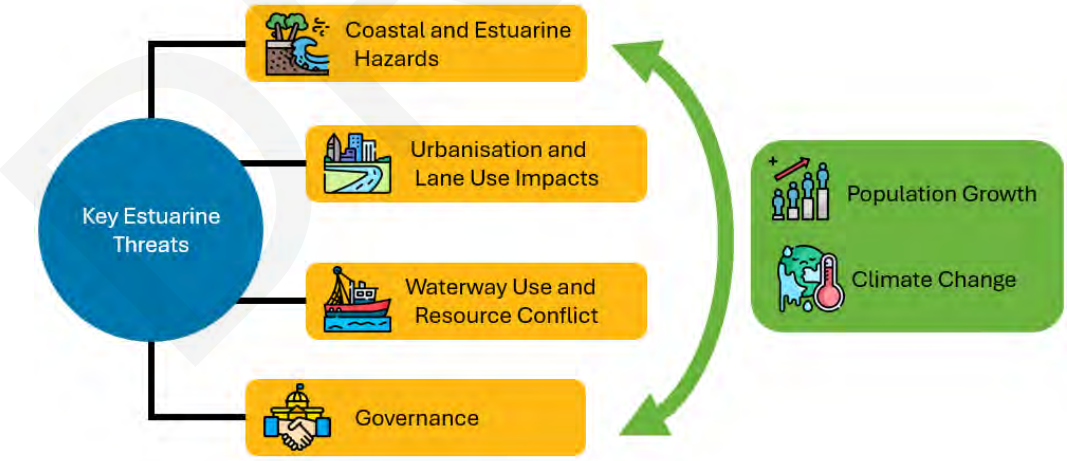

Figure EX-2 Key Issues and Risks across the HNRS

Development of the CMP

The HNRS CMP has been prepared in accordance with the requirements of the NSW Government's Coastal Management Framework. Specifically, it has been prepared in accordance with the:

- Statutory Requirements of the CM Act, and
- The Mandatory Requirements of the NSW Coastal Management Manual (OEH, 2018a).

As per the Coastal Management Manual, the CMP has been delivered through the 5-stage risk management process (see Figure EX-3).

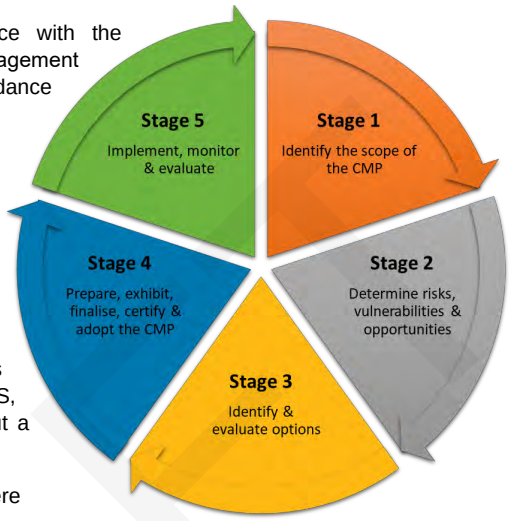

Figure EX-3 The CMP Process

In Stage 1, a comprehensive Scoping Study was completed **reviewed the history** of the HNRS, documented existing studies and initiatives, and set out a program for development of this CMP.

During Stage 2, a range of **detailed technical studies** were undertaken to enhance understanding of the key issues facing the river system. These studies examined physical and ecological processes, bank erosion, coastal inundation, and the community's values and use of the river system.

In Stage 3, a wide range of **potential management options** were identified to address potential risks across the system and unlock new opportunities for improved management. A long list of over 800 potential management actions was evaluated in line with the requirements of the NSW Coastal Management Manual, considering the technical **feasibility**, economic **viability**, and the **acceptability** amongst stakeholders and communities. This rigorous assessment process prioritised the progression of 141 management actions through to Stages 4 and 5 of the CMP.

Community and Stakeholder Engagement

Given the scale of the river system and the diversity of interests, the HNRS CMP has been supported by one of the most extensive community and stakeholder engagement programs undertaken for any CMP in NSW. The process was designed to ensure broad representation and meaningful input from government agencies, industry, community groups, and the wider public. Engagement has included:

- 6 Partner Councils directly responsible for tidal sections of the river system
- 18 Upper Catchment Councils whose management decisions influence the estuary downstream
- 15 State Government entities providing policy, regulatory, and technical expertise
- Local First Nations groups, sharing cultural knowledge and perspectives
- Border communities of the HNRS, reflecting the lived experience of residents and river users.

This inclusive approach has ensured that the CMP reflects a wide spectrum of values, knowledge, and priorities. It has also strengthened collaboration across jurisdictions, laying the foundation for coordinated implementation. An overview of the engagement program is provided in Figure EX-4.

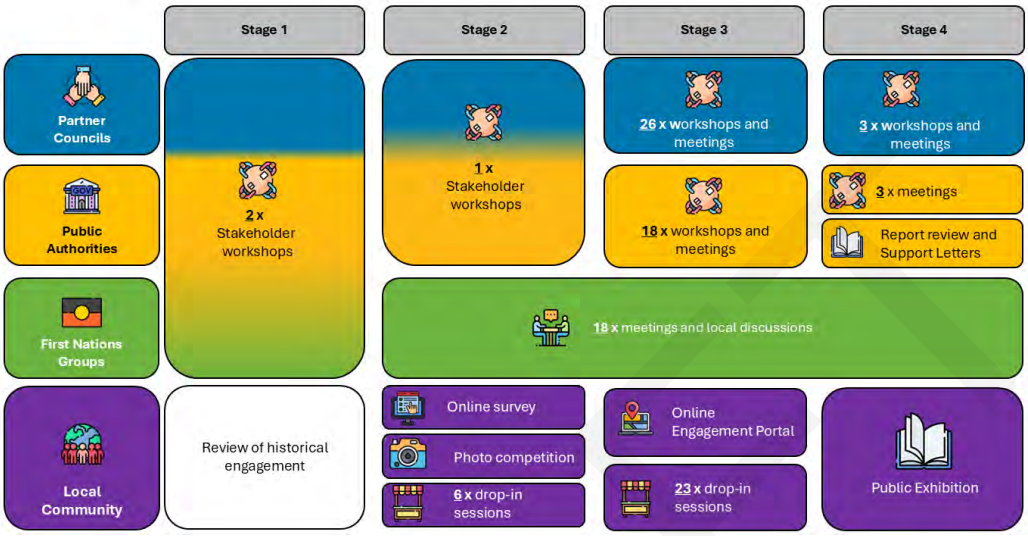

Figure EX-4 Community and stakeholder engagement

Management Strategies and Actions

To respond to these challenges, a Strategic Direction Workshop was convened with the CMP Steering Committee at the outset of Stage 3 (see Section 4.4.2). This workshop resulted in a codesign process that developed the delivery structure of the CMP. A summary of this structure is provided in Figure EX-5, and includes:

- **Nine (9) overarching strategies** that provide the CMP with strategic direction.
- **Eight (8) Implementation Plans** that provide the CMP with specific focus, including:
  - *A Collaborative System Implement Plan* to facilitate a large scale, coordinated approach to coastal zone and estuary management. Actions in the plan are delivered by multiple Councils through coordinated delivery partnerships.
  - *6 LGA-Based Implementation Plans* that provide granularity at a local level for each of the Partner Councils These plans are also intended to assist in the integration of the CMP actions into each Partners Councils' IP&R Framework.
  - *An NPWS Implementation Plan* that provides specific focus for actions located within NPWS land tenure.
- **A Catchment Companion** which is external to the certifiable CMP and contains actions that are located outside of the legal defined coastal zone in the broader HNRS catchment. While clearly marked as non-certifiable under the CM Act, these actions are included within the CMP document to maintain integration with coastal zone actions and to support holistic estuary management. This approach aligns with the NSW Government's guidance on *Coastal Management Programs and Integration with Catchment Management* (DPE, 2022).

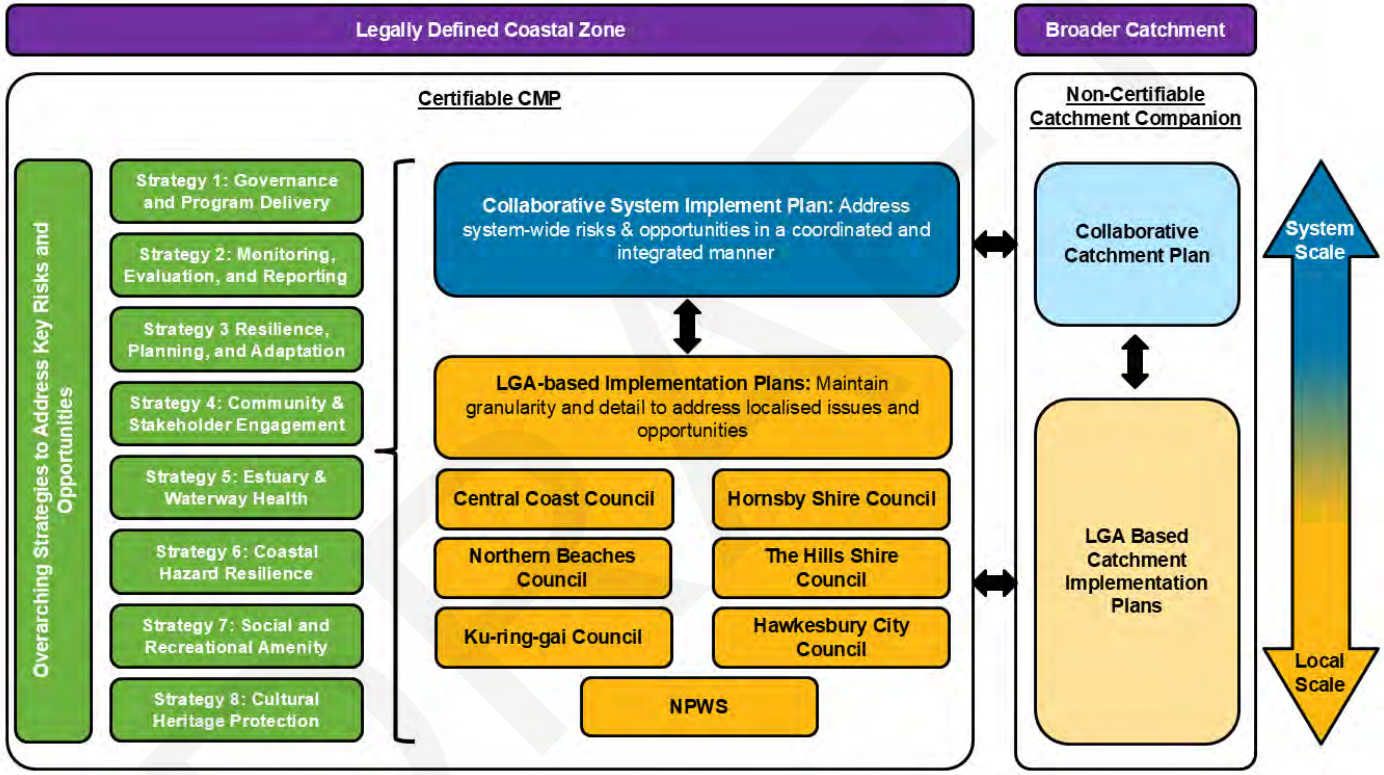

Figure EX-5 CMP Delivery Structure

The CMP includes a total of 141 management actions, with an additional 9 management actions included in the associated Catchment Companion. These actions are broken down by strategy and implementation plan in Table EX-1 below. For each action, this document provides a summary of the tasks involved, roles and responsibilities, costs, and timeframes for delivery, and well as objectives and performance indicators.

Management actions have been developed for a ten-year period and have been aligned with the Partner Council's respective four-year Delivery Programs under the NSW Integrated Planning and Reporting Framework.

Table EX-1 Breakdown of Actions across both the Certifiable CMP and the Catchment Companion

Total Number of Actions	Strategy 1: Governance and Program Delivery	Strategy 2: Monitoring, Evaluation, and Reporting	Strategy 3: Resilience, Planning, and Adaptation	Strategy 4: Community & Stakeholder Engagement	Strategy 5: Estuary & Waterway Health	Strategy 6: Coastal Hazard Resilience	Strategy 7: Social and Recreational Amenity	Strategy 8: Cultural Heritage Protection	Total
Collaborative System Implement Plan	2	3	7	4	3	2	1	7	**29**
Local Implementation Plan: Central Coast Council	0	3	7	0	4	24	10	1	**49**
Local Implementation Plan: Northern Beaches Council	0	4	4	0	2	11	2	0	**23**
Local Implementation Plan: Ku-ring-gai Council	0	0	0	0	0	0	0	0	**0**
Local Implementation Plan: Hornsby Shire Council	0	0	0	0	3	7	8	0	**18**
Local Implementation Plan: The Hills Shire Council	0	0	0	0	0	5	0	0	**5**
Local Implementation Plan: Hawkesbury City Council	0	0	2	2	1	5	1	0	**11**
NPWS Implementation Plan	0	0	0	0	0	6	0	0	**6**
Catchment Companion	0	1	1	2	5	0	0	0	**9**
Total	**2**	**11**	**21**	**8**	**18**	**60**	**22**	**8**	**150**

Business Plan

A Business Plan has been developed which outlines the key components of the funding strategy for the CMP, including the cost of proposed actions, proposed cost-sharing arrangements, and other potential funding mechanisms. Delivery of the CMP is estimated to cost $75 Million (2025 dollars) over 10 years.

Sustainable funding and financing arrangements for management actions will be established in consultation with key stakeholders. Funding for management actions may be gained from various sources, including competitive State Government grant programs, the Councils' internal funds, and local third parties.

Implementation and Review

This CMP is considered a 'living document' that is to be reviewed and updated over time. A strategic review of the CMP should occur at least once every 10 years to assess the effectiveness of the CMP in achieving its objectives and to incorporate changes in light of new information, legislative and policy changes, and improved understanding of the local coastal processes.

DRAFT

ACKNOWLEDGEMENTS

This Coastal Management Program (CMP) has been developed through the contributions, dedication, and shared commitment of a diverse group of stakeholders.

The authors of this CMP acknowledge the 6 Partner Councils that have worked collaboratively over many years to deliver this program. Their sustained cooperation, effective sharing of knowledge and resources, and collective commitment to a common purpose have been fundamental to the success of this program. This partnership demonstrates the value of coordinated local government action in addressing complex coastal and estuary management issues.

We also acknowledge the many State agencies who have actively engaged in the development of this CMP. Their advice, technical expertise, and consistent involvement have ensured the program is informed by sound science, robust policy, and practical knowledge.

Our sincere thanks are extended to the local First Nations groups across the Hawkesbury-Nepean River System. Their generosity in sharing time, perspectives, and cultural connections to Country has provided invaluable insights and enriched our collective understanding of place. Their contributions have been vital in ensuring that cultural values and local knowledge are interwoven throughout this CMP.

Finally, we acknowledge the local communities who care deeply for the HNRS. Their passion, local knowledge, and commitment to the river's long-term health have guided and informed this program at every stage. The energy and enthusiasm of community members - whether through participation in workshops, drop-in sessions, or written feedback - has been central to shaping a CMP that reflects the values and aspirations of the people who live, work, and recreate along the river.

This document features a wide range of photographs generously provided by community members during Stage 2 of the CMP. These images, interwoven throughout the report, provide a powerful reminder of the deep connection between people and the river system. They not only capture the natural beauty of the waterways but also reflect the strong sense of place, pride, and stewardship held by those who care for the Hawkesbury–Nepean River.

Image Source: Thomas Banner

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1 INTRODUCTION

DRAFT

Image Source: Belinda Faught

1.1 Purpose of this Coastal Management Program

The purpose of this Coastal Management Program (CMP) is to establish an integrated program for the coordinated management of the Hawkesbury-Nepean River System (HNRS). The 6 local councils that border the estuarine reach of the river system have agreed to partner in the development of an integrated, whole-of-estuary, CMP. The 6 councils, hereafter referred to as the Partner Councils, comprise:

- Central Coast Council (CCC)
- Hawkesbury City Council (HCC)
- The Hills Shire Council (THSC)
- Hornsby Shire Council (HSC)
- Ku-ring-gai Council (KC)
- Northern Beaches Council (NBC)

Figure 1-1 The HNRS CMP Partner Councils

The CMP provides strategic direction and a program of integrated management actions that are intended to achieve the objects of the *Coastal Management Act 2016* (CM Act), and preserve the environmental, social, and economic values of the coastal zone. It outlines specific actions that are to be implemented over a forward 10-year management timeframe and provides clear details for how actions will be implemented, funded, monitored, and reviewed.

This CMP aims to address the various risks, threats, and opportunities across the coastal zone over a range of timeframes (immediate, 20 years, 50 years, 100 years), as required by the CM Act. Longer-term pressures such as climate change and population growth have been considered in the formulation of management actions, to ensure resilience against future threats and the conservation of the values of the coastline for future generations.

The HNRS CMP has been prepared in accordance with the mandatory requirements for CMPs specified in the CM Act, and the NSW Coastal Management Manual (OEH, 2018a) (hereby referred to as the CM Manual). This document has been prepared on behalf of HNRS with funding and technical support from the NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW), and in consultation with various state agencies and other relevant stakeholders.

1.2 Area Covered by this CMP

1.2.1 Coastal Management Areas

In accordance with the CM Act, this CMP gives effect to the management objectives for the 4 coastal management areas (CMAs) that define the coastal zone of the study area. Each CMA has different characteristics and objectives, and the areas may overlap. The CM Act provides the definition and objectives for each of the management areas. The State Environmental Planning Policy (Resilience and Hazards) 2021 (R&H SEPP) provides development controls for each of the management areas, and state-wide mapping of 3 of the 4 areas. The 4 coastal management areas as defined by the CM Act are:

- **Coastal environment area (CEA):** Land containing coastal features such as the coastal waters of the state, estuaries, coastal lakes, coastal lagoons, and land adjoining those features including headlands and rock platforms. Beaches, dunes, and foreshores are included in this area.
- **Coastal use area (CUA)**: Land adjacent to coastal waters, estuaries, coastal lakes and lagoons where development is or may be carried out (at present or in the future) and impacts of development on the

scenic and cultural values and use and enjoyment of the beaches, foreshores, dunes, headlands, rock platforms, estuaries, lakes and the ocean need to be considered.

- **Coastal wetlands and littoral rainforests area (CWLR)**: Land which displays the hydrological and floristic characteristics of coastal wetlands or littoral rainforests, as well as a surrounding proximity area to manage impacts of adjacent development.
- **Coastal vulnerability area (CVA)**: Land which is subject to any of the coastal hazards listed in the CM Act, including beach erosion, shoreline recession, coastal lake or watercourse entrance instability, coastal inundation, tidal inundation, coastal cliff and slope instability. Mapping for the coastal vulnerability area has not been provided from the R&H SEPP, and no such coastal vulnerability area (CVA) map yet exists for the study area. Nonetheless, it is recognised that the HNRS is subject to coastal hazards and that the scope of this CMP also covers managing coastal vulnerability.

The study area for the CMP therefore comprises the envelope extent of these CMAs across the HNRS catchment. A map of the CMP study area is provided in Figure 1-2, with mapping of associated CMAs provided in Figure 1-3 and Figure 1-4. A detailed mapping compendium providing this mapping in greater spatial resolution is provided in Appendix A.

1.2.2 Rationale for the CMP Study Area

The overall objects of the CM Act seek to protect and enhance the environmental values and natural processes of the coastal zone as outlined in Section 1.2.1. In alignment with these objectives, the 6 Partner Councils elected during Stage 1 of the CMP to adopt a whole-of-river approach (Water Technology, 2020). As a result, the study area for this CMP extends across the entire Hawkesbury–Nepean River system, including the Brisbane Water Estuary, Pittwater Estuary, Hawkesbury River Estuary, and Broken Bay.

The rationale for adopting a broader, river-wide study area for the CMP is underpinned by the need for a more integrated, strategic, and effective approach to estuary management. This systems-based approach offers several key advantages:

- It supports coordinated and strategic management of the interconnected river system, allowing CMP actions to be aligned with the physical, ecological, and chemical processes that shape estuary health. These natural systems operate across catchment boundaries and are not confined by local government boundaries, making a regional approach essential to effective management.
- It enables more efficient and targeted responses to catchment-scale issues, threats, and risks, such as water pollution, sedimentation, altered flow regimes, and the cumulative impacts of urban development. A system-wide lens allows these pressures to be understood and addressed at the scale at which they actually occur.
- It better reflects First Nations cultural connections to Country, recognising that Aboriginal cultural values and heritage are deeply tied to the river system as a whole - not local government boundaries. This approach supports more meaningful engagement and representation of cultural knowledge across the full extent of the catchment.
- It aligns more effectively with regional planning and governance frameworks, including those led by State government agencies. This allows for better coordination across policies, data, and investment priorities.
- It increases cost-effectiveness through shared investment, collaborative delivery, and reduced duplication of effort. By pooling resources and addressing common issues collectively, councils can achieve greater impact, avoid fragmentation, and reduce the risk of CMP outcomes being limited by individual council budget and resource constraints.

1.2.3 Legal Definition of the CMP Study Area

Whilst a systems-based approach to estuary management is beneficial, there are some legislative considerations that affect the legally defined study area of the CMP. They are:

- Section 12 of the CM Act outlines the purpose of a coastal management program, being 'to set the long-term strategy for the coordinated management of land within the coastal zone with a focus on achieving the objects of this Act'.
- Section 13(2) of the CM Act specifies that, 'a Coastal Management Program may be made in relation to the whole, or any part of the area included within the coastal zone'.

In considering the statutory requirements, there is no provision in the CM Act for land or actions to be included in a CMP, where that land or those actions reside outside the "coastal zone". The coastal zone is legally defined in the CM Act as the envelope extent of the four CMAs mapped in the Resilience and Hazards SEPP (2021) (R&H SEPP) – see Section 1.2.1.

For the HNRS estuaries, it is acknowledged that the defined coastal zone is generally only a small portion of the catchment – around 2%. However, as is required under the CM Act, the focus of a CMP must be directed to activities contained within the defined coastal zone. For development of this CMP, the implications of this are:

- The study area of the CMP must be comprised only of the legally defined coastal zone as depicted in Figure 1-2.
- Any actions that are to be included in the certified CMP document must be located within the legally defined coastal zone.
- Whilst the CMP should describe areas outside the coastal zone (i.e., the broader catchment areas) and the effects these areas may have on land within the coastal zone, these areas should be distinguished from the area to which a CMP applies.
- Broader catchment-based actions that are located outside of the coastal zone are to be clearly identified and distinguished from those actions that are to be delivered as part of the certified CMP.

Subsequently, this CMP has also included a catchment-based companion section which identifies actions located outside the legally defined coastal zone. While clearly marked as non-certifiable under the CM Act, these actions have been included within the CMP document to maintain integration with coastal zone actions and to support holistic estuary and catchment management. This approach aligns with the NSW Government's guidance on *Coastal Management Programs and Integration with Catchment Management* (DPE, 2022).

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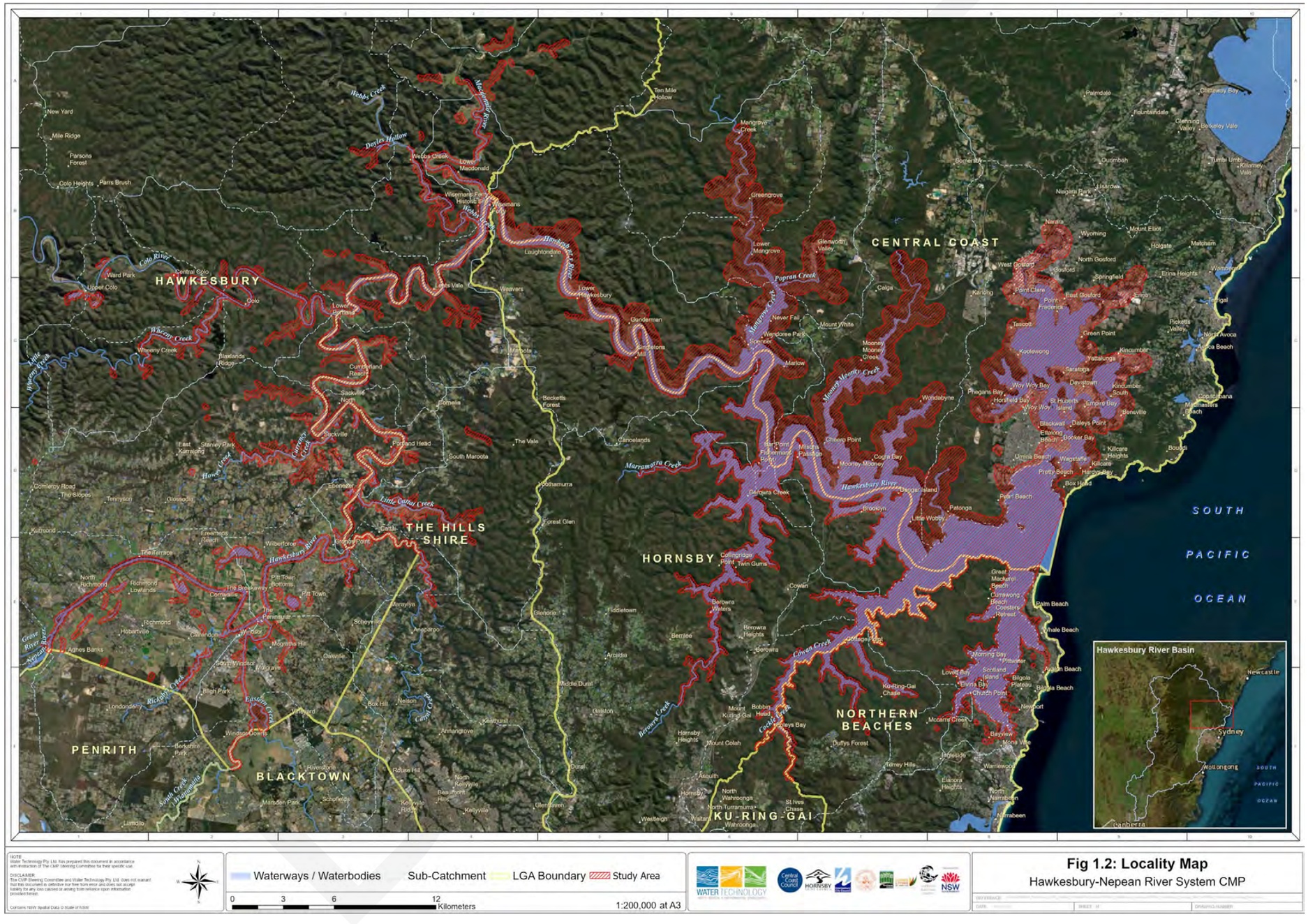
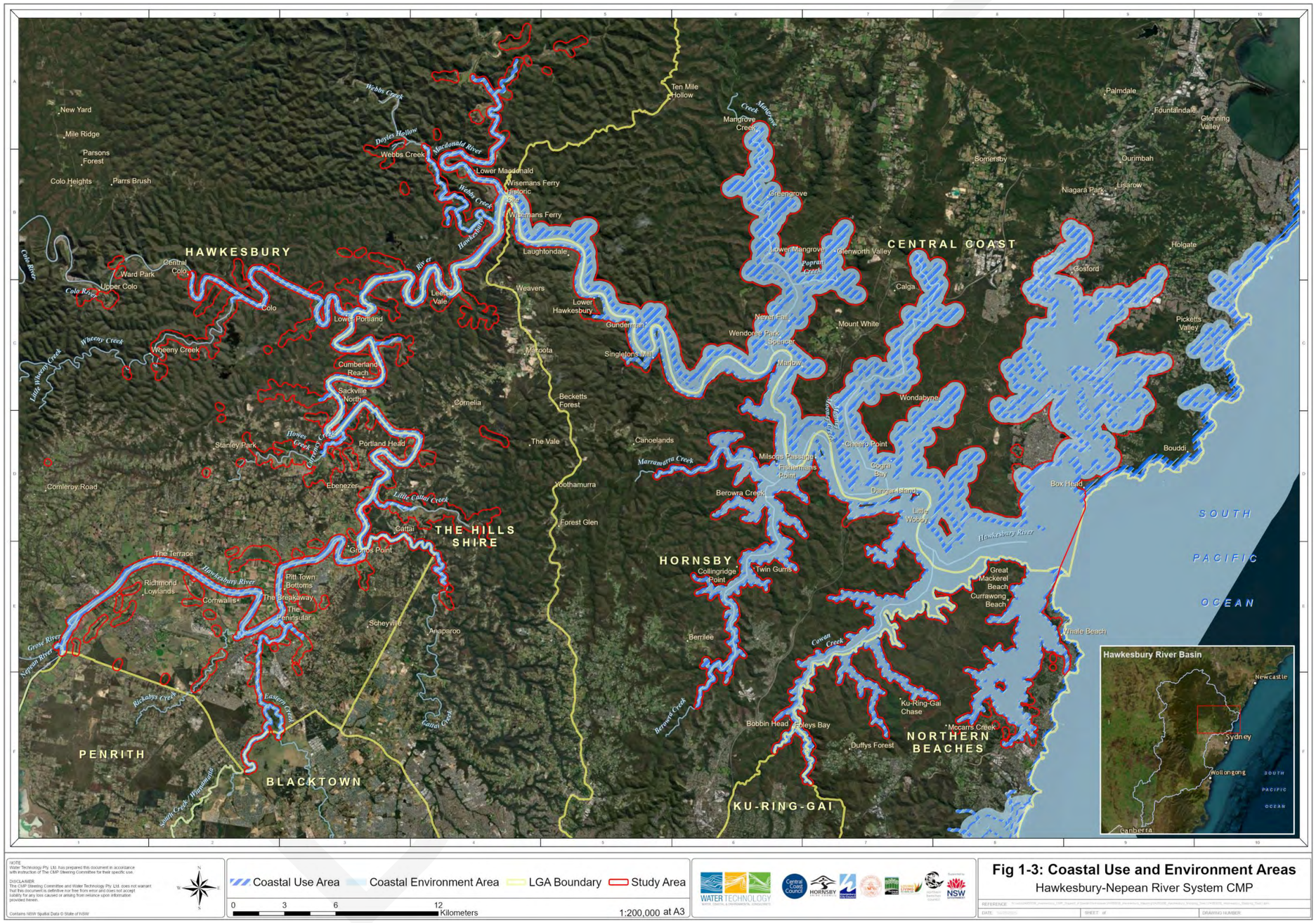


Fig 1.2: Locality Map
Hawkesbury-Nepean River System CMP


HAWKESBURY
CENTRAL COAST
THE HILLS SHIRE
HORNSBY
NORTHERN BEACHES
KU-RING-GAI
PENRITH
BLACKTOWN
SOUTH PACIFIC OCEAN
Hawkesbury River Basin
Newcastle
Sydney
Wollongong
Canberra
Coastal Use Area
Coastal Environment Area
LGA Boundary
Study Area
0 3 6 12 Kilometers
1:200,000 at A3
Fig 1-3: Coastal Use and Environment Areas
Hawkesbury-Nepean River System CMP

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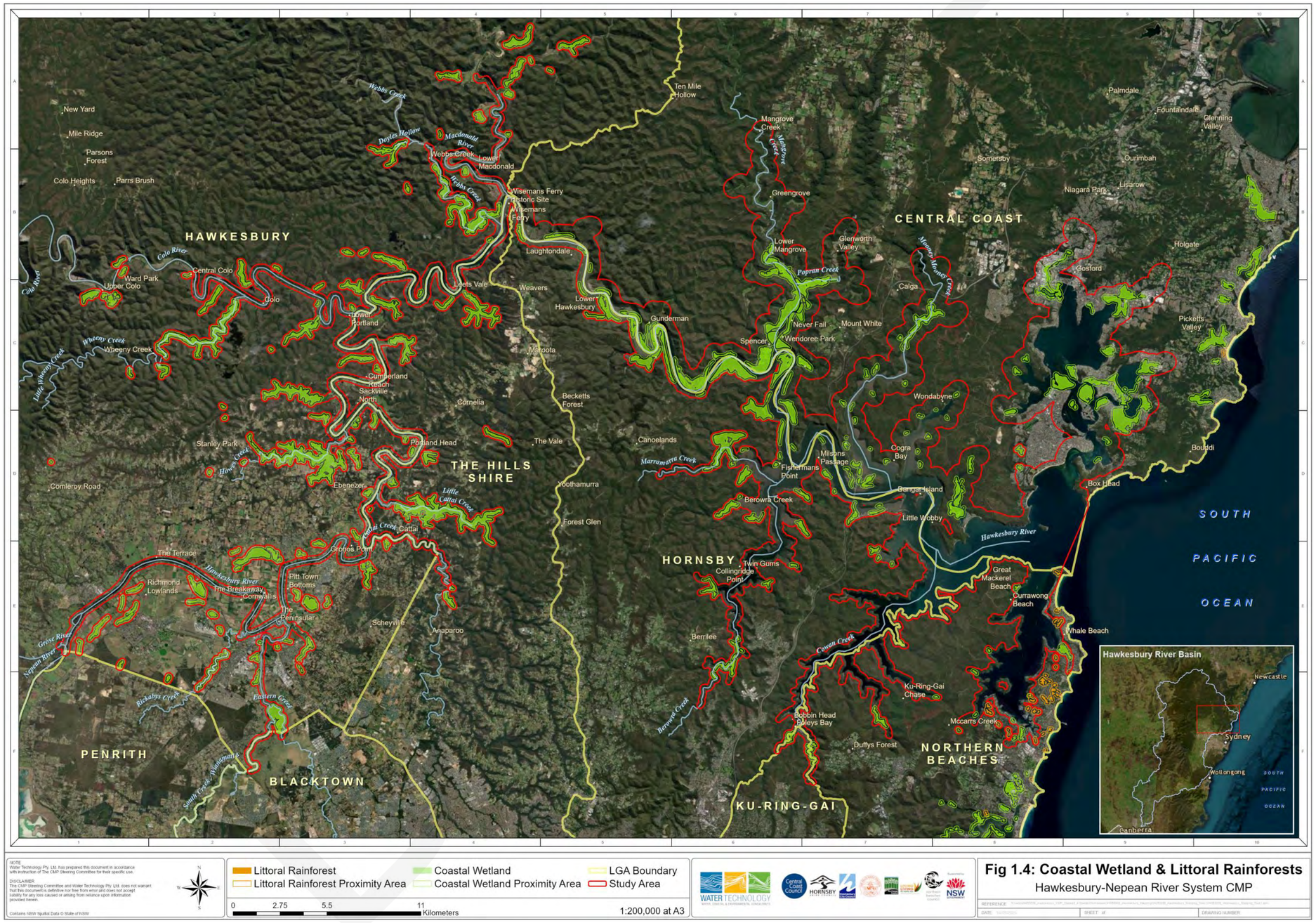

Fig 1.4: Coastal Wetland & Littoral Rainforests
Hawkesbury-Nepean River System CMP

1.3 Vision, Purpose, and Objectives

The purpose of the CMP is to create a comprehensive framework for the future management of the HNRS. This framework aims to align with the principles of ecologically sustainable development and promote the well-being of the community in social, cultural, and economic aspects.

During Stage 1 of the CMP (Water Technology, 2020), the Vision, Purpose, and Management Objectives for the project were developed. The Vision and Purpose play a crucial role in the CMP hierarchy, as they provide the framework for defining strategic objectives. These strategic objectives, in turn, enable the establishment of specific objectives. The relationship between the Vision, Purpose, and Specific Objectives is illustrated in Figure 1-5.

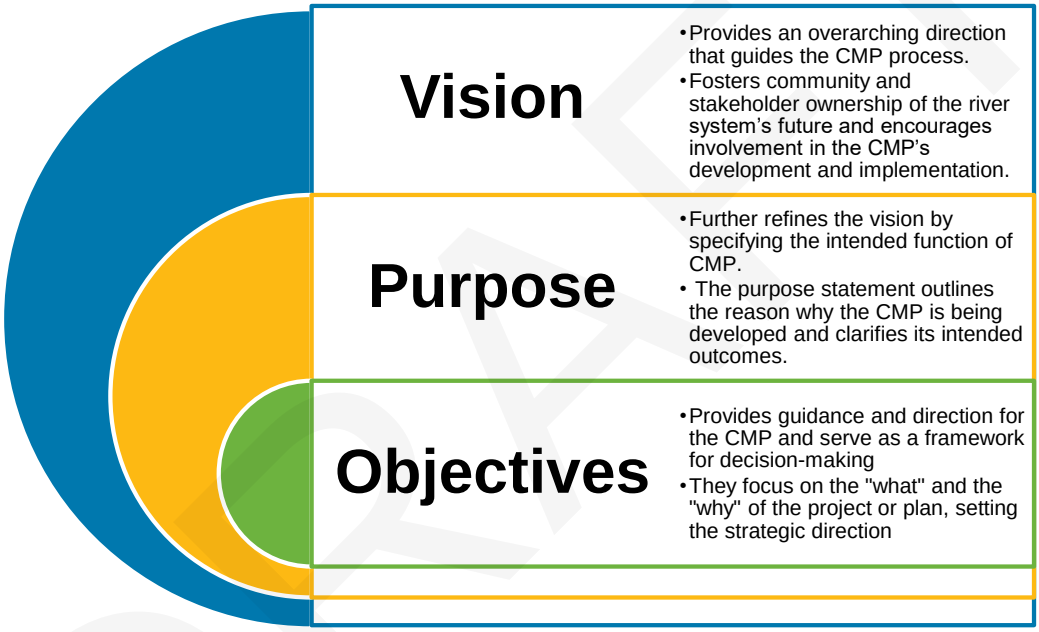

Figure 1-5 The Vision, Purpose, and Objectives of the CMP

1.3.1 Vision

The vision statement derived in Stage 1 of the CMP (Water Technology, 2020) provides an overarching direction that guides the CMP process:

> *To preserve and enhance the environmental, social and economic values of the Hawkesbury-Nepean River system and its catchment for current and future generations, and ensure its status as one of Australia's premier river systems.*

1.3.2 Purpose

The purpose statement further refines the vision by specifying the intended function or role of CMP:

> *The purpose of the CMP is to set the long-term strategy for the coordinated management of the Hawkesbury-Nepean River system, encompassing the estuaries of Broken Bay, Pittwater, the Hawkesbury River and Brisbane Water. The CMP seeks to achieve the objectives of the CM Act through a program to identify coastal management issues, pressures, risks and opportunities - and the actions required to address these issues in a strategic and integrated way.*

The purpose of the CMP is to set the long-term strategy for the coordinated management of the HNRS.

1.3.3 Objectives

The strategic management objectives determined during Stage 1 of the CMP are summarised in Table 1-1. It should be noted that the objectives of this CMP have been designed with consider of, and are intended to be complimentary to, the NSW Water Quality Objectives (see Section 2.6).

Table 1-1 Objectives of the CMP

Objectives
a) to protect and enhance the integrity and resilience of the environmental values of the Hawkesbury River, Brisbane Water and Pittwater estuaries, including healthy, diverse aquatic ecosystems.
b) to maintain and protect water quality across the system and its impacts on environmental, social and economic values - including ecological condition, recreational amenity and agricultural uses;
c) to maintain and preserve the unique scenic amenity and natural character of the Hawkesbury River, Brisbane Water and Pittwater estuaries;
d) to support the social and cultural values of the system and maintain public access and recreational amenity;
e) to maintain the health, safety and wellbeing of those using the coastal zone (both directly and indirectly) - and to protect the health of human consumers of aquatic foods;
f) to acknowledge Aboriginal peoples' spiritual, social, customary and economic use of the Hawkesbury and to protect local indigenous cultural heritage;
g) to recognise the coastal zone as a vital economic zone and to support sustainable coastal economies such as recreational and commercial fishing, aquaculture and tourism;
h) to facilitate appropriate management of the coastal zone through ecologically sustainable development, and the promotion of sustainable land use planning and decision-making that is consistent with regional and local strategic plans;

Objectives

i) to mitigate current and future risks from population growth, urbanisation and coastal hazards (erosion and inundation of foreshores caused by tidal waters and the action of waves, including the interaction of those waters with catchment flooding);

j) to ensure co-ordination between relevant government and public authorities relating to the river system - and to facilitate the proper integration of management activities across all levels of government;

k) to maintain meaningful engagement with the community, and to support public participation in coastal management and planning, and to create greater public awareness, education and understanding of coastal processes and management actions;

l) to encourage and facilitate research and monitoring – and to maintain the scientific and educational values of the river system;

m) to support the objects of the *Marine Estate Management Act 2014*; and

n) to align with the NSW Risk-based Framework for Considering Waterway Health Outcomes in Strategic Land-use Planning Decisions.

1.4 The NSW Coastal Management Framework

1.4.1 The Framework

The NSW coast provides a multitude of values and uses for the community. However, the coastal zone is under increasing pressure from a growing population, urbanisation, natural hazards, and climate change (OEH, 2018b). Planning for coastal communities must carefully balance the need to provide jobs, housing, community facilities and transport for a changing population, while maintaining the unique qualities and managing risks associated with development along the State's coastlines (DPIE, 2019).

Sustainable management of the coastal zone often involves local councils, their communities and public authorities balancing a diverse range of challenges and opportunities. The context is one of rapid environmental, social, and economic change along with dynamic coastal processes affecting the open coast, estuaries and coastal lakes (OEH, 2018b).

In order to plan for development, protect environmental assets and manage coastal hazards across the state, the NSW Government has implemented the *NSW Coastal Management Framework*, which includes legislation and planning policy, and aims to provide an integrated framework for coastal management across the state.

Key components of the framework include:

- ***Coastal Management Act 2016*** **(CM Act):** An act that provides for the integrated management of the coastal environment of NSW, consistent with the principles of ecologically sustainable development, for the social, cultural, and economic wellbeing of the people of the state.
- ***Marine Estate Management Act 2014*** **(MEM Act):** An act that provides for the management of the marine estate of NSW in a manner that promotes a biologically diverse, healthy and productive marine estate and which facilitates the economic cultural, social and recreational use of the marine estate, scientific research, education and management of marine parks.
- ***The NSW Environmental Planning and Assessment Act 1979*** **(EP&A Act)**: An act that governs land use planning and development in NSW, focusing on sustainable development, environmental protection, community participation, and compliance measures.
- **State Environmental Planning Policy (Resilience and Hazards) 2021 (R&H SEPP):** One of the key environmental planning instruments for land use planning in the coastal zone. It gives effect to the

objectives of the CM Act 2016 and delivers the statutory management objectives of the act by specifying how development proposals are to be assessed if they fall within the coastal zone.

- **Coastal Management Programs (CMPs):** A 5 stage coastal management process intended to set the long-term strategy for the coordinated management of the coastal zone for a given region.
- **The NSW Coastal Management Manual (The CM Manual):** A manual that sets forth mandatory requirements and provides guidance to coastal councils in connection with the preparation, development, adoption, implementation, amendment, and review of CMPs.
- **The NSW Coastal Council:** It is responsible for providing independent and expert advice on matters relating to the Minister's functions under the CM Act, and in relation to the development and implementation of CMPs by local councils.
- **The NSW Coastal and Estuary Grants Program:** It provides technical and financial support to local government to help manage the coastal zone.

A schematic of the NSW Coastal Management Framework (and linkages to the relevant legislation and policies for the management of the NSW marine estate) is provided in Figure 1-6.

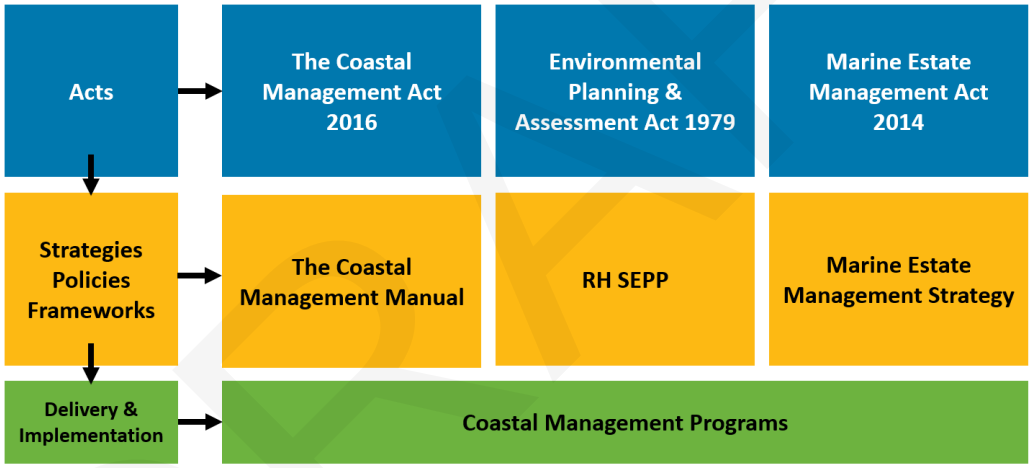

Figure 1-6 The NSW coastal management and marine estate management framework

1.4.2 Coastal Management Programs

The purpose of a CMP is to establish a long-term, strategic approach to managing the coastal zone - balancing environmental, social, cultural, and economic values. A CMP considers a broad range of coastal management issues and actions and sets the framework for coordinated management of a defined coastal area. It is intended to achieve the objects and objectives of the CM Act at a local level. Appendix D provides a summary of how the actions in this CMP align with the objects and objectives of the CM Act.

CMPs provide a structured opportunity for councils, public authorities, and local communities to clearly identify and balance competing interests, values, and priorities within the coastal zone (OEH, 2018a).

CMPs are prepared through a five-stage risk-based management process, as outlined in the CM Manual and depicted in Figure 1-7. This process supports councils and their communities to identify, assess, and manage risks to the environmental, social, and economic values of their coastal zone.

- **Stage 1 – Scoping Study**: Establishes the vision, objectives, study area, key stakeholders, and priority coastal management issues. It also identifies knowledge gaps and outlines the intended process for developing the CMP (OEH, 2018b).
- **Stage 2 – Technical Studies**: Involves the collection and analysis of data to understand coastal processes, hazards, vulnerabilities, and current management responses. It also assesses risks to coastal values (OEH, 2018c).
- **Stage 3 – Options Evaluation**: Identifies and evaluates potential management actions, using tools such as cost-benefit analysis, feasibility assessments, and community/ stakeholder input to identify preferred options (OEH, 2018d).
- **Stage 4 – CMP Preparation:** Prepares the full Coastal Management Program, including a clear and costed implementation program that outlines what actions will be taken, who is responsible, when they will be delivered, how much they will cost, and how they may be funded. This draft CMP is publicly exhibited, revised in response to submissions, and submitted to the Minister for certification under the CM Act (OEH, 2018e).

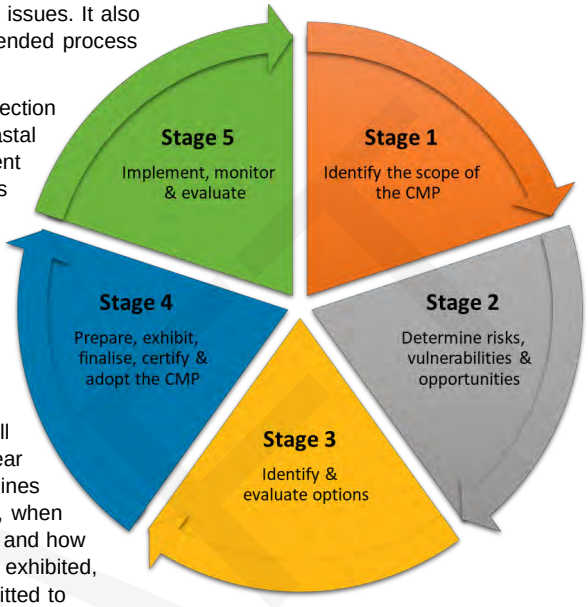

Figure 1-7 The CMP process

- **Stage 5 – Implementation:** Following certification, the CMP is implemented through council's planning and operational frameworks. Progress is monitored and reported, and the CMP is reviewed and updated as necessary to remain current and effective (OEH, 2018f).

The CM Manual sets forth mandatory requirements for CMPs, and provides guidance regarding their preparation, development, adoption, implementation, and review (OEH, 2018a). It also helps councils evaluate and select practical, locally tailored management actions. These actions are typically integrated into land use planning instruments and councils' broader Integrated Planning and Reporting (IP&R) Framework, established under the *Local Government Act 1993* (LG Act).

Under the NSW Coastal Management Framework, councils *may* prepare CMPs for their coastline, estuaries, or coastal wetlands - but *must* do so if directed by the Minister. CMPs are a key mechanism to ensure that the coast is managed in a coordinated, evidence-based, and forward-looking way.

1.4.3 Previous Coastal Zone and Estuary Management Plans

Historically, the approach to coastal zone management across the HNRS has been fragmented, and typically undertaken at a sub-estuary geographic scale. Subsequently, in recent decades there have been a range of Coastal Zone Management Plans and Estuary Management Plans that have applied to the various reaches of the HNRS, the most contemporary of which include:

- The Upper Hawkesbury Coastal Zone Management Plan (BMT WBM, 2014a)
- The Estuary Management Plan for the Lower Hawkesbury River (BMT WBM, 2008)
- The Brisbane Water Estuary Coastal Zone Management Plan (Cardno, 2012)
- The Pittwater Estuary Management Plan (BMT WBM, 2010)

- The Gosford Beaches Coastal Zone Management Plan (WorleyParsons, 2017)
- The Pearl Beach Lagoon Coastal Zone Management Plan (BMT WBM, 2014b)

This CMP introduces a coordinated, system-wide approach under the CM Act, superseding all previous plans listed above. It provides, for the first time, a unified framework for managing the entire Hawkesbury–Nepean River System, ensuring that actions are strategically aligned, resources are used efficiently, and management outcomes deliver benefits across the whole system. By building on the strengths of past plans while addressing gaps and overlaps, the CMP sets a clear and collaborative path forward to protect and enhance the river system for current and future generations.

1.5 Supporting Documentation

This CMP has been developed through a staged and evidence-based process. Each stage (Figure 1-7) has been documented through a suite of technical reports that provide the foundation for the analysis, decision-making, and recommendations presented in this CMP. In addition to these supporting documents, a range of relevant policies, guidelines, and best-practice manuals have been used to guide the assessment and ensure alignment with legislative and strategic planning requirements at the local, state, and national levels.

1.5.1 CMP Documentation

Table 1-2 outlines the key supporting technical documents produced as part of the CMP process. These reports form the technical evidence base for the CMP and are referenced throughout this document.

Table 1-2 Supporting documents for this CMP

CMP Stage	Technical Report	Reference
Stage 1	The Hawkesbury Nepean River System Coastal Management Program – Stage 1 Scoping Study	(Water Technology, 2020)
Stage 2	The Hawkesbury-Nepean River System Physical and Ecological Processes Abridgement Report	(Alluvium, 2022a).
	The Hawkesbury-Nepean River System Community Values and Uses Report	(Alluvium and Mosaic Insights, 2023).
	The Hawkesbury-Nepean River System Estuary Bank Erosion Assessment and Options Report	(Alluvium, 2022b)
	The Hawkesbury River Estuary Coastal Inundation Study	(Rhelm and Baird, 2023)
	Pittwater Beach Erosion and Shoreline Recession Assessment	(WRL, 2023)
Stage 3	The Hawkesbury Nepean River System Coastal Management Program: Stage 3 Strategic Direction Summary	(Water Technology, 2023a)
	The Hawkesbury Nepean River System Coastal Management Program: Stage 3 Summary Report	(Water Technology, 2025)

1.5.2 Relevant References, Guidelines, and Manuals

This report and its analysis have been undertaken in accordance with, and with a clear understanding of, the key requirements and guidance outlined in the following documents:

- Supporting documentation in the *NSW Coastal Management Toolkit*:
  - NSW Risk-based Framework for Considering Waterway Health Outcomes in Strategic Land-use Planning Decisions (OEH, 2017).

- NSW Water Quality Objectives (MEMA, 2025)
- NSW Marine Estate Management Strategy 2018 – 2028 (MEMA, 2018)
- NSW Marine Estate Threat and Risk Assessment (TARA) (BMT WBM, 2017)
- NSW Estuary Health Risk Dataset (DPIE, 2019b)
- NSW Coastal Design Guidelines (DPE, 2023a)
- NSW Coastal Crown Land Guidelines (DPE, 2023b)
- NSW Guide to Cost-Benefit Analysis (NSW Treasury, 2023)
- NSW Guidelines for using Cost-Benefit Analysis to Assess Coastal Management Projects (DPE, 2020).

- Industry standards and guidelines applied in coastal management:
  - Guidelines National Climate Resilience and Adaptation Strategy 2021–2025 (Commonwealth of Australia, 2021)
  - Australian and New Zealand Guidelines for Fresh and Marine Water Quality (ANZECC/ARMCANZ, 2000)
  - The Engineers Australia National Committee on Coastal and Ocean Engineering - Climate Change Adaptation Guidelines in Coastal Management and Planning (NCCOE, 2012)
  - Guidelines for responding to the effects of climate change in coastal and ocean engineering (NCCOE, 2017)
  - ISO 31000:2018, Risk management – Principles and guidelines, provides principles, framework and a process for managing risk (ISO, 2018)
  - ISO 14090:2019 Adaptation to climate change - Principles, requirements and guidelines (ISO , 2019)
  - The Intergovernmental Panel on Climate Change 6th Assessment Report (IPCC, 2023).

Together, these documents and guidelines provide a strong technical foundation for the CMP and align it with best-practice standards across all levels of planning and policy.

1.6 Maps

This CMP incorporates a comprehensive suite of maps to support understanding, decision-making, and on-ground implementation. The mapping covers both estuary-scale and local-scale features, capturing key geographical, environmental, and legislative information. It also depicts the representative locations of proposed CMP management actions to assist in planning and prioritisation. Together, these maps provide a spatial framework for interpreting the CMP's technical assessments, legislative context, and recommended actions. A summary of all maps included in this CMP is provided in Table 1-3.

Table 1-3 Schedule of maps in this CMP

Content	Description	Figure(s)
Estuary-scale mapping: Key geographical and legislative features	The legally defined CMP study area	Figure 1-2
	R&H SEPP Coastal Use and Coastal Environment Area mapping	Figure 1-3
	R&H SEPP Coastal Wetland and Littoral Rainforest mapping	Figure 1-4
	Coastal sediment compartment mapping	Figure 2-20

Content	Description	Figure(s)
	LGA boundaries across the HNRS catchment	Figure 2-35
Local scale mapping: Key geographical and legislative features and land tenure	Mapping compendium depicting: ▪ Legally defined CMP study Area ▪ R&H SEPP Coastal Management Areas ▪ Geographic features and place names ▪ Land Tenure, including: – Council Reserve – Crown Land Reserve – NPWS Estate	Appendix A
CMP Management Actions	Maps containing the representative locations of CMP management actions.	Appendix B

1.7 Coastal Zone Emergency Action Subplan

Section 15(1)(e) of the CM Act requires that a Coastal Zone Emergency Action Subplan (CZEAS) be included in the CMP where:

- The study area contains land within a certified Coastal Vulnerability Area (CVA), and
- Beach erosion, coastal inundation or cliff and slope instability is occurring on that land due to storm activity or an extreme or irregular event.

The CM Act specifies emergency management requirements for these hazards. In particular, Section 15(3) of the Act defines a CZEAS as:

> *"A **coastal zone emergency action subplan** is a plan that outlines the roles and responsibilities of all public authorities (including the local council) in response to emergencies immediately preceding or during periods of **beach erosion**, **coastal inundation** or **cliff instability**, where the beach erosion, coastal inundation or cliff instability occurs through storm activity or an extreme or irregular event."*

While no CVA has been formally prepared for the HNRS study area at the time of certification, it is recognised that the HNRS coastal zone is subject to the coastal hazards of beach erosion and coastal inundation. Consequently, 3 CZEAS documents have been prepared in line with the mandatory requirements of the CM Act and accompanying CM Manual (OEH, 2018a).

The CZEAS documents cover the locations and hazards summarised in Table 1-4 and are provided as appendices to this CMP.

Table 1-4 CZEASs accompanying this CMP

Area of Coverage	Coastal Hazards	Location
The Beaches of Broken Bay	▪ Beach erosion ▪ Coastal inundation	Appendix E
Pittwater	▪ Beach erosion ▪ Coastal inundation	Appendix F
Lower Hawkesbury River	▪ Coastal inundation	Appendix G

Proactive planning is critical to managing the risks associated with storm-related coastal hazards. The CZEAS framework provided herein provides a clear, coordinated approach for responding to emergencies such as

beach erosion, and coastal inundation. By outlining the roles and responsibilities of councils and other public authorities, the CZEAS helps deliver timely, effective, and well-integrated emergency responses that support broader coastal management objectives.

DRAFT

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

2 THE HAWKESBURY-NEPEAN RIVER SYSTEM

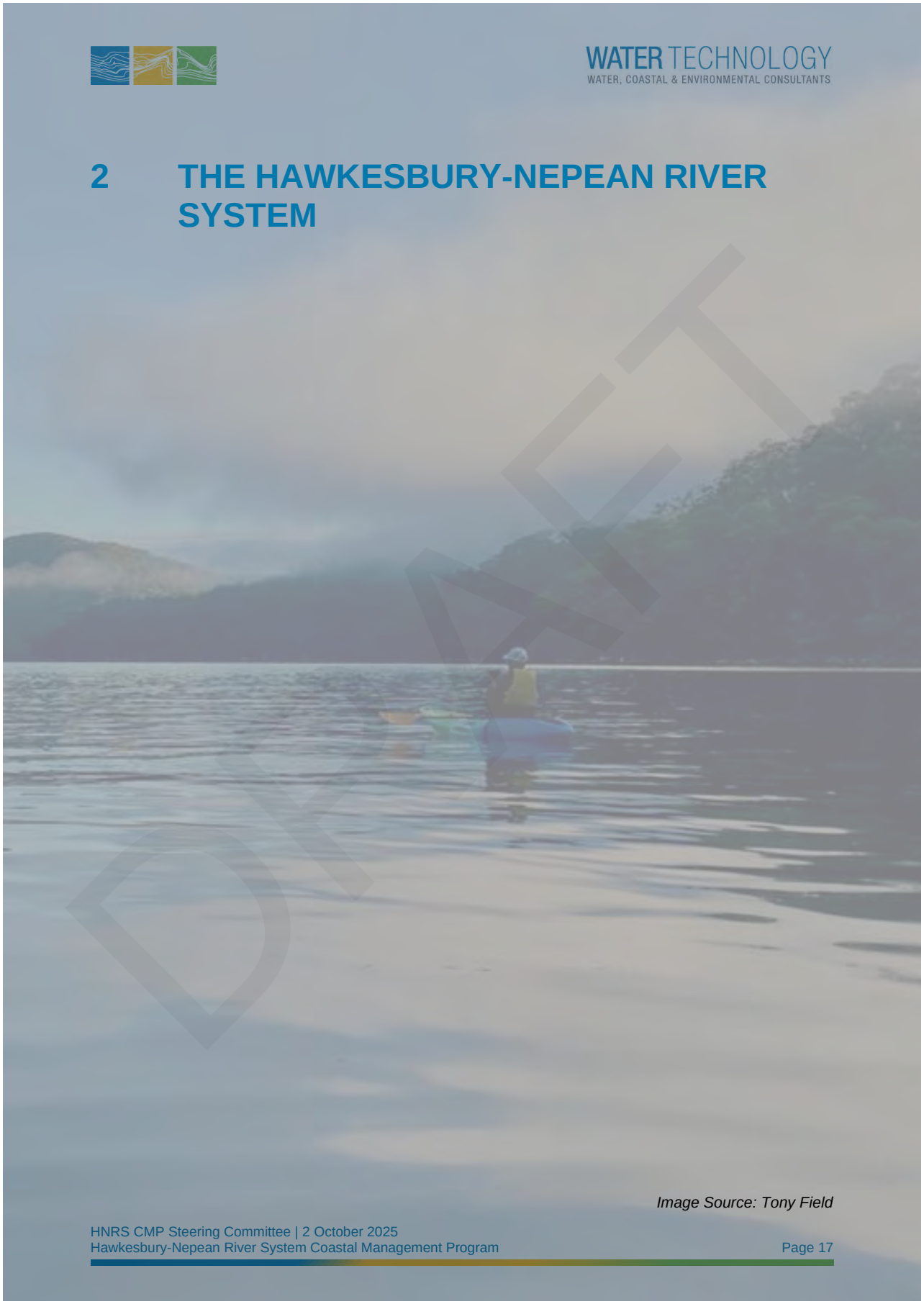

Image Source: Tony Field

2.1 An Introduction to the Hawkesbury–Nepean River System

2.1.1 Overview

The Hawkesbury-Nepean is one of the most important river systems in NSW and is the largest estuary system in the Greater Sydney Metropolitan region. The system occupies a unique location and bounds Sydney to the north and the west and is situated to the immediate south of a vibrant and growing Central Coast region. The tidal waterways of the HNRS are comprised of 3 predominant waterways that connect to the Tasman Sea via Broken Bay (see Figure 1-2 Locality Map):

- The Hawkesbury River Estuary
- The Brisbane Water Estuary
- The Pittwater Estuary.

Key estuary classification details for each of these waterways are provided in Table 2-1. A brief summary of the HNRS follows.

Table 2-1 HNRS snapshot

Category and Data Source	Parameter	Brisbane Water	Hawkesbury River	Pittwater
Classification (Roy, et al., 2001)	Estuary Group	Wave dominated	Tide dominated	Tide dominated
	Estuary Type	Barrier estuary	Drowned valley estuary	Drowned valley estuary
	Evolution Stage	Youthful	Semi-mature	Youthful
Waterbody Parameters (Roper, et al., 2011)	Waterbody Area (km^2)	28.3	114.5	18.4
	Estuary Volume (ML)	84,200	1,541,400	181,800
	Average Depth (m)	3.1	13.8	9.9
	Foreshore Perimeter (km)	125	810	56
Catchment Land Usage (Roper, et al., 2011)	Catchment Area (km^2)	170	21,400	77
	Undisturbed Forest (%)	45%	71%	84%
	Urban (%)	46%	2%	14%
	Agricultural (%)	5%	25%	0%
	Other (%)	3%	2%	2%
	Population /km^2	644	40	507
Catchment Hydrology (Roper, et al., 2011)	Annual Rainfall (mm/yr)	1,080	760	1,070
	Annual Surface Flow (ML/yr)	24,400	1,468,300	4,100
	Annual Base Flow (ML/yr)	16,500	951,800	2,200
	Total Annual Flow (ML/yr)	40,900	2,420,100	6,400
	Licenced Water Extraction (ML/yr)	120	768,000	122
	Seagrass (ha)	610	70	250

Category and Data Source	Parameter	Brisbane Water	Hawkesbury River	Pittwater
Estuarine Ecology (DPIRD, 2025b)	Mangrove (ha)	240	1,050	18
	Saltmarsh (ha)	60	250	2
	Total Coast Wetlands (ha)	910	1,370	270
	Aquaculture (ha)	170	420	0
Recreational Infrastructure (Rolyat Services, 2013)	Boat Ramps	23	10	3
	Public Wharfs	43	21	29
	Marinas	5	13	8
	Estimated wet berths	140	1,060	1,090

2.1.2 Estuary Descriptions

2.1.2.1 The Hawksbury River

The HNRS is the longest coastal catchment in NSW, extending over 470 km from the southern highlands near Goulburn to its mouth at Broken Bay, north of Sydney (Figure 1-2). The river drains a catchment area of approximately 21,400 km², which is predominantly forested (~70%), with around 25% used for agriculture and only 5% urbanised (HNCMA, 2013; Roper, et al., 2011).

The river system receives inflows from key tributaries including the Nepean River to the south and the Grose River to the west. The Warragamba Dam, located on the Warragamba River (a major tributary of the Nepean), is a key hydrological control structure within the system – see Figure 2-1.

Figure 2-1 Warragamba Dam (source: Australian National Trust)

The estuarine portion of the river is generally considered to begin at the confluence of the Nepean and Grose Rivers at Yarramundi, marking the upstream tidal limit (Boon, 2017; Alluvium, 2022a).

From here, the Hawkesbury River flows in a generally northerly direction, with a relatively sandy substrate, and passes through the towns of Richmond and Windsor (see Figure 2-3) - the largest settlements on the river. In this reach, the river exhibits broad meanders and wide floodplains, with associated lagoons and wetlands such as Pitt Town Lagoon and Long Neck Lagoon (Alluvium, 2022a).

At Windsor, the river is joined by South Creek, which already carries significant urban runoff from Sydney's western suburbs, and is projected to receive substantial additional urban development. From Windsor to Sackville, the river is wide and deep, with a cleared and cultivated foreshore (Hawkesbury City Council, 2025).

Figure 2-2 The Hawkesbury River at North Richmond (source: Irene Pridham)

Figure 2-3 The Hawkesbury River at Pitt Town (source: Steve Sass)

From Sackville to Spencer (Figure 2-4), the river is characterised by steep sandstone cliffs, largely undeveloped foreshore reserves, and a series of low-density floodplain settlements (Hawkesbury City Council, 2025). This stretch includes Lower Portland, where the river is joined by the Colo River. It then meanders in a generally north-easterly direction until reaching a distinct change in course at Wisemans Ferry, where it is

joined by the Macdonald River. This section is a popular destination for recreational boating, particularly waterskiing and wakeboarding (Alluvium and Mosaic Insights, 2023).

Figure 2-4 Top: The Hawkesbury River at Wisemans Ferry (source Rob van Elven)

Downstream of Wisemans Ferry, the river flows southeast, flanked by the forested foreshores of Dharug and Marramarra National Parks. The Lower Hawkesbury River is notable for its extensive natural vegetation and minimal foreshore development (Alluvium, 2022a).

At the small riverside settlement of Spencer (Figure 2-5), the river receives Mangrove Creek from the north. Around 10 km downstream, it is further joined by Marramarra Creek and Berowra Creek (see Figure 2-7). In the Mooney Mooney–Brooklyn region (see Figure 2-6), the river flows past a series of small settlements, including Bar Point, Milsons Passage, Dangar Island, and Little Wobby. This part of the river is intersected by key transport corridors linking Sydney to the Central Coast, including the M1 Pacific Motorway and the Sydney–[illegible] rail line. From here, the river flows in a generally northerly and then easterly direction to Broken Bay.

Figure 2-5 The Hawkesbury River at Spencer (Left source: Screen NSW, Right source: Susan Oleary)

Figure 2-6 Brooklyn and Sandbrook Inlet (source: Alex Proimos)

Tributaries (listed from upstream down) of the Hawkesbury River include:

- Grose River
- Rickaby's Creek
- South Creek
- Cattai Creek
- Little Cattai Creek
- Colo River
- Webb's Creek
- MacDonald River
- Mangrove Creek
- Marramarra Creek
- Berowra Creek (see Figure 2-7)
- Mooney Mooney Creek
- Mullet Creek
- Cowan Creek

There are 21 islands within the Hawkesbury River estuary, varying in size and ecological significance. Many of these islands provide important habitat for native flora and fauna and contribute to the overall biodiversity of the estuary. Several are afforded some form of ecological protection status.

The six largest islands, listed in downstream order, are:

- Bar Island
- Milson Island
- Peat Island
- Spectacle Island
- Long Island
- Dangar Island.

Figure 2-7 Berowra Creek at Collingridge Point (source: Nathan Tilbury)

2.1.2.2 Brisbane Water

The Brisbane Water estuary is the most downstream northern arm of the Hawkesbury-Nepean River system. It is classified as a wave-dominated barrier estuary with an open entrance (Roy, et al., 2001) and is located on the northern side of Broken Bay. The estuary extends from Gosford in the north to its entrance at Broken Bay, covering approximately 27 km² of largely shallow open water interspersed with small embayments and inlets (Cardno Lawson & Treloar , 2008). It has a catchment area of nearly 15,000 hectares and contains more than 90 km of foreshore habitat (Astles, West, & Creese, 2010).

Land use within the catchment is mixed, with around 50% comprising undeveloped bushland and national park areas, including Brisbane Water National Park. The estuary also contains areas of ecological importance, including extensive seagrass beds, saltmarsh, mangroves, and multiple State Significant Wetlands that provide critical habitat for birdlife and aquatic species.

The remaining catchment supports a number of urban centres such as Gosford, Erina, Kincumber, Saratoga, Davistown, Empire Bay, Woy Woy, Ettalong, and Umina. Many of these townships are situated directly on the estuarine foreshore. As a result, the estuary features a high proportion of privately owned waterfront properties and modified foreshores, including seawalls, jetties, and boat ramps. These urban edges contrast with more natural stretches of foreshore found within national park and wetland areas, highlighting the diversity of land use and shoreline condition across the system.

There are 6 major zones within the Brisbane Water estuary, each representing a distinct geomorphic or hydrological reach of the system:

- The Entrance Reach – extending from the estuary mouth at Half Tide Rocks to The Rip (see Figure 2-8).
- The Central Reach – spanning from The Rip to Pelican Island and incorporating Riley's Island and St Hubert's Island (see Figure 2-9).
- The Woy Woy Reach – encompassing Woy Woy Bay and Woy Woy Inlet.
- Kincumber Broadwater – covering the shallow estuarine waters of Kincumber and Cockle bays.
- The Broadwater – the central estuarine basin extending from Pelican Island upstream to Gosford.
- Fagans Bay – a discrete embayment located adjacent to the Gosford urban area.

Figure 2-8 The Brisbane Water entrance reach (source: DCCEEW)

Figure 2-9 The Brisbane Water central reach (source: DCCEEW), including Pelican Island wetlands

The system receives inflows from several small tributaries, including Narara Creek (entering near Gosford), Erina Creek, Kincumber Creek, Woy Woy Creek, Coorumbine Creek, Ettalong Creek. While these waterways are smaller than the major tributaries of the main Hawkesbury River, they play an important role in shaping local hydrology, water quality, and estuarine ecology of Brisbane Water.

There are 3 large islands within Brisbane Water, along with numerous smaller islets. St Hubert's Island is a developed canal estate constructed in the 1970s, connected to the mainland by a bridge at Daley's Point. In contrast, Pelican Island and Riley's Island remain undeveloped and serve as nature reserves, supporting significant estuarine wetland habitats that contribute to the overall biodiversity and ecological function of the estuary.

2.1.2.3 Pittwater

The Pittwater estuary is located on the southern side of Broken Bay, near the entrance to the Tasman Sea (see Figure 2-10). It is classified as a tide-dominated drowned river valley estuary (Roy, et al., 2001), extending from Newport and Church Point in the south to its mouth at Broken Bay.

Figure 2-10 The Pittwater Estuary (source: DCCEEW)

The estuary covers a water surface area of approximately 17 km² and is bounded by around 52 km of foreshore (Lawson & Treloar, 2003). The system is influenced by complex physical processes governed by its large and open entrance, which allows for significant exchange with ocean waters. The tidal range across Pittwater is generally consistent with that of the open coast (Lawson & Treloar, 2003).

The Pittwater catchment spans approximately 6,000 hectares (60 km²), extending from Mona Vale and Warriewood in the south, up the eastern ridge of the Barrenjoey Peninsula to Palm Beach, and along the western ridge to West Head.

The eastern and southern areas of the catchment are highly urbanised, including suburbs such as Palm Beach, Clareville, Newport, Bay View, and Church Point. These foreshore contain a high proportion of private waterway frontage and modified shorelines, with residential development extending directly to the water's edge. As a result, much of the estuarine fringe is characterised by seawalls and private jetties (see Figure 2-11 and Figure 2-12).

Figure 2-11 The Pittwater Estuary at Clareville (source: *Ellaslist*)

Figure 2-12 The southern arm of Pittwater, which experiences high levels of recreational boating (source: *Sydney.com*)

In contrast, the western catchment is largely natural and forms part of Ku-ring-gai Chase National Park, which protects significant areas of the Pittwater sub-catchment and supports a range of important estuarine and terrestrial ecosystems. The foreshores of Pittwater are lined with secluded bays, beaches, and headlands, contributing to the estuary's scenic and environmental value. The western shore of Pittwater includes a number of communities such as Great Mackerel (see Figure 2-13), Currawong, Elvina Bay, as well as NPWS campground facilities at the Basin (see Figure 2-14).

Figure 2-13 Pittwater at Great Mackerel Beach (source: *escape.com.au*)

Figure 2-14 Pittwater at The Basin (source: Ronan Herlihy)

At the southern end of the estuary lies Scotland Island, situated between Elvina Bay and Clareville (see Figure 2-15). The island is approximately 900 metres in diameter (or 52.5 hectares in area), accessible only by boat, and is home to a small, permanent residential community. Despite habitation, much of the island remains vegetated with Spotted Gum Forest, classified as an Endangered Ecological Community.

There are several minor tributaries to Pittwater including:

- Careel Creek
- Salt Pan Creek
- Mona Vale Main Drain
- Cahill Creek
- McCarr's Creek
- Salvation Creek

Pittwater plays an important local and regional role, valued for its unique environmental setting, delicate estuarine habitats, and its contribution to both the local economy and community well-being (Northern Beaches Council, 2017). The estuary is a major recreational and cultural asset, with high levels of boating and other recreational use, particularly during the summer peak period (see Figure 2-12).

Figure 2-15 Scotland Island (source: Ronan Herlihy)

2.1.2.4 Broken Bay

The Hawkesbury River, Pittwater, and Brisbane Water estuaries all converge at Broken Bay, which serves as the shared marine outlet linking these systems to the Tasman Sea. Broken Bay is bounded by Box Head to the north and Barrenjoey Head to the south, forming a broad and semi-sheltered marine embayment. It is classified as a semi-mature tide-dominated drowned valley estuary (Roy, et al., 2001) and is strongly influenced by coastal processes.

The western side of Broken Bay contains several highly valued beaches (see Figure 2-17 to Figure 2-18), including:

- Ocean / Umina Beach
- Pearl Beach
- Patonga Beach
- Little Patonga Beach

These beaches are regionally important not only for their scenic and ecological values, but also for their role in supporting local recreation, tourism, and coastal culture. Ocean Beach and Umina Beach in particular serve as primary surf and recreation beaches for the Central Coast community and visitors from the broader Sydney basin. The area is home to 2 surf lifesaving clubs and hosts major community and sporting events throughout the year

In addition to its role as a receiving basin for the region's three major estuaries, Broken Bay contains several smaller coastal estuaries, including Patonga Creek, Pearl Beach Lagoon, and Ettalong Creek, each situated adjacent to local coastal communities.

Located near the centre of Broken Bay is Lion Island, a designated nature reserve of high ecological and conservation value. The island provides critical breeding habitat for migratory seabirds and is one of the few

places in the region known to support a population of Little Penguins. It is notably free of introduced predators such as feral cats and foxes, making it an important site for species protection.

Figure 2-16 Ocean / Umina Beach (source: Central Coast Council)

Figure 2-17 Patonga Beach (source: lovecentralcoast.com)

Figure 2-18 Pearl Beach (source: Chris Drummond)

2.1.3 Functional Zones

In addition to identifying the individual estuarine waterbodies of the HNRS, it is useful to understand the system's functional zones, which describe how physical and ecological processes vary spatially. The Stage 2 Physical and Ecological Processes Abridgement Report (Alluvium, 2022a) delineated these zones across the

HNRS to support a management approach that aligns with the prevailing environmental conditions throughout the system.

These functional zones (see Figure 2-19 and Table 2-2) are primarily defined along the freshwater–saltwater continuum, which is influenced by proximity to freshwater inputs and tidal saline inflows. This continuum operates in 3 dimensions (Alluvium, 2022a).:

1. Longitudinally along the mainstem of the Hawkesbury River

2. Laterally up into its tributaries

3. Vertically through the water column due to stratification between fresh and saline layer

Table 2-2 Functional zones of the Hawkesbury-Nepean River Estuary (Alluvium, 2022a)

Functional zone	Description
Contributing catchments	The land area that drains to the tidal waters of the HNRS is inherently connected to the functions, processes and health of the estuaries and coastal zone. Land uses determine the characteristics of the catchment and influence physical and ecological processes.
Freshwater Tidal Pool	The tidally influenced freshwater zone from Yarramundi to Wisemans Ferry. It is characterised by low salinities (though reaching up to 10-12 PSU at Wisemans Ferry), high nutrient and sediment loads, and is at high risk of harmful algal blooms (HABs).
Upper Estuary	The 'Upper Estuary' zone of the Hawkesbury extends from Wisemans Ferry to just upstream of Spencer and Mangrove Creek. It is characterised by lower range brackish salinities (10 PSU - 20 PSU, 25 PSU during prolonged drought), tidal resuspension of sediments and benthic sources of nutrients . There are similar 'Upper Estuary' functional zones, though less pronounced, in the Hawkesbury tributaries, Brisbane Water and Pittwater.
Middle Estuary	The 'Middle Estuary' zone of the Hawkesbury extends from Spencer to Brooklyn and has higher salinities (25 PSU and above) due to the stronger influence of marine exchange (Loveless, 2011). Tidal processes are stronger here than in the Upper Estuary, with sediments reworked, or mobilised, by tidal currents in this area. During flood events this area is a significant receiving zone for sediment deposition with substantial nutrient resources in the sediment.
Lower Estuary	The marine-dominated zone including Broken Bay, Pittwater, Cowan Creek and Brisbane Water, where salinities are high and water quality generally good due to strong ocean exchange.

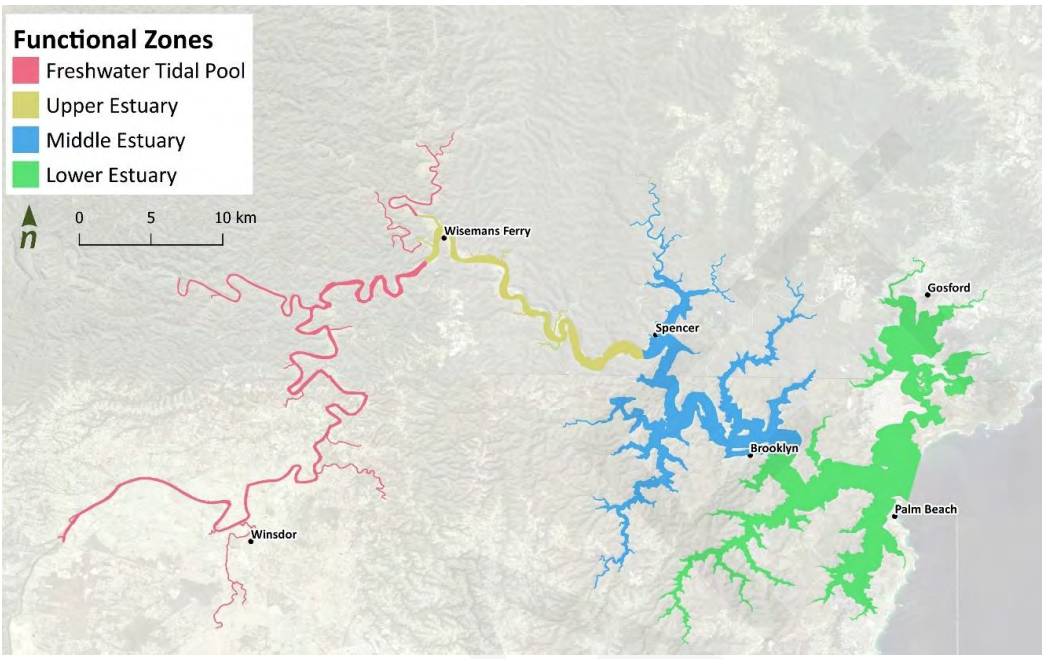

Figure 2-19 The Functional Zones of the HNRS (Alluvium, 2022a)

2.1.4 Sediment Compartment

The Hawkesbury River Estuary is located within the Sydney Primary sediment compartment (Geoscience Australia, 2021). In addition to these primary compartments, Thom et al (2018) also identified secondary compartments that form the basis of Part 1 of Schedule 1 of the CM Act. Of these, the CMP study area lies wholly within the wider *Broken Bay Coastal Sediment Compartment*, which extends from Third Point to Barrenjoey Head. A map of these compartments is provided in Figure 2-20. The following is noted with regards to the sediment compartment:

- The adjacent sediment compartment to the south *Sydney Northern Beaches Sediment Compartment*, is situated entirely within the Northern Beaches LGA
- The adjacent sediment compartment to the north, the *Central Coast Sediment Compartment*, is situated entirely within the Central Coast LGA.

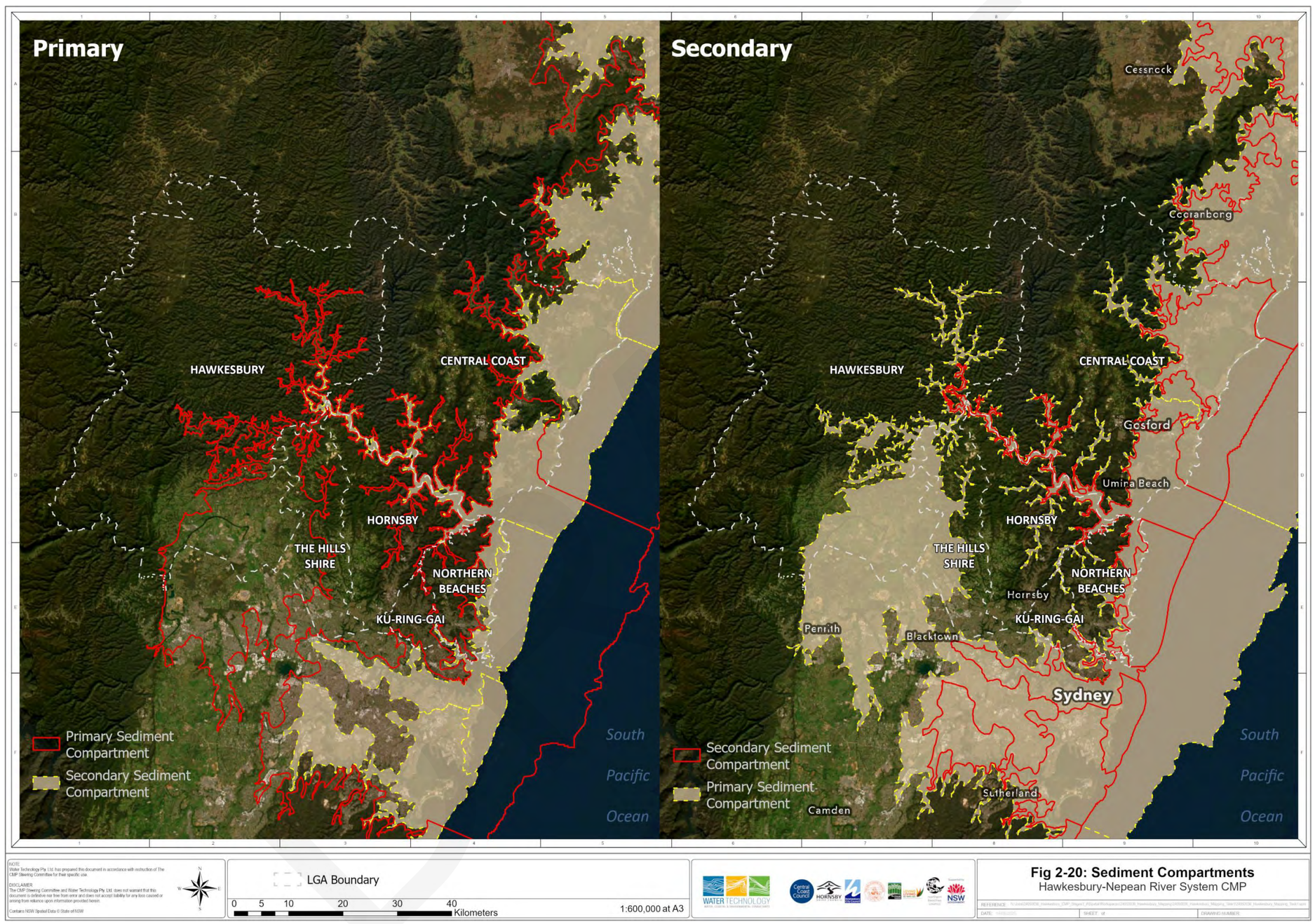

Fig 2-20: Sediment Compartments
Hawkesbury-Nepean River System CMP

2.2 Environmental Significance

The HRNS forms a vital ecological corridor, bridging a diverse range of environments, from freshwater and marine systems to terrestrial and intertidal zones. This complex interface supports a wide array of habitats, including native bushland, freshwater and estuarine wetlands, saltmarshes, mangroves, mudflats, seagrass beds, submerged rock platforms, and estuarine sediments (Water Technology, 2020).

The river system provides critical habitat for numerous terrestrial and aquatic species and supports regionally significant ecological assets, including state-listed wetlands and several National Parks and Nature Reserves (Alluvium, 2022a).

2.2.1 Flora

A broad variety of aquatic and riparian vegetation is distributed across the catchment. Estuary habitat statistics summarised by Roper et al (2011) indicate that the system includes more than 2,500 hectares of coastal wetlands (see Table 2-1).

Figure 2-21 Longneck Lagoon (Source: NPWS)

The freshwater tidal reach of the river, extending from Yarramundi to Wisemans Ferry, features a series of back-swamps and freshwater lagoons scattered across the floodplain. Notable examples include Pitt Town Lagoon and Long Neck Lagoon (Figure 2-21), both of which are listed on the Register of the National Estate (Water Technology, 2020). These lagoon systems are recognised for their high biodiversity value, supporting diverse aquatic plant communities, waterbird populations, and rare wetland-dependent flora.

The transition from freshwater to estuarine wetland systems occurs just downstream of Wisemans Ferry. From this point through the Upper and Middle Estuary functional zones, extensive estuarine wetlands dominate the landscape (Alluvium, 2022a) – see Figure 2-22. Noteworthy areas of saltmarsh and mangrove forest are found between Singletons Mill and Bar Point, particularly around Mangrove Creek and Marramarra Creek, which serve as important nurseries for estuarine fauna.

Figure 2-22 Mangrove forests in the middle estuary (source: Rachel Whiteley)

The Brisbane Water Estuary supports extensive seagrass, mangrove, and saltmarsh habitats. Large, undisturbed mangrove forests occur around Riley's Island and Pelican Island, with additional stands near Erina, Fagans Bay Inlet, and Narara Creek. Saltmarsh communities, often fringed by Estuarine Swamp Forest (dominated by swamp oak with sedge and rush understorey), are common along the major creeks throughout the estuary. Importantly, the waterway also includes over 600 hectares of seagrass meadows, with communities are concentrated in Kincumber, Cockle Bay, Cockle Channel, Riley's Island, and The Broadwater.

Pittwater supports a relatively lower proportion of mangrove forest and saltmarsh communities. This is primarily due to a lack of suitable substrate, reflecting the estuary's steep topography and the limited development of tidal flats along its shoreline. Despite this, the estuary contains over 250 hectares of ecologically significant seagrass beds, which provide critical habitat and support high levels of biodiversity. Particularly important seagrass meadows are located at Palm Beach and Careel Bay, where extensive communities of Strapweed (Posidonia australis) are found – see Figure 2-23. Posidonia australis is listed as an endangered population under the NSW *Fisheries Management Act 1994* due to its sensitivity to physical disturbance and declining distribution across NSW estuaries. Its presence in Pittwater (and Brisbane Water) underscores the ecological importance of the estuary and the need for ongoing protection and management.

Figure 2-23 Posidonia Australis (Source: DPIRD)

Terrestrial vegetation in the contributing catchment plays an important role in the estuary, providing habitats for terrestrial species, underpinning hydrological processes in the catchment, as well as lending to the social amenity of the area. Coastal Swamp Oak Forest is an important terrestrial estuarine ecological community that can be intertidal (though not exclusively) and are important carbon sinks. The large, protected areas of native vegetation throughout the catchment act as natural filters of catchment runoff thus improving water quality in the estuary (Alluvium, 2022a).

2.2.2 Fauna

The HNRS supports an exceptionally diverse range of fauna due to its extensive aquatic, estuarine, and riparian habitats, and the significant proportion of protected lands within the catchment. Over 1,100 native vertebrate species (including more than 160 species of fish), and 1,700 invertebrate species have been recorded in the system (Gerhke & Harris, 1996; WRL, 2003).

Avifauna within the catchment is diverse, though urbanisation has altered bird populations, with smaller bush birds declining and larger, more adaptable species (e.g. Sulphur-crested Cockatoo, Rainbow Lorikeet, Noisy Miner, and Australian White Ibis) becoming more abundant (Recher, 2010). Estuarine zones support iconic waterbirds such as pelicans, cormorants, egrets, eagles (see Figure 2-24) and seagulls, while migratory shorebirds like the Eastern Curlew and Curlew Sandpiper frequent key habitats including Brisbane Water and Lower Hawkesbury mudflats.

Figure 2-24 Wedge-tailed eagle at Brooklyn (source: Ran Fuchs)

The estuarine fish community is highly dependent on access to multiple functional zones of the system. Species exhibit varying migratory patterns, with some (e.g. estuarine residents and marine stragglers) occupying

brackish zones year-round, while others (e.g. migratory species) rely on seasonal or life-stage-based movements between freshwater and marine environments (Lloyd, et al., 2012). Key estuarine and transitional species include Australian Bass, Eels, Dusky Flathead, Yellowfin Bream, and Sand Whiting. Freshwater reaches support species such as Australian Smelt, Gudgeons, and Freshwater Mullet, while the lower estuary is home to important invertebrates like mud crabs, school prawns, and Sydney Rock Oysters (Alluvium, 2022a).

The estuary also hosts populations of marine mammals, including Indo-Pacific bottlenose dolphins, Australian Fur Seals (see Figure 2-26), and seasonal whales such as the Humpback Whale. Reptiles and amphibians such as the Green Turtle and the Green and Golden Bell Frog are also recorded across the catchment.

Figure 2-26 Fur Seals at Barrenjoey Headland (source: Rick Machan)

With extensive urban and agricultural pressures throughout the HNRS and the wider greater Australian eastern seaboard, many ecological communities and native species are listed as endangered or protected under the *Environment Protection and Biodiversity Act (1999) (Cth), NSW Biodiversity Conservation Act 2016, and Fisheries Management Act 1994.*

There are also international agreements that protect migratory birds and their habitat including the Chinese Australian Migratory Bird Agreement (CAMBA), Japanese Australian Migratory Bird Agreement (JAMBA) and Republic of Korea Australian Migratory Bird Agreement (ROKAMBA) (Water Technology, 2020; Alluvium, 2022a).

Figure 2-25 White's Seahorse (*Hippocampus whitei*) - found in Brisbane Water (source: Central Coast Council)

2.3 People, Culture, and the Local Economy

2.3.1 Cultural Heritage

Traditional Custodians

The HNRS is home to a rich and enduring Aboriginal heritage, with cultural connections to Country that stretch back over 50,000 years and continue to this day (Dyarubbin, 2025). Given the scale of the CMP study area and its contributing catchment, multiple Aboriginal groups have longstanding connections to the land and waterways – see Figure 2-27.

Traditionally, the Greater Sydney region is home to several clans of the **Darug** people (alternative spelling Dharug). The Darug inhabited the area between Port Jackson and Botany Bay in the east, the Georges River to the south-west, and the Hawkesbury River in the north-west (GML Heritage, 2021) Across the Upper Hawkesbury River Estuary, the Richmond-Windsor region was inhabited by the people of the Burreberongal, Cattai and Kurrajong Clans which were situated on the south, east and north of the river respectively (Barani , 2025).

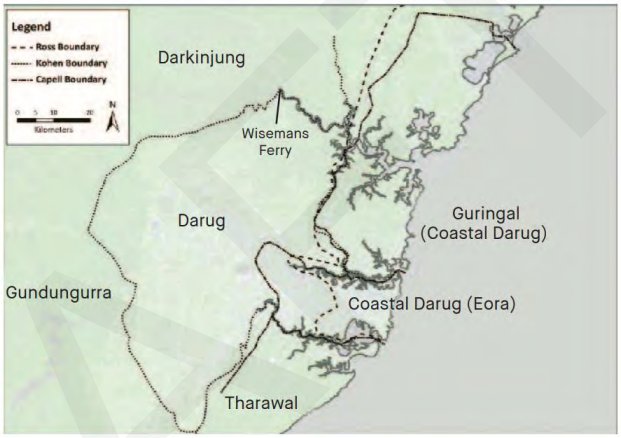

Figure 2-27 Aboriginal cultural boundaries in the Sydney region. (Source: GML, 2021)

North of the Hawkesbury in the Central Coast Region was home to the **Darkinjung** people (alternative spellings Darrkinyung, Darkinjan, Darkinung). The traditional boundaries of Darkinjung land extend from the Hawkesbury River in the south, Lake Macquarie in the north, the McDonald River and Wollombi up to Mt Yengo in the west and the Pacific Ocean in the East (GML Heritage, 2021).

The Lower Hawkesbury area was originally inhabited by the **Guringai** people, who occupy the area across Sydney stretching from Broken Bay (in the north) to Port Jackson (in the south) and the Lane Cove River (in the west). Two groups of the Guringai people occupied the area which is now Ku-ring-gai National Park: the Garigal people and the Darramuragal people (AHO, 2025).

Cultural Heritage Values

This deep history of connection has shaped a cultural landscape rich in both tangible and intangible Aboriginal heritage. Indigenous cultural heritage includes sites, places, objects and stories that hold significance due to traditions, customs, beliefs, and ancestral ties. These values reflect the continuous presence and cultural practices of Aboriginal peoples.

The Hawkesbury River, known to the Darug people as **Dyarubbin** (also spelled Deerubbin), was - and remains - a place of great cultural and ecological importance. It is a significant place in Dreaming stories, rich in resources, and a critical means of transport (GML Heritage, 2021). It provided food (such as fish, eels, mussels, oysters), supported bird life, and was a spiritual and cultural focal point for the community (Dictionary of Sydney, 2021; BMT WBM, 2014a).

Across the HRNS, thousands of Aboriginal cultural heritage sites have been recorded - and many more remain unidentified. These include:

- Tangible sites such as middens, grinding grooves, rock engravings (see Figure 2-28), cave art, stone arrangements, and burials.
- Intangible values including creation stories, place names, ceremonial grounds, and cultural lore associated with specific locations.

Figure 2-28 Engraving of aquatic animal (fish, shark or dolphin) in Parr State Conservation Area. Note: the figure has been enhanced by shading. (source: GML, 2021)

Data from the NSW State Government's Aboriginal Heritage Information Management System (AHIMS) reveals that the Hawkesbury Shelf Marine Bioregion holds the highest number of registered Aboriginal heritage sites of any marine bioregion in NSW - with over 6,500 sites located within or up to 500 m of the NSW Marine Estate. This total equals the number of sites recorded across all other marine bioregions combined (Feary, 2015).

2.3.2 Population and Demographics

The Greater Sydney Region has a total population of 5.3 million persons recorded at the 2021 Australian Census (DPHI, 2025). By 2041, this number is projected to grow by an additional 1.4 million people - representing a compound annual growth rate of approximately 1.2%.

Population projection data sourced from the NSW Government (DPHI, 2025) has been aggregated at the LGA level and is summarised by region in Table 2-3. This table shows expected population growth across the 6 CMP Partner Councils LGAs and those in the broader Hawkesbury–Nepean Catchment, highlighting urbanisation trends and future development pressures that have been considered in the development of this CMP.

Table 2-3 Population growth across the HNRS catchment 2021-2041

Region	2021	2041	Annual Increase
Hawkesbury Estuary Partner Council LGAs	1,150,000	1,420,000	+1.1%
Hawkesbury-Nepean Catchment Councils LGAs	2,000,000	2,720,000	+1.5%
Total Across Partner and Catchment LGAs	***3,150,000***	***4,140,000***	***+1.4%***

More detailed LGA-level projections for the 6 CMP Partner Councils are shown in Table 2-4. While most of these LGAs are expected to experience moderate growth, The Hills LGA stands out with a projected growth rate of 2.7% per annum - driven by major residential developments in Box Hill and Kellyville, both within the North West Growth Area.

Table 2-4 Projected population growth across the Partner Council LGAs: 2021-2041

LGA	2021 Population	2041 Population	Annual Increase
Central Coast	348,500	408,400	+0.8%
Hawkesbury City	67,600	77,200	+0.7%
The Hills Shire	192,700	328,600	+2.7%
Hornsby Shire	152,200	169,800	+0.5%
Ku-ring-gai	124,700	158,300	+1.2%
Northern Beaches	264,600	275,800	+0.2%

Significant growth is also forecast for the Western Parkland City, as outlined in *A Metropolis of Three Cities – The Greater Sydney Region Plan* (Greater Sydney Comission, 2018). This includes a major urban expansion corridor between Campbelltown and Penrith, centred around the emerging Western Sydney Airport Precinct (TfNSW, 2024) - see Section 2.6.2.

As urban development accelerates across the HNRS, associated increases in stormwater runoff and industrial discharges are likely to place growing pressure on the health of the river system. These impacts must be proactively managed through the CMP to support the long-term resilience of the catchment and estuary. The CMP provides an important avenue through which to integrate water-sensitive urban design, green infrastructure, and stronger planning controls into the growth strategy for these rapidly expanding areas.

2.3.3 Community Uses and Values

The HNRS is a nationally significant waterway offering scenic amenity and diverse recreational opportunities to regional population of over 4 million people (see Table 2-3). The river system is deeply woven into the lives of its local communities, offering a unique blend of environmental, cultural, and recreational values. From swimming, fishing, and boating to quiet moments of connection, reflection, and escape - the waterways support physical and mental wellbeing, provide vital links to place and heritage, and underpin local tourism, recreation, and social connection. The river system isn't just a natural asset - it's a shared space where community, culture, and nature come together.

During Stage 2 of the CMP, a detailed study was undertaken to identify and map the community values and uses across the HNRS (Alluvium and Mosaic Insights, 2023):

- A snapshot of the community values across the HNRS is provided in Figure 2-29.
- A snapshot of the community uses across the HNRS is provided in Figure 2-30.

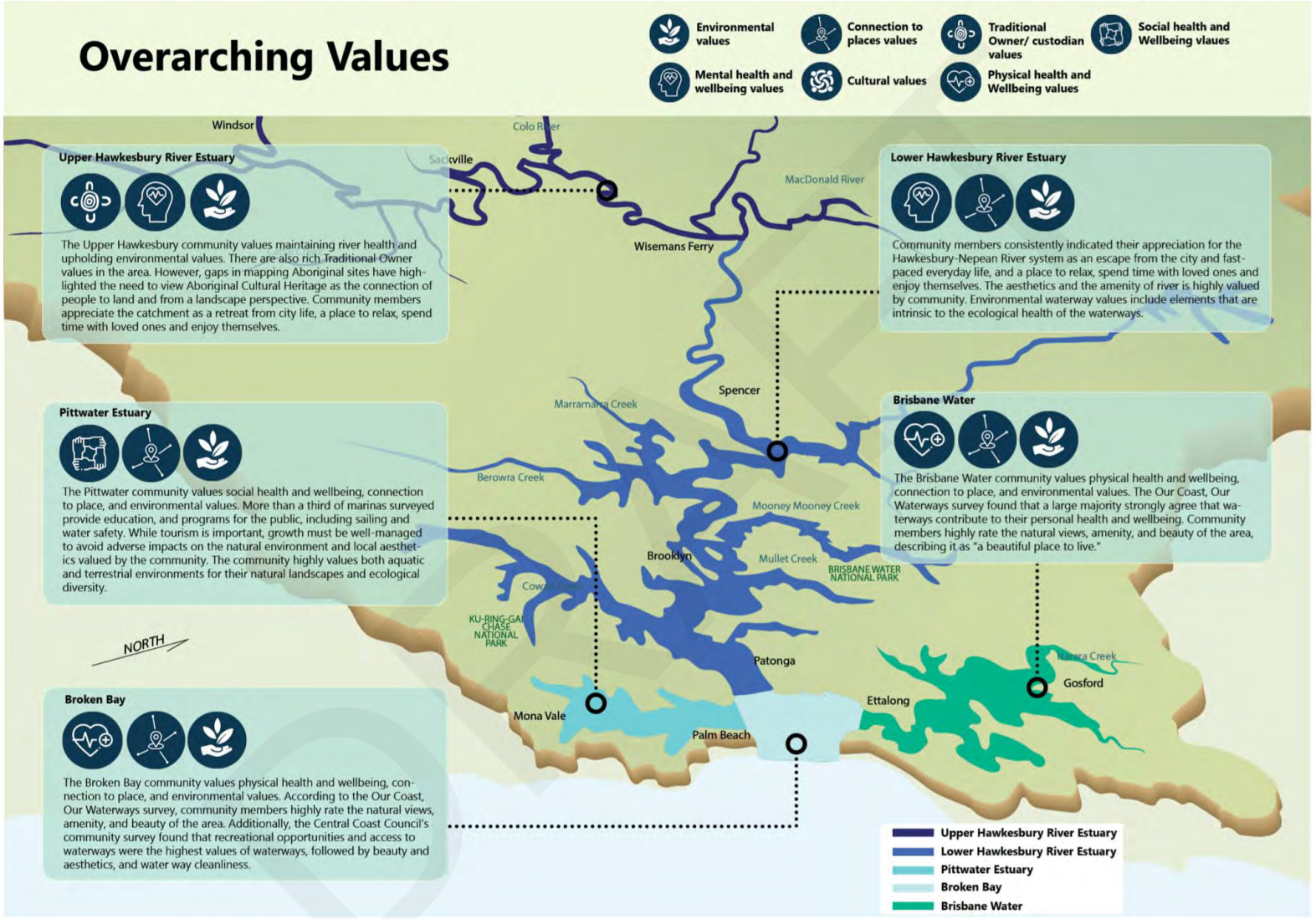

Figure 2-29 Community Values across the HNRS (Alluvium and Mosaic Insights, 2023)

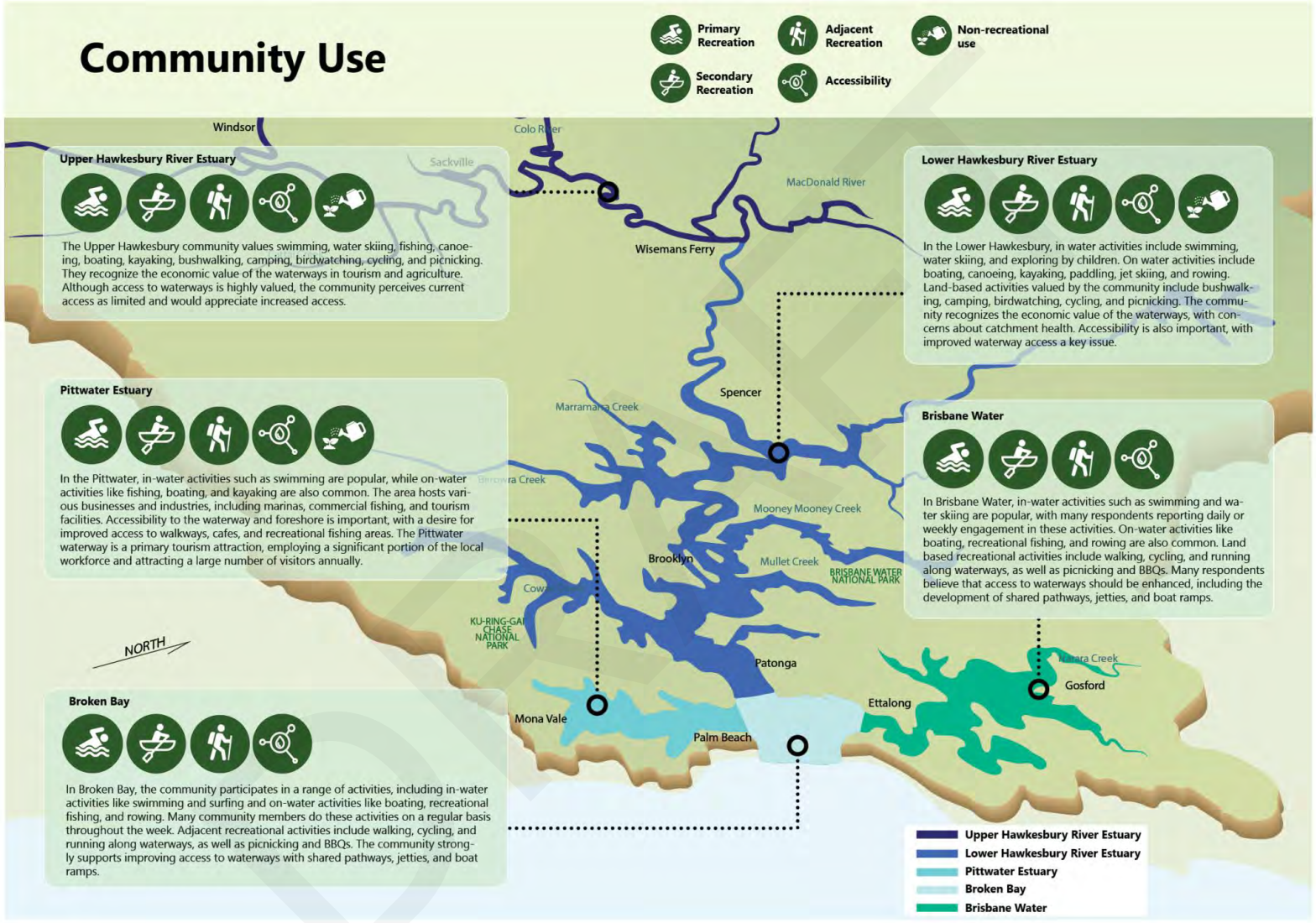

Figure 2-30 Community Uses across the HNRS (Alluvium and Mosaic Insights, 2023)

The Hawkesbury River is an extremely popular, but diverse waterway in terms of its recreational usage. The river is utilised extensively for a range of different activities. Across the upper reaches of the Hawkesbury River between Windsor and Wisemans Ferry, major recreational uses include water skiing and wakeboarding. Non-powered watercraft activities such as kayaking and canoeing are popular in the more natural areas such as the Colo River and Webb's Creek (BMT WBM, 2013b; TfNSW, 2015). The Hawkesbury River also hosts several major local sporting events (sailing, rowing, and water skiing) throughout the year, including the *Bridge 2 Bridge Water Ski Classic* and *The Hawkesbury Canoe Classic*.

Throughout the Lower Hawkesbury recreational fishing is extremely popular with NSW Fisheries estimating there to be 150,000 recreational fishing outings in the Hawkesbury River per year (BMT WBM, 2008). In addition to boat-based fishing, there are a variety of locations from which fishing is permitted from the shore, including Parsley Bay, Cowan Creek and McKell Park (WRL, 2003).

Brisbane Water sees a concentration of boating, fishing, kayaking, and Personal Water Craft (PWC) use, with increased activity in summer. These recreational pursuits contribute significantly to the area's lifestyle appeal, drawing both residents and visitors and supporting the local tourism and hospitality economy.

Pittwater is among the busiest waterways in NSW, featuring large vessels on swing moorings and eight marinas, with usage intensifying on weekends and during holidays (see Figure 2-32). Conflicts occur between sailing, kayaking, fishing, kite-surfing, and other activities (Water Technology, 2020).

Figure 2-31 Ocean Beach is a popular recreational destination (source:iCentralCoast.com)

Broken Bay's beaches - including Ocean, Umina, Pearl, and Patonga - offer high-value recreational experiences, especially for swimmers, kiteboarders, kitesurfers and surfers (see Figure 2-31).

The region supports over 100,000 boating licence holders (about 19% of all NSW licences) and 41,000 registered vessels (17% of the State's total). Recreational infrastructure includes 40 public boat ramps and over 100 public access points such as jetties, wharves, and pontoons (TfNSW, 2015; Rolyat Services, 2013) – see Table 2-1 and Figure 2-32.

Figure 2-32 Left: Boating at Sandbrook Inlet, Brooklyn (source: Corleone Marinas), and Right: Pittwater (source: allboatbrokerage.com).

2.3.4 Economic Values

Commercial Fishing and Aquaculture

The HRNS is a vital natural asset that supports a broad spectrum of economic activities across Greater Sydney and the Central Coast. Its economic contribution spans aquaculture, agriculture, tourism, recreation, and ecosystem services, underlining its importance to the region's "blue economy."

The river has long supported aquaculture and commercial fishing, with the Lower Hawkesbury and Brisbane Water estuaries historically serving as key hubs for oyster farming. While oyster production peaked in 2000–01 at nearly $10 million in value (adjusted to present-day dollars), the industry has since declined due to disease outbreaks, including QX disease in 2004 and Pacific Oyster Mortality Syndrome (POMS) in 2013, which wiped out 90% of stock in some areas (Rubio, Frances, Coad, Stubbs, & Guise, 2013). By 2023-24, the total value of oyster production had recovered to generate around $4.5 million - representing around 6% of the state's total oyster production value (DPIRD, 2025a).

Figure 2-33 Hawkesbury River Aquaculture (Source: Hornsby Shire Council)

The largest sector of commercial fishing in the Hawkesbury estuary is the prawn trawl (EPT) fishery. This involves the harvesting of school prawns, squid and fish (Kimmerikong, 2005). The Hawkesbury River EPT Fishery operates in waters from the ocean entrance, upstream to the vehicular ferry at Lower Portland. The fishery is estimated to generate an annual catch with a monetary value of around $3.5 million (DPI, 2017). Commercial fishing is banned in Brisbane Water but permitted in Broken Bay and offshore (TfNSW, 2015).

Ecosystem Services

As part of the Stage 1 Scoping Study (Water Technology, 2020), a preliminary economic valuation was undertaken of the ecosystem services across the Hawkesbury River Estuary. This assessment used the methodology developed by Costanza et al. (2014), which assigns indicative economic values to different biomes based on their ecological functions and contributions. While not a detailed economic analysis, the intent of this assessment was to provide a high-level estimate to provide an economic basis for investment in environmental asset protection across the HNRS. Ecosystem services such as storm protection, erosion control, carbon storage, and waste treatment were considered, particularly for key biomes like mangroves, saltmarsh, seagrass, and open estuarine waters. The outcomes estimated that the ecosystem services of the estuarine reach of the Hawkesbury River (including Pittwater Estuary and Brisbane Water Estuary) are of the order of $1.4 billion per year in real 2025 terms.

Tourism and Recreation

The Brisbane Water, Pittwater and Hawkesbury River estuaries provide significant economic value to the Greater Sydney and Central Coast regions in the form of tourism. The close proximity to the high-density population bases of Sydney and the Central Coast provide significant opportunities for day trip tourism and domestic and international overnight visitor stays.

Domestic day trip tourism is highly focused on the coastal zone – and the environmental, recreational and aesthetic aspects of the Hawkesbury River act as a strong tourist draw card for activities such as watercraft activities (such as kayaking – see Figure 2-34), fishing, nature observation, recreational and charter boating, and bushwalking through the expanse of national parks of the study area.

Figure 2-34 Kayaking the Hawkesbury (Source: Destination NSW)

The system provides direct economic value through industries that include (but are not limited to) charter boating and day cruises, fishing and whale watching. The majority of these businesses operate out of Brisbane Water, Pittwater and the Lower Hawkesbury River at Brooklyn.

Rolyat Services (2013) estimated that across the activities of sightseeing, camping, swimming, recreational fishing and boating, the Hawkesbury River Estuary receives over 1.3 million annual day visits, with a combined economic value of over $45 million per annum.

2.4 Legislative Context

The legislation and policy governing management of study area is complex and includes acts and policies from all levels of government. A brief overview of the most relevant acts is provided herein for context; however, more information can be found in the Stage 1 Scoping Study (Water Technology, 2020).

Coastal Management Act 2016

The CM Act establishes the framework and sets forth the objectives for coastal management in NSW. The purpose of the CM Act is to manage the use and development of the coastal environment in an ecologically sustainable way, for the social, cultural, and economic well-being of the people of NSW (DPIE, 2019).

The CM Act lists a series of objects that must be considered when developing a CMP (refer to Part 3 of the Act). There are also objectives provided for each of the 4 coastal management areas. The objectives in the CM Act have been considered and addressed in this CMP in the following ways:

- The Vision, and Objectives of this CMP are based on, and consistent with, the objectives set forth in the CM Act.
- Stage 1 of the CMP has considered the State and regional policies and plans prescribed by the Act.
- The studies undertaken in Stage 2 of the CMP have assessed in detail the various coastal zone issues, and hazards outlined in the CM Act and the CM Manual (OEH, 2018c).
- Stage 3 of the CMP (WT 2025) has involved a high level of consultation with the HRNS communities and relevant stakeholders to develop a series of management actions intended to address these issues and risks in an integrated and strategic manner. In doing so, the suite of actions:
  - Promotes the objects of the Act

- Gives effect to the management objectives for the coastal management areas covered by the program.

- Stage 4 of the CMP has been developed in consistency with the statutory requirements of the Act, and the mandatory requirements set out in NSW Coastal Management Manual (OEH, 2018e).

State Environmental Planning Policy (Resilience and Hazards) 2021

State Environmental Planning Policy (Resilience and Hazards) 2021 updates and consolidates into one integrated policy a series of previously enforced SEPPs, including: SEPP 14 (Coastal Wetlands), SEPP 26 (Littoral Rainforests) and SEPP 71 (Coastal Protection), including clause 5.5. of the Standard Instrument – Principal Local Environmental Plan.

The R&H SEPP streamlines coastal development assessment requirements, identifies development controls for consent authorities to apply to each coastal management area to achieve the objectives of the CM Act, and establishes the approval pathway for coastal protection works (DPIE, 2019).

State-wide mapping that accompanies the R&H SEPP is available for the coastal wetlands and littoral rainforest area, the coastal environment area, and the coastal use area. The mapping of coastal vulnerability areas is undertaken as part of CMP development, based on either existing coastal hazard mapping, or mapping to be developed during Stage 2 of the CMP.

Marine Estate Management Act 2014

The *Marine Estate Management Act 2014* (MEM Act) forms part of the NSW Marine Estate Management Framework. The framework comprises statutory instruments, strategies, assessment, plans and policy settings, and is administered under the auspices of the Marine Estate Management Authority (MEMA).

The primary objective of the MEM Act is to enable the strategic and integrated management of the NSW marine estate, which includes marine waters, estuaries, and the coastal zone (MEMA, 2019). The Act aims to maintain a healthy, productive, and biologically diverse marine estate while also supporting its economic, cultural, social, and recreational use. It also facilitates scientific research, education, and the effective management of marine parks.

Key legislative instruments under the MEM Act include:

- Marine Estate Management Regulation 2017
- Marine Estate Management (Management Rules) Regulation 1999.

In addition, the NSW Marine Estate Management Strategy 2018-2028 (MEMA, 2018) was developed to guide coordinated actions over a ten-year period and is discussed further in Section 2.6.

The Environmental Planning and Assessment Act 1979

The *Environmental Planning and Assessment Act 1979* (EP&A Act) provides the statutory framework for land use planning and development assessment in NSW. It is a key mechanism for implementing actions identified in Coastal Management Programs (CMPs), as it governs how coastal management objectives and hazard information are integrated into local planning instruments such as Local Environmental Plans (LEPs) and Development Control Plans (DCPs). The EP&A Act also establishes the processes for environmental impact assessment, including under Part 4 (development consent) and Part 5 (activities by public authorities), which may be relevant to the implementation of CMP actions such as coastal protection works or restoration projects.

2.5 Roles and Responsibilities

2.5.1 Overview

The current governance across the coastal zone is multi-layered, with the waterways, foreshore, and catchment of the study area (and associated assets) owned and managed by a number of stakeholders across multiple levels of government. An overview of the roles and responsibilities across the HRNS coastal zone and its broader catchment is provided in Table 2-5.

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Table 2-5 Roles and responsibilities across the HNRS catchment

Details		Governance Responsibilities	Coastal Zone Land Tenure	Coastal Zone Waterway Asset Management
CMP STUDY AREA				
Local Government				
Central Coast Council		✓	✓	✓
Hawkesbury City Council		✓	✓	✓
The Hills Shire Council		✓	✓	✓
Hornsby Shire Council		✓	✓	✓
Ku-ring-gai Council		✓	✓	✓
Northern Beaches Council		✓	✓	✓
State Government				
Department of Climate Change, Energy, the Environment and Water	Conservation Programs, Heritage and Recreation	✓		
	National Parks and Wildlife Services	✓	✓	✓
	Environment Protection Authority	✓		
Department of Planning, Housing and Infrastructure	Crown Lands	✓	✓	✓
	Planning and Assessment	✓		
Department of Primary Industries and Regional Development	Fisheries and Forestry	✓		
	NSW Food Authority	✓		
	Greater Sydney Local Land Services	✓		
Transport for NSW	Maritime	✓		✓
	Maritime Infrastructure Delivery Office	✓		✓
Department of Communities and Justice	NSW State Emergency Service	✓		

Details		Governance Responsibilities	Coastal Zone Land Tenure	Coastal Zone Waterway Asset Management
Department of Premier and Cabinet	NSW Reconstruction Authority	✓		
State Owned Statutory Corporations	WaterNSW	✓		✓
	Sydney Water	✓		✓
Other	Marine Estate Management Authority	✓		
Local Aboriginal Land Councils (LALCs)				
Darkinjung LALC		✓		
Deerubbin LALC		✓		
Metropolitan LALC		✓		
BROADER HNRS CATCHMENT				
Blacktown City Council		✓		
Blue Mountains City Council		✓		
Camden Council		✓		
Campbelltown City Council		✓		
Cessnock City Council		✓		
Fairfield City Council		✓		
Goulburn Mulwaree Council		✓		
Lithgow City Council		✓		
Liverpool City Council		✓		
Mid-Western Regional Council		✓		
Oberon City Council		✓		
Penrith City Council		✓		

Details	Governance Responsibilities	Coastal Zone Land Tenure	Coastal Zone Waterway Asset Management
Queanbeyan-Palerang Regional Council	✓		
Singleton Council	✓		
Upper Lachlan Shire Council	✓		
Wingecarribee Shire Council	✓		
Wollondilly Shire Council	✓		
Wollongong City Council	✓		

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2.5.2 Local Government

There are six (6) local government areas that border the tidal waterways of the estuary, and an additional eighteen (18) local government areas encompassing the wider Hawkesbury-Nepean River Catchment (either wholly or partly). These are listed in Table 2-5 and depicted in Figure 2-35.

An overview of the range of council roles and responsibilities as they relate to the CMP is provided in Table 2-6 below. These roles broadly fall into three categories: issue management, land and asset management, and planning.

Table 2-6 Local government roles and responsibilities across the coastal zone

Issue Management	Land and Asset management	Planning
▪ Coastal, estuary and waterway management ▪ Water quality monitoring and research ▪ Floodplain and flood risk management ▪ Vegetation protection and management ▪ Fauna protection and conservation ▪ Catchment management ▪ Community Events ▪ Community consultation, engagement and education ▪ Cultural Heritage ▪ Recreational use of the estuaries and waterways ▪ Compliance and education activities (environmental and development) ▪ Bushfire planning and management	▪ Coastal and estuary infrastructure ▪ Stormwater and drainage infrastructure ▪ Road, traffic and parking infrastructure ▪ Open space and community assets ▪ Management of beaches and beach access ▪ Management of foreshore parks and access (including waterway access) ▪ Management of bushland reserve ▪ Management of WWTPs and in some cases Water Supply	▪ Strategic Planning - including implementation of regional strategies, development of Community Strategic Plans (CSP's) and Local Strategic Planning Statements (LSPS) and other strategies ▪ Development and implementation of planning controls (including LEPs and DCP's) ▪ Implementation of IP&R framework ▪ Development and implementation of CMP's

Councils are key custodians of estuarine and catchment infrastructure such as boat ramps, seawalls, breakwaters, stormwater systems, foreshore access points, and open space assets. In some cases, councils also manage significant water supply infrastructure - for example, Mangrove Creek, Mardi, and Mooney Mooney dams are owned and operated by Central Coast Council.

Beyond physical assets, councils are responsible for a range of issues across the catchment, including cultural heritage, recreational use, community events, estuary and floodplain management, and biodiversity conservation. Many also undertake water quality monitoring, as discussed in Section 9.

In their planning roles, councils regulate land use and development within their LGAs to ensure outcomes that reflect the environmental, social, and economic values of the estuary and its catchment. This includes managing cumulative impacts of development to support long-term sustainability.

For councils in the upper catchment, responsibilities focus on waterway health - including the management of agricultural runoff, stormwater discharges, and industrial waste - all of which contribute to the downstream condition of the estuary.

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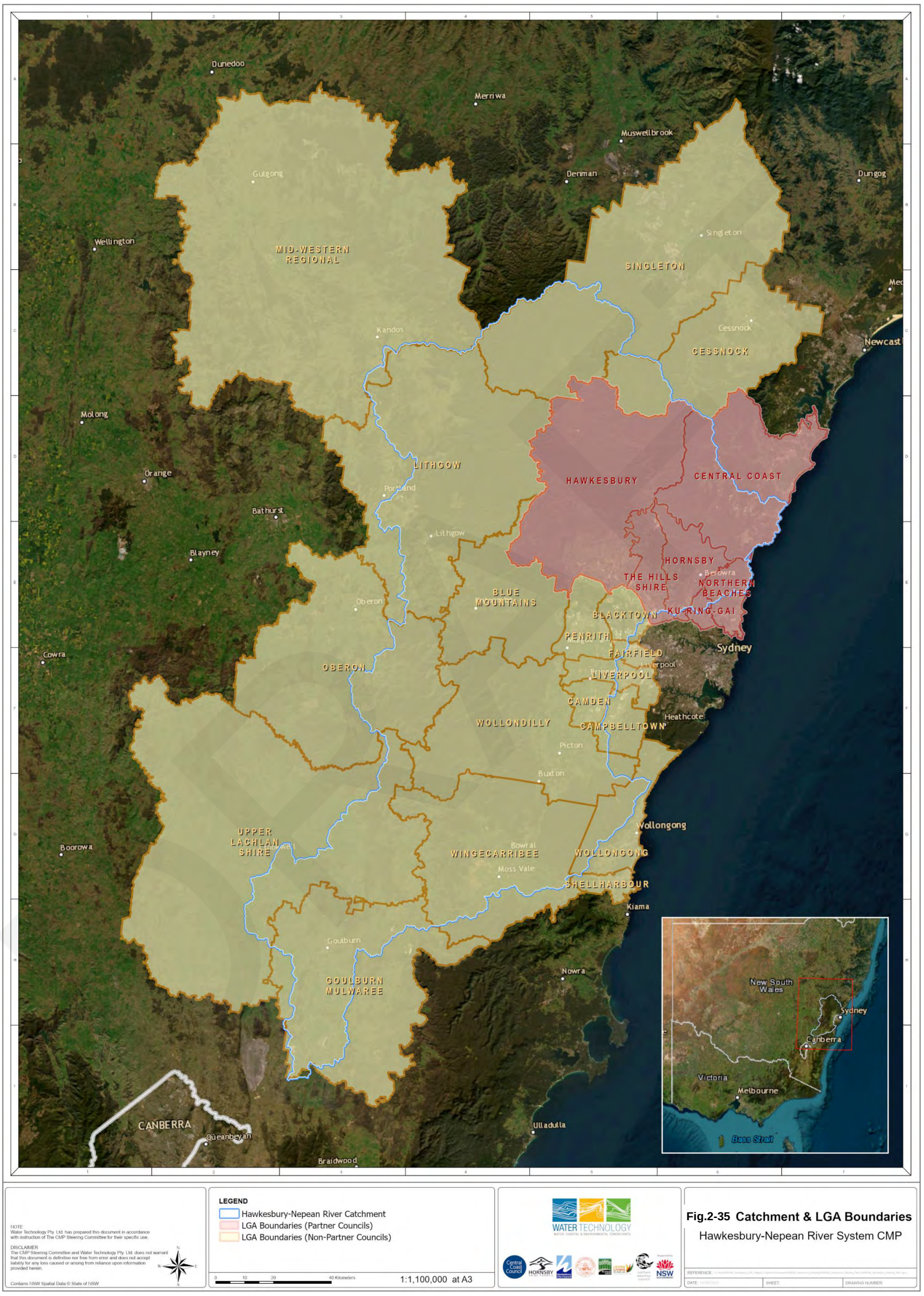

2.5.3 State Government

There are over fifteen (15) state government agencies with management roles and responsibilities across the study area that are relevant to the CMP. These agencies are spread across 5 separate state government departments. These agencies and their position within the wider NSW state government organisational structure are identified in Table 2-5. Some of these agencies have a land and asset management role, whilst others are issues based. A brief summary of the roles and responsibilities of the most relevant state government departments and agencies is provided below.

2.5.3.1 The Department of Climate Change, Energy, the Environment, and Water

Conservation Programs, Heritage, and Recreation Group

Many of the CMP stakeholder organisations are positioned within DCCEEW, and their responsibilities across the study area, relate to land and asset management, issues management, and planning and assessment. DCCEEW (CPHR) is responsible for administering the CM Act and provides oversight of the State's coastal management program. Within the DCCEEW (CPHR) organisation structure, the Biodiversity Conservation and Science Directorate provides oversight in the development of each council's CMPs and provides data and technical advice as needed. It also administers the Coastal and Estuary Grants Program that provides funding for councils to prepare and implement their CMPs.

National Parks and Wildlife Service

Within the DCCEEW organisation structure, lies the NSW National Parks and Wildlife Service (NPWS), which is responsible for management under the *National Parks and Wildlife Act 1974* of 23 different reserves and parks that are located either partly or wholly within the CMP study area, including those listed in Table 2-7 and depicted in Figure 2-36. Several of these reserves have extensive water frontages, making NPWS a critical stakeholder in the management and use of the estuary and its surrounding landscapes.

Table 2-7 NSW NPWS land located across the HNRS coastal zone

National Park Estate		
▪ Berowra Valley National Park ▪ Bouddi National Park ▪ Brisbane Water National Park ▪ Cattai National Park ▪ Cockle Bay Nature Reserve ▪ Dharug National Park ▪ Ku-ring-gai Chase National Park ▪ Lion Island Nature Reserve	▪ Long Island Nature Reserve ▪ Maroota Ridge State Conservation Area ▪ Marramarra National Park ▪ Muogamarra Nature Reserve ▪ Parr State Conservation Area ▪ Pelican Island Nature Reserve ▪ Pitt Town Nature Reserve ▪ Popran National Park	▪ Rileys Island Nature Reserve ▪ Saratoga Island Nature Reserve ▪ Scheyville National Park ▪ Spectacle Island Nature Reserve ▪ Wisemans Ferry Historic Site ▪ Wollemi National Park ▪ Yengo National Park

NPWS plays a significant role in the region, with responsibilities including active conservation and habitat protection, fire management, tourism and visitation management, research, education, and the protection of both Aboriginal and European cultural heritage across its estate.

Many of the parks listed in Table 2-7 receive high levels of tourism and recreational use and contain key infrastructure such as boat ramps, walking tracks, and visitor amenities that provide direct access to the river system and its foreshore. While a broad range of waterway infrastructure is located throughout the HNRS, some of the most notable NPWS-managed assets include (but are not limited to):

- The Basin Campground (Pittwater) – A popular site featuring camping and picnic facilities, with supporting permanent infrastructure and direct access to the Pittwater estuary.
- Akuna Bay (Cowan Creek) – Home to recreational boating infrastructure including marina facilities and associated amenities.
- Bobbin Head and Apple Tree Bay (Cowan Creek) – Well-used public spaces that include a marina, boat ramp, public pontoon, picnic facilities, and walking trails, supporting both passive and active recreational use of the estuary.

Figure 2-36 Top Left: Ku-ring-gai National Park. Top Right: Berowra Valley National. Bottom Left: Dharug National Park. Bottom Right: Cattai National Park (NPWS, 2025)

Figure 2-37 Top Left: The Basin Campground. Top Right: Akuna Bay. Bottom Left: Bobbin Head visitor precinct. Bottom Right: Apple Tree Bay (NPWS, 2025)

Environment Protection Authority

The NSW Environment Protection Authority (EPA) is the primary environmental regulator for New South Wales. Councils, Sydney Water and other organisations hold a number of environment protection licences issued by the NSW EPA under the *Protection of the Environment Operations Act 1997*. These licences generally relate to Wastewater Treatment Plants, Landfill Sites and Quarries, and Disused Landfill Sites Under Remediation.

2.5.3.2 The Department of Planning, Housing and Infrastructure

Crown Lands

Within the Department of Planning, Housing and Infrastructure (DPHI), Crown Lands is responsible for the administration and / or management of Crown land under the *Crown Land Management Act 2016*. Crown lands include submerged Crown land, seabed and subsoil to 3 nautical miles from the coastline of NSW that is within the limits of the coastal waters of the State.

Planning and Assessment

DPHI – Planning & Assessment is responsible for assessing and determining development proposals, including State Significant Projects. Its role is to ensure that economic growth and the creation of new jobs are balanced with the needs of local communities and environmental protection, and that major developments, infrastructure, and industrial sites are delivered in accordance with strict planning and environmental conditions.

This group also has responsibilities relating to coastal policy and its implementation. Councils may need to engage with DPHI – Planning & Assessment if they propose to amend any R&H SEPP mapping of Coastal Management Areas through a planning proposal process.

2.5.3.3 The Department of Primary Industries and Regional Development

The Department of Primary Industries and Regional Development – Fisheries and Forestry

The Department of Primary Industries and Regional Development – Fisheries and Forestry (DPIRD Fisheries) is responsible for administering the *Fisheries Management Act 1994* and ensures decisions made about land management and development avoids and minimises impacts on fisheries resources. Its responsibilities also include the licensing of recreational fishers, enforcement of bag limits, and permits for commercial fishing activities. It is responsible for threatened species conservation and marine vegetation protection (including mangroves, saltmarsh and seagrass) across the waterways of the study area. DPIRD Fisheries administer the MEM Act in coordination with the NSW Marine Estate Management Authority (MEMA).

NSW Food Authority

The NSW Food Authority (NSWFA) is responsible for food safety and consumer food protection across the state. It licences approximately 300 businesses in the shellfish sector across the state - made up of around 270 oyster farmers and 30 shellfish wild harvest businesses (NSWFA, 2025). Its other core responsibility in relation to the CMP is the development of harvest area management plans for commercial shellfish cultivation and harvesting.

Greater Sydney Local Land Services

Greater Sydney Local Land Services (GS LLS) was established under the *Local Land Services Act 2013* to provide agricultural production advice, biosecurity, natural resource management and emergency management functions cross the Greater Sydney region (GS LLS, 2023). GS LLS engages in regional and sub-catchment Natural Resource Management (NRM) planning, training and education for the community in areas such as farm management practices, as well as environmental monitoring of horticultural practices. GS LLS also delivers grant and funding programs to support natural resource management and sustainable agriculture activities. The GS LLS region covers approximately 2,300,000 ha and sits within the Sydney Basin bioregion (GS LLS, 2023).

2.5.3.4 Transport for NSW

The Transport for NSW (TfNSW) cluster is comprised of an extended network of agencies. TfNSW sets the strategic direction for transport and works in partnership with government transport operating agencies and private service providers to deliver improved transport outcomes for the community and economy of NSW.

Maritime

Maritime sits within TfNSW as the state's maritime safety regulator for commercial and recreational vessels and their operators. Maritime's role within TfNSW is to promote safe, responsible, and sustainable use of waterways, including but not limited to the enforcement of safe on-water vessel practices, the administration of recreational vessel licenses and vessel registrations, and provision of guidance for safe navigation.

It is also responsible for the direct delivery of a number of maritime infrastructure projects, as well as investment in many others across the state. Other responsibilities include property administration, policy development, strategic planning and infrastructure management related to commercial and recreational boating – including some of the boat ramps and public jetties, wharves and pontoons across the study area (noting that most boat ramps are generally owned and managed by local councils).

The Maritime Infrastructure Delivery Office

The Maritime Infrastructure Delivery Office (MIDO) is a specialist unit within NSW Maritime, established as a joint initiative of the former Roads and Maritime Services and the Department of Industry. Its purpose is to enhance the coordination and delivery of coastal and boating infrastructure projects across New South Wales. MIDO supports a wide range of uses, including recreational boating, fishing, tourism, and commercial maritime activities.

Figure 2-38 Dredging in the Ettalong Channel in 2025 (TfNSW, 2025)

MIDO is responsible for delivering key projects and programs including programs administered by TfNSW for boating infrastructure, the NSW Coastal Infrastructure Program, and the NSW Coastal Dredging Strategy. Under the dredging strategy, the Ettalong Channel has been identified as a priority investment location (see Figure 2-38), with dredging works proposed to maintain safe navigational access, particularly for local ferry services and other marine users (TfNSW, 2025).

2.5.3.5 The Department of Communities and Justice

The NSW State Emergency Service

The NSW State Emergency Service (NSW SES) sits within the Department of Communities and Justice, with the major responsibilities of provision of emergency and rescue during times of natural hazard emergencies and disasters including flooding, storms (including storm tide and severe erosion events). This also includes management of tsunami events as per the NSW State Tsunami Plan (NSW SES , 2023).

2.5.3.6 The Department of Premier and Cabinet

NSW Reconstruction Authority

The NSW Reconstruction Authority (RA) was established under the *NSW Reconstruction Authority Act 2022* to proactively reduce the impact of future disasters across NSW and to help communities recover from them faster. RA is responsible for planning and coordinating NSW's mitigation and risk reduction activities. Core responsibilities include:

- Disaster Adaptation Planning (see Section 2.6), including leading the development of:
  - The NSW State Disaster Mitigation Plan (SDMP) – which sets out the NSW Government's strategy to reduce the impact and cost of natural hazards on people, homes, livelihoods, infrastructure, and communities (NSW RA, 2024a).
  - Place-based Disaster Adaptation Plans (DAPs) – which set out an action plan for government, local communities, and other appropriate organisations to work together to identify and implement the most effective and suitable options for reducing risk. The Hawkesbury-Nepean Valley DAP is the first of its kind in NSW.
- Programs, grants and funding – RA manages many grants and funding programs that support communities in building disaster resilience and reducing the risk to future hazards.

2.5.3.7 State Owned Statutory Corporations

WaterNSW

WaterNSW is a state-owned corporation established under the *Water NSW Act 2014* and operates under an Operating Licence issued and regulated by the Independent Pricing and Regulatory Tribunal (IPART). It plays a key role in the Hawkesbury-Nepean catchment, primarily through its responsibilities for catchment management and the provision of raw drinking water (WaterNSW, 2024).

WaterNSW owns and operates 11 drinking water supply dams in the upper catchment including Warragamba Dam, the primary water source for Greater Sydney. A core function of WaterNSW is to protect and enhance water quality within the catchments of these storages. To support this, WaterNSW operate an extensive water quality and quantity monitoring program to track the raw water quality of both surface and ground water sources. Monitoring includes physical, chemical, biological, radiological, hydrological and meteorological parameters through on-line instruments, field sampling and laboratory analysis (WaterNSW, 2025; WaterNSW, 2024).

WaterNSW also extracts water in accordance with the *Greater Sydney Metropolitan Region Unregulated River Water Sources 2011 Water Sharing Plan*, which requires the release of specified volumes from many of its storages to support environmental flows in the lower catchment.

Sydney Water

Sydney Water is a statutory state-owned corporation (wholly owned by the NSW Government) established under the *Sydney Water Act 1994*, that provides potable water, wastewater, and selected stormwater services to over 5 million people across Greater Sydney, the Illawarra, and the Blue Mountains (Sydney Water, 2023).

Sydney Water operates 15 Water Resource Recovery Facilities (WRRFs) in the greater Hawkesbury-Nepean River catchment (see Figure 2-39). All of the WRRFs, except Brooklyn, discharge to freshwater environments, with Brooklyn discharging to an estuarine environment. Each of these facilities operates under an Environment Protection Licence (EPL) issued by the NSW EPA. These EPLs set out detailed conditions for operation, including limits on discharge volumes, concentrations and loads of pollutants, and monitoring requirements for effluent released from WRRFs to the environment.

In addition to routine wastewater discharge monitoring, each EPL requires Sydney Water to undertake broader environmental monitoring as part of the *Sydney Water Aquatic Monitoring* (SWAM) program (Sydney Water, 2023). Within the broader SWAM, the *HNRS water quality and ecosystem health sub-program* includes monitoring at 42 sites across the HNRS and includes:

- Effluent monitoring – assessing the quantity, quality, and toxicity of WRRF discharges.
- Receiving water monitoring – evaluating the ecological and water quality impacts of effluent on downstream environments.
- Recreational water quality monitoring – including participation in the NSW Beachwatch program to monitor key public swimming sites.

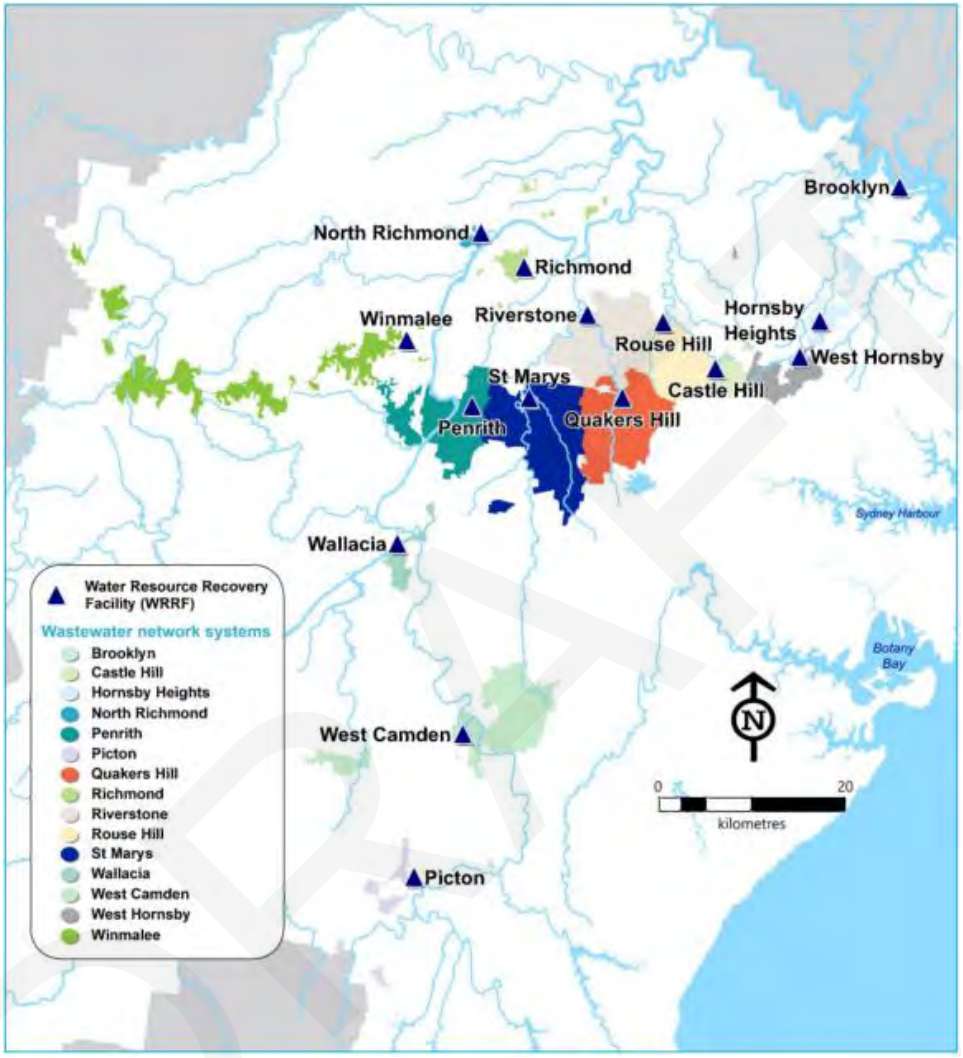

Figure 2-39 Location of WRRFs in the Hawkesbury-Nepean River catchment (Sydney Water, 2023)

2.5.3.8 Other

The Marine Estate Management Authority (MEMA) advises the NSW government on the management of the NSW marine estate, and coordinates policies and programs for maintaining and improving the marine environment. MEMA brings together the heads of the NSW government agencies with key marine estate responsibilities including DCCEEW, DPIRD, DPHI, and Transport for NSW (TfNSW) (MEMA, 2019).

2.5.4 First Nations Groups

There are 3 Local Aboriginal Land Councils (LALCs) that operate within the CMP study area, including:

- Darkinjung LALC

- Deerubbin LALC
- Metropolitan LALC.

The LALCs have a degree of governance and interface with the local councils, as well as the various State and Federal Government bodies. LALCs have a right to be informed in the planning, protection and preservation of cultural sites and areas under the *NSW Aboriginal Land Rights Act 1983* on land within their boundaries. The LALCs aim to achieve long term economic and social solutions for the Aboriginal communities, and preserving connections to Country through culturally informed land management.

Engaging with First Nations communities was a central focus of the CMP process, recognising the deep cultural knowledge, lived experience, and traditional stewardship Aboriginal people bring to land and water management across the catchment.

Engagement was undertaken with a range of groups and representatives, including:

- 3 LALCs
- Advisory or heritage committees from Hornsby and Central Coast Councils
- Darug Custodians Aboriginal Corporation
- Merana Aboriginal Community Association for the Hawkesbury
- Muru Mittigar
- Wannagini and other Central Coast First Nations peoples
- First Nations representatives from Northern Beaches LGA.

2.5.5 Community Groups

There are a number of other non-governmental organisations (NGOs) that operate across the study area. These organisations include educational institutions, industry groups, and community and resident groups and businesses. There are also over 100 active community consultative bodies (CCBs) and community groups across the study area. The Stage 1 Scoping Study provides an overview of these groups (Water Technology, 2020).

2.6 Related Plans and their Linkages to the CMP

It is important to note that there are a range of external (and/or parallel) plans and programs that are relevant to the CMP and these are implemented at a local, state, and federal level. A summary of these plans is outlined in the Stage 1 Scoping Study (Water Technology, 2020). Those of particular relevance to key issues across the study area are summarised below.

2.6.1 State Level Plans

NSW Marine Estate Strategy 2018-2028

The Marine Estate Management Strategy 2018 - 2028 (MEMS) is the overarching framework to coordinate management of the NSW marine estate until 2028. The MEMS outlines the actions needed to manage priority threats to the benefits the community obtains from marine estate (MEMA, 2018). The MEMS sets out 9 management initiatives to support the vision and principles for marine estate management in NSW (see Figure 2-40), with each initiative comprised of numerous actions to help manage priority threats.

Figure 2-40 The nine management initiatives of the MEMS (MEMA, 2025)

This CMP is strongly aligned with improving outcomes for the marine estate. It and considers all these MEMS initiatives and supports the objectives of the MEM Act. This is demonstrated in the fact that:

- The Stage 1 Scoping Study adopted the framework of the MEMS Threat and Risk Assessment (MEMS TARA) (BMT WBM, 2017) to identify and evaluate stressors to estuaries and coastal and marine areas.
- The suite of technical studies undertaken in Stage 2 have included detailed assessment of key stressors identified in the MEMS TARA (see Section 4)
- Actions set out in Stage 4 of this CMP have been aligned with the initiatives and actions in the MEMS (see Section 5).

The progress of the MEMS is monitored through the Marine Integrated Monitoring Program 2018-2028 (Aither, 2019), which has 3 key purposes:

1. Monitor the condition of environmental assets and how the community benefits from the marine estate to inform a mid-term health-check.
2. Evaluate the effectiveness of the Strategy in reducing priority threats.
3. Fill key knowledge gaps that were identified in the Statewide Threat and Risk Assessment.

The Monitoring Program provides the tools and processes to evaluate whether the Strategy is achieving its environmental, social, cultural, and economic goals. It enables the collation and integration of data from a network of organisations including agencies, research providers, universities, local government, and the community.

This information is fed into the adaptive Monitoring and Evaluation Framework and used to improve future threat and risk assessments, evaluations, research projects, and management strategies (Aither, 2019). This framework includes:

- The NSW Community Wellbeing Framework (Gollan & Curley, 2023) provides a consistent and robust approach to monitoring the community benefits of the marine estate, assess threats to these benefits, and address social, cultural, and economic knowledge gaps identified in the MEMS TARA. It addresses the lack of systematic monitoring of the human dimensions of the marine estate, and the resulting lack of social data, which are considered key threats.
- The Environmental Condition Framework (Thornborough, et al., 2023) outlines how the environmental goals of the MEMS will be progressed and evaluated. Monitoring focuses on condition or stressors of the main environmental assets under threat or delivering monitoring projects to specifically address key knowledge gaps identified in the MEMS TARA or other relevant sources.

Both frameworks outline the indicators to be monitored, priorities, methods and timeframes, as well as information for public communication about marine estate monitoring projects

This CMP established linkages from the MEMS Marine Integrated Monitoring Program and the Monitoring, Evaluation and Reporting Program of the CMP (see Section 8).

The NSW Water Quality Objectives

The NSW Water Quality Objectives (WQO) are the long-term goals set for coastal waterways (MEMA, 2025). They are based on the benefits and services provided by healthy waterways that the community values. Originally developed in the NSW Government in late 1990s and early 2000s, these objectives have been recently updated as part of Initiative 1 of the MEMS (MEMA, 2018), in line with the requirements of the National Water Quality Management Strategy (Australian Government, 2018). The update of the WQOs has included the following:

- Updating the community values and uses
- Application of an updated set of Water Quality Objectives to each NSW coastal catchment.
- Nomination of reference sites for catchments and developed guideline values for the *Protection of Aquatic Ecosystems* objective, where data is available

There are 10 NSW WQOs, as depicted in Figure 2-41.

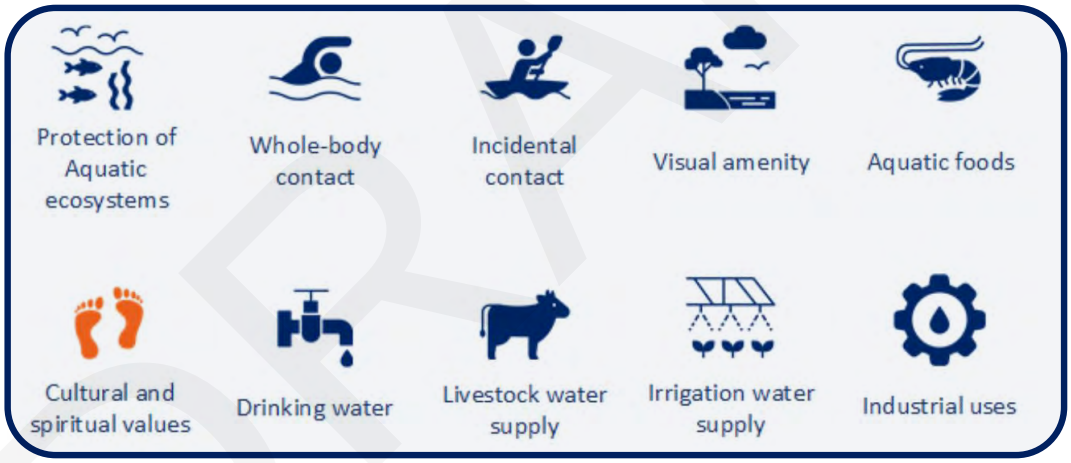

Figure 2-41 The NSW Water Quality Objectives

The NSW Water Quality Governance Roadmap

The NSW Water Quality Governance Roadmap (DCCEEW, 2024) is a strategic document prepared by the NSW DCCEEW to improve the way water quality is managed across the state. It was developed in response to longstanding fragmentation in responsibilities, duplication of effort, and gaps in monitoring and governance. The roadmap provides a coordinated pathway to strengthen governance, clarify roles, and integrate management of water, land, and natural resources to improve waterway health and resilience. The NSW Government is progressing 2 key pathways for improving water quality outcomes across NSW:

- Better integrating management of land, water and natural resources:
  - To address the complexity of the existing fragmentation of water quality management in NSW, the NSW Government is transitioning towards a more “integrated catchment management” (ICM)

approach. The roadmap set out the need to establish a statewide integrated catchment management framework, which recognises the interconnectedness between waterways and land use, at a catchment scale. Future progression towards a statewide ICM approach can and should link with the HNRS CMP through governance, land-use planning, and monitoring and reporting (see below).

- Improving water quality data management and monitoring:
  - Water quality data is collected, stored and used by a range of state government agencies as well as councils. There is also no centralised guidance to specify what good water quality data looks like in relation to NSW's data sharing platforms, to inform what data to collect, store and manage. There are also different approaches and tools used for publication, interpretation and communication of water quality data. The roadmap recognises that while water quality data systems exist, there are opportunities to improve the efficiency and effectiveness of water quality information collection, sharing and use. This includes improving monitoring arrangements to align monitoring programs and fill gaps in data, improving the data collected (including quality assurance processes) and how to store, access, share and interpret the data and monitoring results. The progression of the roadmap should link with the MER of the HNRS CMP.

The NSW State Disaster Mitigation Plan

In February 2024, the NSW Reconstruction Authority (RA) published the State Disaster Mitigation Plan (SDMP) (NSW RA, 2024a).

The NSW SDMP:

- Identifies NSW's exposure to a range of natural hazards, such as bushfires and floods, and assesses how the associated risk changes over time due to population growth and climate change (see Figure 2-42).
- Identifies a toolkit of options to reduce our exposure and vulnerability to natural hazards.
- Provides a comprehensive plan of 37 short to medium term actions to address policy and program gaps that work to reduce the costs and impacts of disasters.
- Supports local disaster adaptation planning.

The SDMP places a strong emphasis on risk reduction through strategic land use planning and integrates a broad spectrum of natural hazards including (but not limited to) all 7 coastal hazards defined in the CM Act (see Figure 2-42).

In doing so, it has clear alignment with the objectives of the CMP and serves as a state-level planning framework that complements and reinforces local CMPs by addressing coastal hazard risk at a broader, strategic scale.

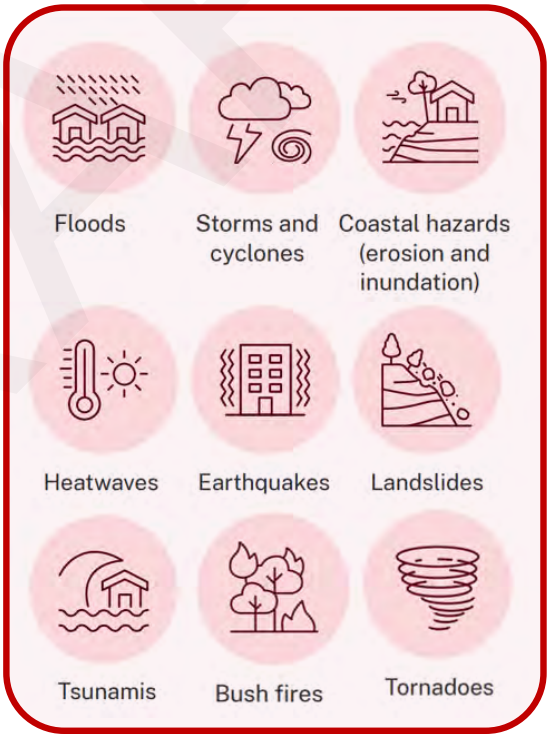

Figure 2-42 Natural Hazards covered by the SDMP

The SDMP serves are a state level planning document to address multi-hazard risk, with clear linkages to the CMP in that through its strategic initiatives to address coastal hazard risk at a state-wide planning scale. It considers risk reduction measures through a similar hierarchy to the CM Manual:

- Managed relocation, such as voluntary buy-back schemes and the coordinated resettlement of at-risk communities.
- Mitigation infrastructure, including seawalls, beach nourishment, and foreshore protection structures.
- Strategic planning controls, such as zoning, development restrictions, and land use exclusions in high-risk areas.
- Early warning systems to improve community response to hazard events.
- Community education and preparedness programs to build resilience at the local level.

In this context, the CMP benefits from the strategic direction set by the SDMP, particularly where it relates to long-term coastal risk reduction, planning reform, and the alignment of local actions with state-wide hazard mitigation priorities

The NSW Boating Infrastructure and Dredging Scheme

In 2025, TfNSW announced the commencement of the NSW Boating Infrastructure and Dredging (BID) Scheme (TfNSW, 2025). The scheme consists of 5 sub-programs:

- Boating Infrastructure for Communities Grants Program – superseding the previous *Boating Now Program*, this program will put greater emphasis on improved access for aging boaters and boaters with disabilities.
- Boating Infrastructure Maintenance Grants Program – providing funding to asset owners across NSW to undertake minor repair and maintenance works on public boating infrastructure.
- Boating Infrastructure Emergency Repair Pool – funding support for owners of public boating infrastructure to repair or replace assets impacted by natural disasters and severe weather events.
- Priority Dredging Program – funding for MIDO to deliver new dredging projects at key priority sites critical to boating and safe waterway navigation.
- Committed Dredging Projects – committed dredging projects at Swansea, Ettalong (see Figure 2-38), Coffs Harbour and Myall River, and the development of 10-year environmental planning approvals to dredge nine high priority areas

The BID Scheme represents a major opportunity to align infrastructure investment with estuary management goals. As such, there is strong potential for synergies between the BID Scheme and the HNRS CMP, particularly where dredging, access improvements, and asset resilience projects help to address sedimentation, enhance waterway connectivity, and support long-term coastal and estuarine health.

2.6.2 Regional and Catchment Level Plans

Hawkesbury-Nepean Valley Disaster Adaptation Plan

Disaster Adaptation Plans (DAPs) are local or regional place-based plans that are intended to assess the specific natural hazard risks for an area now and in the future. They are intended to set out the projects, strategies or actions to be taken to prevent or reduce the risks and the disasters they may cause.

The Hawkesbury-Nepean Valley (HNV) DAP is the first of its kind in NSW and is (initially) solely focusses on catchment flood risk – building on the outcomes of the Hawkesbury-Nepean River Flood Study (NSW RA, 2024b) - and draws on decades of technical analysis and flood risk assessment to better understand the

drivers and consequences of major flood events. It aims to guide coordinated action to reduce risk to life, property, and community resilience in one of the most flood-prone regions in the catchment.

The HNV NDAP serves as a complementary planning document to the CMP, addressing the risks associated with catchment flooding, just as the CMP focuses on coastal hazard risk. Together, they provide a coordinated and system-wide approach to managing natural hazards across both the estuarine and upstream catchment areas.

The Dyarubbin (Hawkesbury River) Cultural Restoration Strategy

The Dyarubbin Cultural Restoration Strategy (CRS) (NSW Government and Water Technology, 2025) has been developed to guide the protection, restoration, and management of Aboriginal cultural landscapes throughout the Hawkesbury River estuary. While the CRS responds directly to the impacts of the 2020–2024 flood events - which caused significant damage to cultural heritage sites - its purpose extends beyond physical restoration. The strategy is also focused on building long-term resilience into both the estuarine landscape and the capacity of Aboriginal communities to manage, protect, and maintain cultural values through self-determined Care for Country practices.

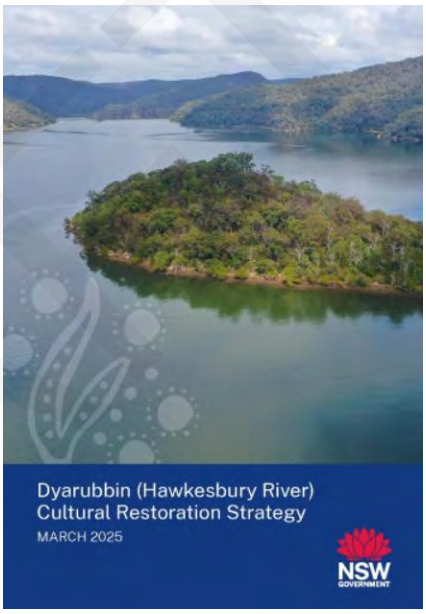

Figure 2-43 The Dyarubbin CRS

There are strong synergies between the CMP's management actions (particularly those outlined in Strategy 8) and the priorities identified in the CRS. Both documents were informed by extensive engagement with First Nations groups along the Hawkesbury River. These shared foundations create a unique opportunity for coordinated delivery. In practical terms, this may mean that some or all of the CMP's culturally focused management actions may be delivered through the CRS, with joint implementation arrangements and funding pathways.

This alignment not only supports the objects of the CM Act and the MEM Act - particularly in recognising Aboriginal cultural values and involving local communities in management - but also strengthens the long-term resilience of both natural and cultural assets across the estuary system.

The Greater Sydney Regional Plan

A Metropolis of Three Cities – the Greater Sydney Region Plan was developed by the Greater Sydney Commission, and outlines the overarching vision for the Greater Sydney Region. The plan sets a 40-year vision (to 2056) and establishes a 20-year plan to manage growth and change for Greater Sydney in the context of social, economic and environmental matters (Greater Sydney Comission, 2018). It sets forth a vision for the region as a metropolis of three unique but connected cities to accommodate population growth with associated planning, land use, transport and infrastructure – see Figure 2-44.

The plan outlines 4 overarching goals of collaboration, liveability, productivity and sustainability with ten directions identified to deliver those goals. This CMP aligns with several of these key directions. The plan includes 5 district plans for the implementation at a district level, and 3 of these districts overlap with the study area catchment – the Western District, the Central District and the Northern District.

Waterways are part of the green infrastructure that support the vision of plan (Greater Sydney Comission, 2018). While two-thirds of Greater Sydney's urban areas are within coastal and harbour catchments, the most significant change in Greater Sydney is set to occur on the Cumberland Plain centred around South Creek which flows north into the Hawkesbury-Nepean River.

The NSW Government is currently investigating different water recycling schemes and applications for both non-potable (for example, irrigation and industrial) and indirect potable (for example, replenishing groundwater systems) water reuse as part of the initiative.

Figure 2-44 A Metropolis of Three Cities – The Greater Sydney Region Plan (Source: GSC, 2018)

The Central Coast Regional Plan 2036

In a similar vein, the Central Coast Regional Plan 2036 (DPE, 2016) sets regional planning priorities for the Central Coast and provides guidance and direction for regional and local planning decisions over a 20-year period to 2036. It provides an overarching framework to guide land use planning, development proposals and infrastructure funding decisions. The plan outlines 4 overarching goals:

- A prosperous Central Coast with more jobs close to home;
- Protect the natural environment and manage the use of agricultural and resource lands
- Well-connected communities and attractive lifestyles
- A variety of housing choice to suit needs and lifestyles.

The NSW Government has established the Central Coast Delivery, Coordination and Monitoring Committee to deliver, coordinate and be accountable for achieving the vision and goals of the Plan (DPE, 2016).

2.6.3 Local Level Plans

As per the requirements of the *Local Government Act 1993*, all NSW local governments are required to prepare a series of strategic plans that conform to the structure of the state Integrated Planning and Reporting (IP&R) Framework. The structure of this framework is depicted in Figure 2-45, and a brief overview of the components is provided below. A summary of relevant planning documents is provided in Table 2-8.

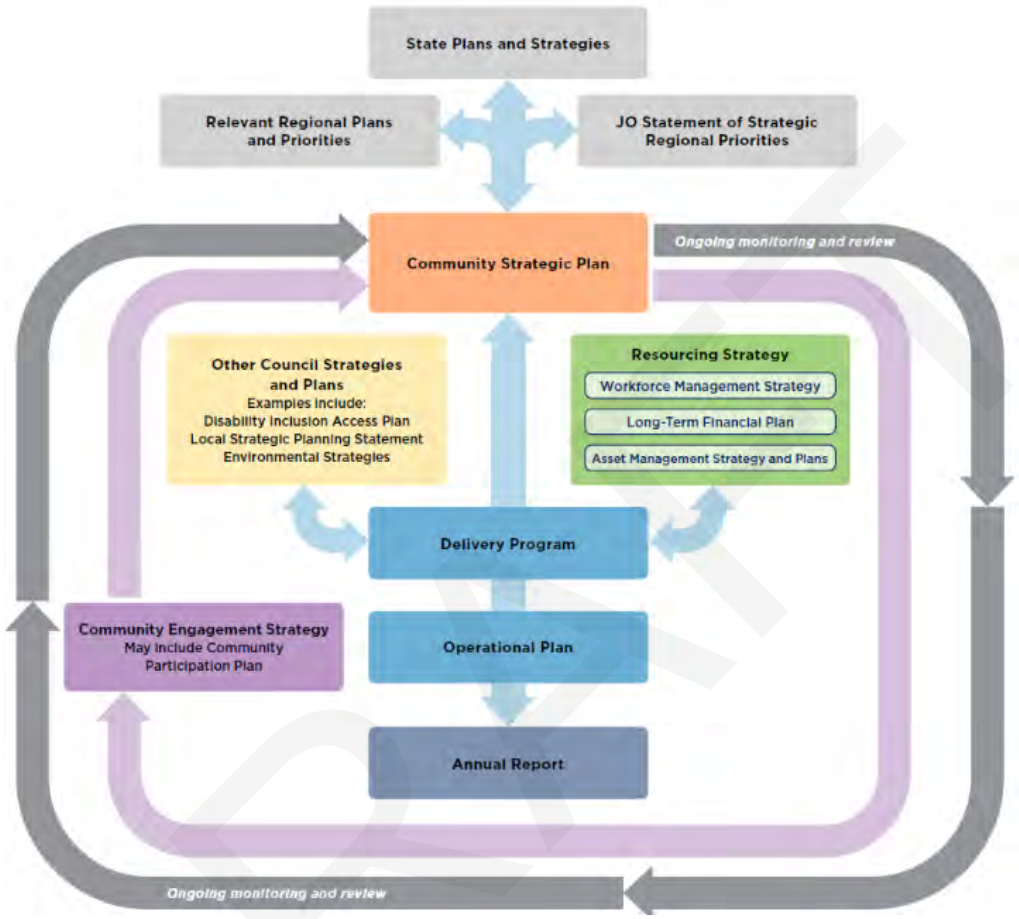

Figure 2-45 Integrated Planning and Reporting Framework (NSW Office of Local Government, 2025)

Community Strategic Plans

The Community Strategic Plan (CSP) is the overarching, visionary document that translates the community's key priorities and aspirations into long-term strategic goals that guide the future direction of the LGA. The Plan represents the highest level of strategic planning undertaken by a local council. A CSP essentially addresses 4 key questions for the community:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we know when we have arrived?

All other plans developed by councils in the study area (such as CMPs) must reflect and support implementation of their CSP. In fact, under the CM Act, the objectives and management actions developed as part of CMPs are required to be strategically aligned with the objectives and strategies outlined in each partner

council's CSP. Linkages to the various CSPs of the partner councils are provided in the Stage 1 Scoping Study Document (Water Technology, 2020).

Resourcing Strategy

The Community Strategic Plan provides a vehicle for each community to express its long-term aspirations. However, these aspirations will not be achieved without sufficient resources – time, money, assets and people – to implement them. The Resourcing Strategy is critical link when translating strategic objectives into actions. The Resourcing Strategy consists of three inter-related elements:

- Long-Term Financial Planning
- Asset Management Planning
- Workforce Planning

The Resourcing Strategy makes clear what elements of the CSP the council will take responsibility for. Other levels of government, business, non-government organisations, community groups and individuals will also have a role in achieving the outcomes of the CSP.

As its name suggests, each of the elements of the Resourcing Strategy also play a role in resourcing the achievement of the Delivery Program and Operational Plans, as well as any other strategic plans the council has developed to support the achievement of the CSP (NSW Office of Local Government, 2025).

Resourcing implications of the CMP should be reflected in the Resourcing Strategy and CMP actions relating to Partner Council assets should be considered in the relevant Asset Management Plan.

Delivery Programs and Operation Plans

The Delivery Program (DP) is a 4-year plan that turns the strategic goals found in the CSP into actions. It is the point where a council makes a commitment to the CSP, and act upon those issues that are within its area of responsibility. The DP identifies all of the key activities the council has committed to undertake over its four-year term. All plans, projects, activities and funding allocations of the council must be directly linked to the DP.

The Delivery Program should be reviewed every year as the council prepares the next Operational Plan. If any significant amendments are proposed to the Delivery Program, the council must re-exhibit it, explaining the proposed changes and inviting community comment (NSW Office of Local Government, 2025).

Forthcoming and ongoing CMP actions for the relevant 4-year period must be included in the associated delivery program for each Partner Council.

Operational Plans

The Operational Plan is a one year plan that spells out the detail of the Delivery Program, identifying the individual projects and activities that will be undertaken in a specific financial year to achieve the commitments made in the four year Delivery Program (NSW Office of Local Government, 2025).

The Operational Plan must include the council's detailed annual budget, along with the council's Statement of Revenue Policy, which includes the proposed rates, fees and charges for that financial year. Forthcoming and ongoing CMP actions are scheduled into each years' operational plan.

Local Strategic Planning Statements

Under the EP&A Act there is a requirement for councils to prepare and prepare a Local Strategic Planning Statement (LSPS), which sets out the 20-year vision for land use in the local area, and how change will be managed into the future.

These plans provide a link between the state government's strategic plans and local council's local land use plans and guidelines. The LSPS forms part of a council's IP&R Framework, providing an important link with the CSP.

Local Environment Plans and Development Control Plans

Each Partner Council possesses a Local Environment Plan (LEP), which all NSW local governments are required to prepare under the direction of the state government. The purpose of LEPs is to regulate land use and development. They guide planning decisions for local governments and allow councils to regulate the ways in which all public land may be used and protected through zoning and development controls.

The associated Development Control Plan (DCP) provides detailed planning and design guidelines to support the planning controls in each LEP.

Reporting

Reporting is a key element of the IP&R framework. Councils must prepare an Annual Report that provides information regarding progress and success in implementation of the Operational Plan and Delivery Program.

Other Relevant Local Plans

Local councils also develop and implement a range of other local level plans relevant to the study area. These plans vary from one LGA to the other, but generally include variations of the following to name just a few:

- Floodplain risk management studies and plans for creeks and sub-catchments
- Integrated water management plans and stormwater management plans
- Heritage management plans
- Climate change mitigation and adaptation plans
- Biodiversity, vegetation and pest species management plans
- Plans of Management for crown reserves and community lands
- Housing and land use strategies
- Economic development and tourism strategies
- Waste strategies
- Bushfire risk management plans
- Master planning and public domain projects.

Table 2-8 Local planning instruments of the Partner Councils

Instrument	Central Coast Council	Northern Beaches Council	Ku-ring-gai Council	Hornsby Shire Council	The Hills Shire Council	Hawkesbury City Council
Community Strategic Plan	▪ One Central Coast: Central Coast, Community Strategic Plan 2018-2028	▪ Northern Beaches Community Strategic Plan 2040	▪ Community Strategic Plan 2035	▪ Hornsby Shire Community Strategic Plan - Your vision | Your future 2035	▪ Towards Hills 2050	▪ Our Hawkesbury 2045 - Community Strategic Plan
Local Strategic Planning Statement	▪ Local Strategic Planning Statement 2020	▪ Towards 2040 - Local Strategic Planning Statement	▪ Ku-ring-gai Local Strategic Planning Statement 2020	▪ Future Hornsby - Local Strategic Planning Statement 2020	▪ Hills Future 2036 - Local Strategic Planning Statement	▪ Hawkesbury Local Strategic Planning Statement 2040
Local Environment Plans	▪ Central Coast LEP 2022	▪ Northern Beaches LEP 2026[#]	▪ Ku-ring-gai LEP 2015	▪ Hornsby LEP 2013	▪ The Hills LEP 2019	▪ Hawkesbury LEP 2012
Development Control Plans	▪ Central Coast DCP 2022	▪ Northern Beaches DCP 2026[#]	▪ Ku-ring-gai DCP 2016	▪ Hornsby DCP 2013	▪ The Hills DCP 2012	▪ Hawkesbury DCP 2023

[#] Note that Northern Beaches Council is currently working to consolidate its existing suite of LEPs and DCPs. This process is expected to be completed by the time the CMP in certified and enacted.

DRAFT

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WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

3 A SNAPSHOT OF THE ISSUES

Image Source: Dylan Kennedy

3.1 Overview

Section 21 (3) (b) of the CM Act requires the application of a risk management process when preparing CMPs and identifying where management actions are required (OEH, 2018a). Accordingly, during Stage 1 of the CMP, a first-pass qualitative risk assessment (FPRA) was undertaken in accordance with the following guidance and frameworks:

- The requirements outlined in the NSW Coastal Management Manual (OEH, 2018b).
- The threat and risk assessment framework presented in the *Marine Estate Management Strategy Threat and Risk Assessment* (BMT WBM, 2017)
- The risk management principles and process described in *ISO 31000:2018, Risk management – Principles and guidelines, provides principles, framework and a process for managing risk* (ISO, 2018)

The various threats and stressors associated with the HNRS were identified through stakeholder engagement, review of previous estuary and coastal studies, and reference to the Marine Estate Threat and Risk Assessment (BMT WBM, 2017). Based on this preliminary review, a total of 67 stressors were identified, spanning 5 key threat categories, as illustrated in Figure 3-1.

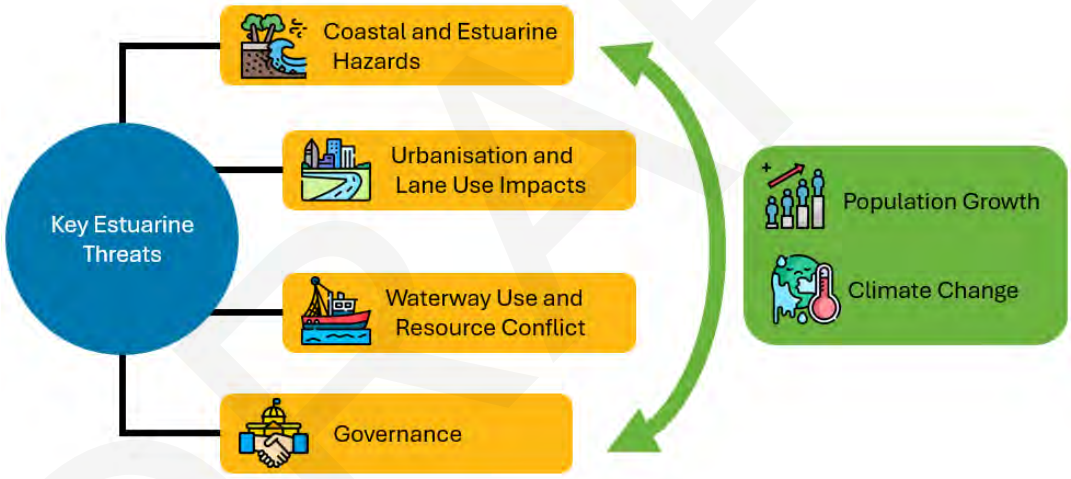

Figure 3-1 Threat Categories across the HNRS

During Stage 2 of the CMP, these stressors were further assessed through a suite of detailed technical studies (see Section 4.3). These studies built on the Stage 1 FPRA and focused on identifying key risks, vulnerabilities, and opportunities across the study area to inform the development and prioritisation of management actions in Stages 3 and 4.

In accordance with the Mandatory Requirements for CMPs (OEH, 2018a), the risk assessment work undertaken in Stages 1 and 2 considered both current and emerging risks over a range of planning horizons - including present-day, 20-year, 50-year, and 100-year timeframes - to account for projected impacts of climate change, population growth, and future development within the coastal zone.

A brief snapshot of these stressors and associated risks is provided in Section 3.2 to 3.5.

3.2 Coastal and Estuarine Hazards

The CMP process facilitates identification of areas impacted by various coastal and estuarine hazards and enables an assessment of the relative risk of each of these hazards. The CM Act recognises 7 coastal hazards within the NSW coastal zone, as summarised in Figure 3-2.

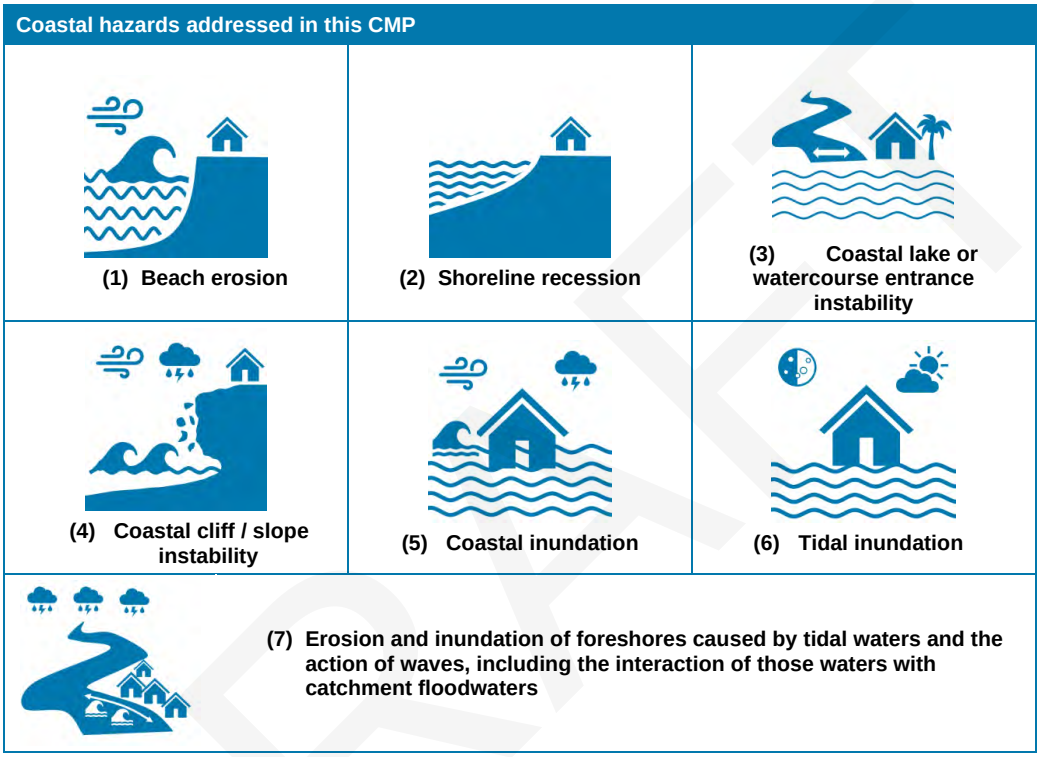

Figure 3-2 The legally defined coastal hazards set out in the CM Act

Over the coming decades, the impacts of climate change - including sea level rise, increased storm intensity, and altered rainfall and runoff patterns - will be superimposed over these existing hazards, increasing their severity, frequency, and spatial extent. As a result, the management of coastal risks in this CMP has considered forward-looking strategies that account for long-term climate projections and the cumulative impacts on coastal communities, ecosystems, and infrastructure. A brief summary of the key coastal hazard risks is provided below.

3.2.1 Beach Erosion and Long Term Shoreline Recession

The most severe beach erosion events affecting the study area are driven by East Coast Lows (ECLs) - intense, episodic low-pressure systems that develop off the east coast of Australia. These systems are characterised by damaging winds, heavy rainfall, storm surges, and high-energy wave conditions, and are a primary driver of short-term coastal hazards along the NSW coast (DPE, 2023).

The beaches of Broken Bay - including Ocean–Umina Beach, Pearl Beach, and Patonga Beach - are directly exposed to southerly and easterly swell from the Tasman Sea, making them particularly susceptible to storm-induced erosion. Historical erosion has been well documented along these shorelines, placing coastal assets

and infrastructure at significant risk during major storm events. At Ocean–Umina and Ettalong beaches, erosion processes are further influenced by the complex entrance dynamics of the Brisbane Water estuary, where interactions between tidal flows, sediment transport, and wave action create a highly variable and challenging coastal environment (WorleyParsons, 2014).

Some of the most severe coastal hazard events in living memory occurred during the mid-to-late 1970s, when a cluster of ECLs between 1974 and 1978 caused widespread beach erosion and coastal inundation along the NSW coastline, including the Broken Bay and Pittwater regions (WorleyParsons, 2014). More recently, ECL events in 1985, 1986 (see Figure 3-3), 2015 (see Figure 3-4), 2016 and 2020, have continued to cause significant impacts to beaches across the study area.

Figure 3-3 Erosion at Ocean Beach in 1985. Right: Storm Conditions at Pearl Beach, August 1986 (WorleyParsons, 2014)

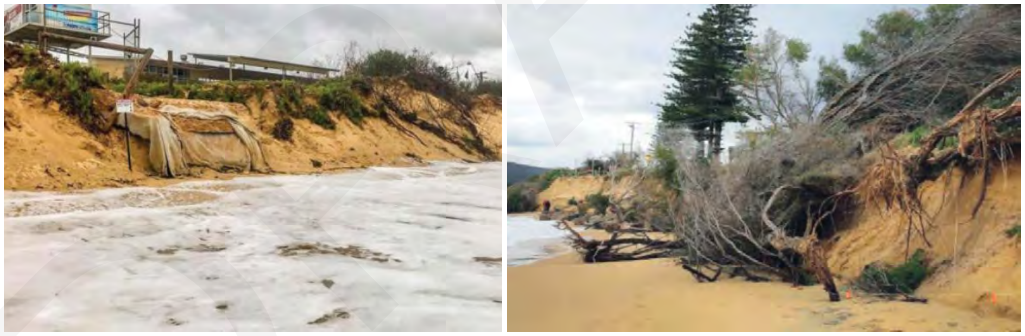

Figure 3-4 Beach erosion at Ocean and Umina Beaches in 2015

In Pittwater, the northern shoreline - including Mackerel Beach on the western side and the eastern shores north of Observation Point - also experiences significant wave exposure during strong southerly and easterly storm events, particularly those associated with ECLs.

3.2.2 Tidal Inundation

Tidal inundation (often referred to as “sunny-day flooding”) refers to periodic inundation of low-lying estuarine foreshores due to astronomical and meteorological processes. There are a number of river riverside communities in the study area that are considered to be at risk of tidal inundation – with this risk to increase over the coming decades with mean sea level rise.

The *NSW Estuary Tidal Inundation Exposure Assessment* (OEH, 2018g) has identified land and infrastructure around the estuaries that are at risk from inundation under a range of sea level rise scenarios. This includes the following hotspot areas:

- Brisbane Water: Ranked as the third most vulnerable estuary system in NSW, with over 200 properties currently exposed to tidal inundation. This number increases to approximately 2,000 properties under a +0.5 m SLR scenario, and over 4,000 properties with +1.0 m SLR. Highly exposed locations include Empire Bay, Davistown, Saratoga, St Huberts Island, Woy Woy, Kincumber, and Green Point (see Figure 3-5).
- Pittwater: Inundation risk increases substantially under future sea level rise, particularly in low-lying areas such as Great Mackerel Beach and the Basin Campground, which are increasingly exposed under a +1.0 m SLR scenario.
- Lower to Middle Estuary: Periodic tidal inundation is already observed in Brooklyn, Dangar Island, Milsons Passage, and Bobbin Head, with risk escalating under future conditions.
- Upper Estuary: ringing wetlands and low-lying agricultural areas around Webbs Creek, Wisemans Ferry, Gunderman, Laughtondale, and Spencer are exposed to present-day inundation, and will face increased isolation and access issues with projected sea level rise. Notably, Wisemans Ferry Road becomes vulnerable to overtopping under future conditions.

Tidal inundation represents a major long-term challenge for many waterfront townships across the HNRS. Unlike other coastal hazards that may occur episodically, the effects of sea level rise on tidal inundation will be progressive, ongoing, and effectively irreversible on human timescales. As sea levels rise, inundation will become more frequent, more severe, and ultimately permanent in some locations posing significant implications for land use planning, infrastructure, emergency access, and community resilience in the decades ahead – see Section 3.2.6.

Figure 3-5 Top: Woy Woy tidal inundation in 2018. Middle: Spencer in 2025. Bottom: Bobbin Head NPWS facilities in 2017 (source: Central Coast News)

3.2.3 Coastal Inundation

Coastal storm tide inundation occurs when elevated ocean water levels - driven by a combination of storm surge, wave setup, and astronomical tides - flood low-lying coastal and estuarine land. These events are typically associated with ECLs and other intense coastal storms, and while infrequent, they can result in rapid-onset flooding, damage to property and infrastructure, and pose risks to public safety.

Unlike tidal inundation, which occurs predictably and incrementally, storm tide inundation is often sudden and short-lived, but far more destructive, particularly when it coincides with high astronomical tides or catchment flooding. These events can temporarily raise water up to half a metre or more, leading to widespread flooding of estuarine foreshores, roads, and built assets - especially in areas already vulnerable to tidal inundation.

In Stage 2 of the CMP, the Hawkesbury River Estuary Coastal Inundation Study (Rhelm and Baird, 2023) utilised hydrodynamic modelling to assess coastal inundation risk across the lower estuary under a range of current and future sea level scenarios. Coastal inundation mapping generated in this study indicated that many low-lying waterfront communities throughout the HNRS - including key townships, estuarine margins, and transport routes - are exposed to this hazard. The compounding effects of storm surge, waves, and river flooding make it particularly difficult to manage, especially in narrow estuaries or those with constricted entrances.

In the main Hawkesbury River, the influence of coastal storm tide inundation generally extends up to the reach between Brooklyn and Spencer (CSS and Rhelm, 2024)

3.2.4 Combined Coastal and Catchment Flooding

The HNRS has one of the most significant flood risk exposures in NSW (CSS and Rhelm, 2024). It has a long and well-documented history of flooding, with records dating back to 1789 - the longest continuous flood record in Australia. More than 130 moderate to major floods have occurred since that time, including recent major events in 2020, 2021, and 2022 (NSW RA, 2024b)(see Figure 3-6).

Figure 3-6 Flooding at Wisemans Ferry (left) and Lower Portland (right) in 2022 (source: NSW RA, 2024)

These investigations indicate that the joint occurrence of coastal and catchment flooding is considered unlikely in the Upper Hawkesbury, due to the slow catchment response time. Typically, peak flood flows reach the estuarine reaches of the river several days after the storm systems that generate coastal flooding (NSW RA, 2024b; CSS and Rhelm, 2024).

In contrast, the upper reaches of the Brisbane Water Estuary are more susceptible to combined catchment and coastal flooding, particularly in constrained or low-lying sub-catchments. Locations known to be at risk include (but are not limited to) Fagans Bay, Narara Creek, Erina Creek, Kincumber Creek, and the Woy Woy Inlet.

It is important to note that this CMP does not address catchment flood risk within the broader Hawkesbury–Nepean Valley - this risk is addressed under the Hawkesbury–Nepean Valley Disaster Adaptation Plan (HNV DAP) and the State Disaster Mitigation Plan (SDMP) led by NSW Reconstruction Authority (NSW RA, 2024a).

However, the CMP does consider the broader environmental, ecological, and residual risks posed by the interaction of catchment and coastal flooding, particularly in estuarine systems and the marine estate - where these processes may overlap (see Figure 3-7).

Figure 3-7 The impacts of catchment flooding on the marine estate in March 2022 (source: Sentinel)

3.2.5 Bank Erosion

Bank erosion is a widespread issue across the tidal waterways of the study area. As part of Stage 2 of the CMP, the *Hawkesbury–Nepean River System Estuary Bank Erosion Assessment and Options Report* (Alluvium, 2022b).

The study mapped erosion across 76 sites and identified several erosion hotspots, including five locations classified as having 'extreme erosion risk'. These include:

- Pittwater: Sand Point Beach and Great Mackerel Beach
- Freshwater Tidal Pool reach: Argyle Bailey Reserve (see Figure 3-8), Churchills Wharf Reserve, and The Terrace, Windsor

The study also identified a number of sites as having "high" risk, including:

- Broken Bay: Patonga Creek
- Freshwater Tidal Pool reach: Cumberland Reach (see Figure 3-9)

The study found that found that key factors contributing to bank and foreshore erosion include:

- Altered flow regimes due to catchment clearing and urban/rural development

- High-velocity flood flows, particularly on the outer bends of river meanders, increasing shear stress and bank instability
- Post-flood bank saturation, leading to failure from internal seepage and lack of root reinforcement
- Boat wash, which generates persistent wave energy causing localised erosion
- Tidal currents and fluctuations, which transport sediment and increase wave action at variable heights - a process expected to worsen with sea level rise
- Wind waves, amplified in areas with reduced riparian vegetation and increased fetch.

Figure 3-8 Bank erosion at Argyle Bailey Reserve, Windsor

Figure 3-9 Bank erosion at Cumberland Reach (Alluvium, 2022b)

3.2.6 Climate Change Impacts

The Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) opens with a stark and unequivocal conclusion

"It is unequivocal that human influence has warmed the atmosphere, ocean and land. Widespread and rapid changes in the atmosphere, ocean cryosphere and biosphere have occurred" (IPCC, 2021).

This statement confirms that climate change is already underway and will continue to shape the environment for decades to come. As such, it is essential to consider the potential impacts of climate change on local coastal processes and hazards, particularly in vulnerable estuarine systems like the HNRS.

Sea Level Rise

AR6 confirms that thermal expansion of the oceans and melting of glaciers and ice sheets have been the dominant contributors to global mean sea level rise throughout the 20th century - a trend that is expected to continue. Between 1901 and 2018, global sea level rose by approximately 0.20 metres, with the rate of rise accelerating over time:

- 1.3 mm/year between 1901–1971
- 1.9 mm/year between 1971–2006
- 3.7 mm/year between 2006–2018

To assess future sea level rise, AR6 introduces a suite of Shared Socioeconomic Pathways (SSPs) - global scenarios that consider different greenhouse gas emission trajectories based on a range of assumptions about population growth, technological development, land use, and climate policy. These include:

- Low-emission scenarios (e.g. SSP1-1.9), assuming rapid decarbonisation and sustainability
- Intermediate scenarios (e.g. SSP2-4.5), assuming moderate mitigation
- High Emissions scenarios (e.g. SSP3-7.0), assuming limited international cooperation, slow economic development, weak environmental policy
- High-emission scenarios (e.g. SSP5-8.5), assuming continued fossil fuel use and limited climate action

Sea level rise projections under these scenarios suggest that, by 2100, mean sea level could rise between 0.4 and 1.4 metres relative to the 1990–2014 baseline (see Figure 3-10), depending on the global emissions pathway.

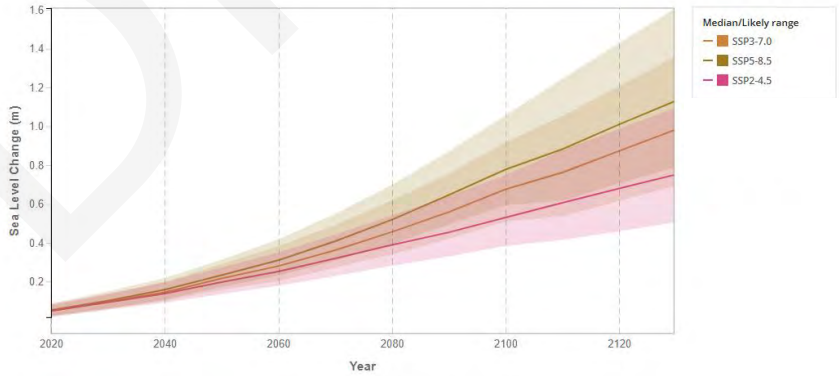

Figure 3-10 Projected SLR for the Sydney Region over the next century (source: NASA 6AR Projection Tool)

The impacts of SLR will manifest as they exacerbate each of the coastal hazards that impacts the study area:

- Long-term shoreline recession is expected to intensify as sea levels rise, leading to the progressive inland movement of coastlines and loss of coastal land.
- Coastal estuary entrance instability will be impacted by SLR as it can alter the equilibrium of tidal flows and affect the stability of estuary entrances.
- SLR will increase the risk of coastal cliff and slope instability as rising water levels can undermine the stability of coastal cliffs and slopes an increase the wave energy that coastal cliffs are exposed to.
- Storm tide inundation will become more severe with SLR, leading to higher water levels during storms and increased frequency and severity of coastal inundation.
- Tidal inundation, which includes both nuisance flooding and saltwater intrusion, will become more frequent and extensive as sea levels continue to rise, affecting low-lying coastal areas.

Broader Climate Change Impacts

The estuaries will also come under increasing pressure over the coming decades from a range of projected climate change impacts. These are detailed in the various Stage 1 and Stage 2 reports and include:

- *Ocean (and estuarine) temperature increase:* Estuaries are impacted by both changes in local coastal catchment conditions, as well as ocean warming. Scanes et al. (2020) found that estuary temperatures in South-Eastern Australia have increased by an average of ~2.1°C between 2007 and 2019, with higher rates of warming in shallow lagoons and rivers compared to deeper lakes and waterways. Ecological systems are threatened by sustained high temperatures that exceed the thermal thresholds of their species (Verges, et al., 2014).
- *Ocean acidification:* Ocean acidification has various impacts on the different components of estuarine ecosystems. It may cause dissolution of shells and other calcareous structures and has the potential to disrupt marine food chains by disrupting phytoplankton communities. In addition to the ecological impacts, increased acidity may affect physical and chemical estuarine processes by altering metal solubility and thus water chemistry.
- *Altered storm frequency and severity:* In general, both the frequency and severity of damaging storms is predicted to increase under climate change conditions. This could result in increased risk to coastal development and ecosystems through increased storm surge height and wave conditions.
- *Altered hydrologic and hydrodynamic regimes:* The predicted reduction in total rainfall, combined with an increase in evaporation, is likely to result in an altered balance between the marine and freshwater distribution across the estuary (Alluvium, 2022a).
- *Habitat migration and 'squeeze':* Landward migration of low-lying intertidal habitats such as mangroves, saltmarshes, mudflats, sand banks, and rocky shorelines will occur in response to rising sea levels (Glamore, Rayner, & Rahman, 2016). However, existing and future coastal development will form a barrier to wetland migration in some areas, resulting in habitat squeeze (Oppenheimer, et al., 2019). This will have significant repercussions for estuarine ecology, most notably fringing wetlands and saltmarsh communities (Haines & Thom, 2007).

3.3 Urbanisation and Land Use Impacts

3.3.1 Water Quality and Estuary Health

The HNRS and its connected estuaries are shaped by the combined influence of catchment land uses, pollutant sources, hydrodynamic processes, and in-system cycling. As the final receiving environment for the entire catchment, the estuary integrates the cumulative impacts of upstream activities and is especially sensitive to inputs from urban stormwater, agricultural runoff, wastewater discharges, and disturbed sediments.

Decades of human activity have altered the timing, magnitude, and composition of these inputs, reducing the system's resilience and increasing the risk of algal blooms, sediment contamination, and habitat loss.

While significant gains have been made through improved point-source controls and particularly wastewater treatment, these have been offset by ongoing pressures from diffuse pollution, urbanisation, agricultural intensification, and legacy contamination. Some reaches of the Hawkesbury River now consistently achieve good to excellent water quality; however, others remain prone to degradation, particularly after heavy rainfall when pollutant loads and turbidity rise sharply. Without continued investment in both catchment-scale management and targeted in-estuary protection, these pressures are likely to intensify under the combined influence of population growth, land use change, and climate variability.

DCCEEW Estuary Health Report Cards provide an annual high-level grade for each of the 3 main waterways of the HNRS. Grades are based on two nationally agreed water quality indicators - turbidity and chlorophyll-a - assessed against trigger values from the Australian and New Zealand Guidelines for Fresh and Marine Water Quality (ANZECC/ARMCANZ, 2000). These indicators capture both water clarity and algal abundance, allowing for a consistent assessment of estuary condition. Grades range from A (excellent) to E (very poor)

- A – excellent
- B – good
- C – fair
- D – poor
- E – very poor.

The grades for each of the waterways is provided in Table 3-1.

Table 3-1 DPE estuary health report card grades (Alluvium, 2022a) between 2010 and 2021

Year	Upper Hawkesbury	Lower Hawkesbury	Brisbane Water	Pittwater
2010-11	D	-	A	-
2013-14	C	-	A	-
2016-17	C	-	A	-
2017-18	-	C	A	A
2018-19	-	C	A	A
2019-20	-	D	B	A
2020-21	C	C	B	A

Conceptual diagrams of key estuary health stressors across the HNRS and its contributing catchment are provided in Figure 3-11 to Figure 3-13, as developed during the Stage 2 Abridgement Report (Alluvium, 2022a).

Figure 3-11 Key estuary health stressors across the HNRS catchment (Alluvium, 2022a)

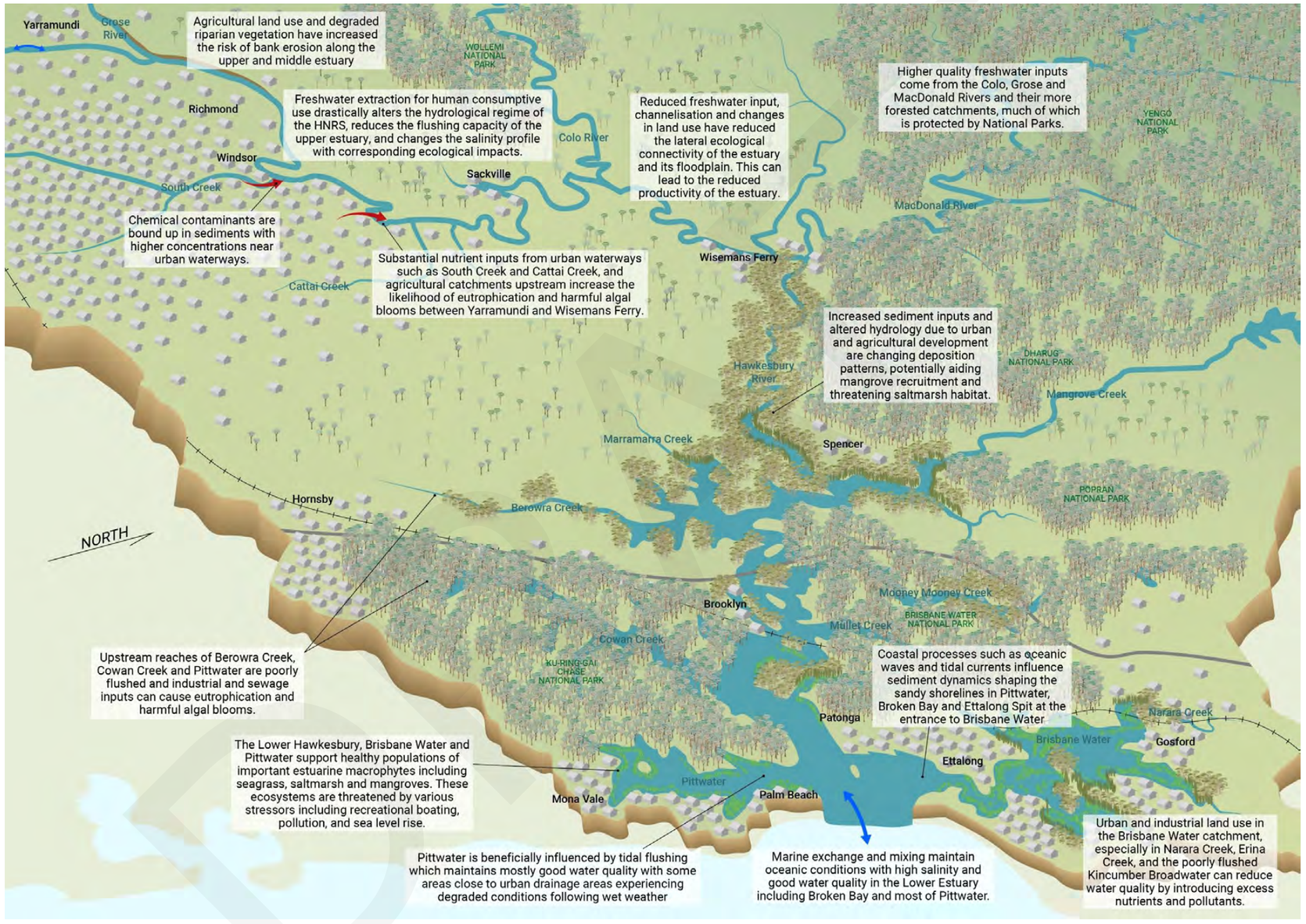

Figure 3-12 Key estuary health stressors across the HNRS estuary (Alluvium, 2022a)

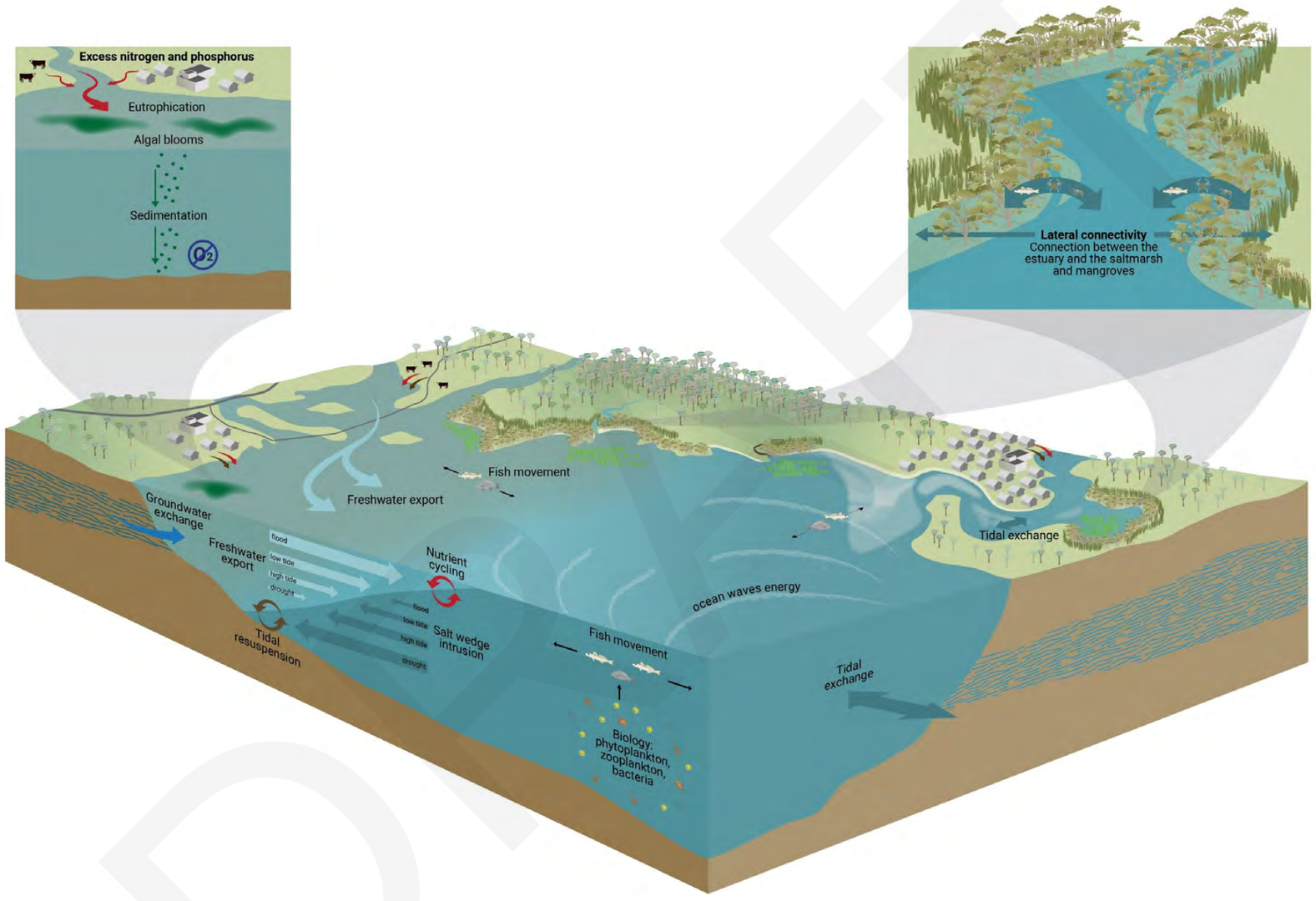

Figure 3-13 Conceptual model of critical processes operating HNRS estuary

Urban Stormwater and Agricultural Runoff

The HNRS catchment supports a wide variety of land uses, including national parks and bushland, agriculture, rural residential areas, and dense urban development. While each of these land uses can contribute pollutants to waterways, the most significant and persistent impacts on water quality are typically associated with urbanised and industrial catchments.

Subsequently, urban stormwater is one of the most significant and widespread contributors to water quality decline in the HNRS, particularly in sub-catchments with high density urban and suburban land usage (see Figure 3-14). During rainfall events, these hard surfaces rapidly shed water, carrying with it a complex mixture of contaminants including sediments, nutrients, heavy metals, hydrocarbons, pesticides, and gross pollutants. Without infiltration or treatment, these pollutants are washed directly into stormwater drains and waterways. The impact is particularly severe in areas with limited tidal flushing, where contaminants can accumulate in the water column and sediments rather than being dispersed to open coastal waters (Alluvium, 2022a; Water Technology, 2020).

Figure 3-14 Industrial land usage at Narara Creek, Gosford (source: TfNSW)

In the Upper Hawkesbury, the most prominent stormwater-affected hotspots occur at the confluences of South Creek and Cattai Creek, with water quality generally poorer between Windsor and Sackville (BMT WBM, 2013a). These reaches receive high nutrient and sediment loads, compounded by restricted flushing during low-flow conditions. In the Lower Hawkesbury, the upper reaches of Berowra Creek are particularly affected, with limited circulation, elevated pollutant loads, and long residence times combining to create persistent water quality issues (BMT WBM, 2008). Across Brisbane Water, urbanised catchments such as Narara, Erina, and Kincumber Creeks are well-established sources of degraded water quality (see Figure 3-14), with sharp increases in turbidity and pollutant concentrations following rainfall (Cardno Lawson & Treloar , 2008).

Agricultural runoff is another major source of pollutant loads, particularly nutrients and sediments (BMT WBM, 2013a). Runoff from rural properties can contain fertilisers, pesticides, hydrocarbons, and animal wastes, all of which are mobilised during wet weather.

Intensive agricultural zones between Windsor and the Lower Hawkesbury (see Figure 3-15)

Figure 3-15 Extensive agricultural land use at Freeman Reach

are especially significant contributors, with South Creek and Currency Creek identified as major sources of nitrogen and phosphorus (Alluvium, 2022a). These discharges are closely linked to the proliferation of algal blooms and aquatic weeds in affected reaches (BMT WBM, 2008).

The combined influence of urban stormwater and agricultural runoff is well illustrated by pollutant load modelling and monitoring data. Figure 3-16 and Figure 3-17, present an overview of pollutant loads entering the HNRS catchment, based on the NSW Estuary Health Risk Dataset (DPIE, 2019b).

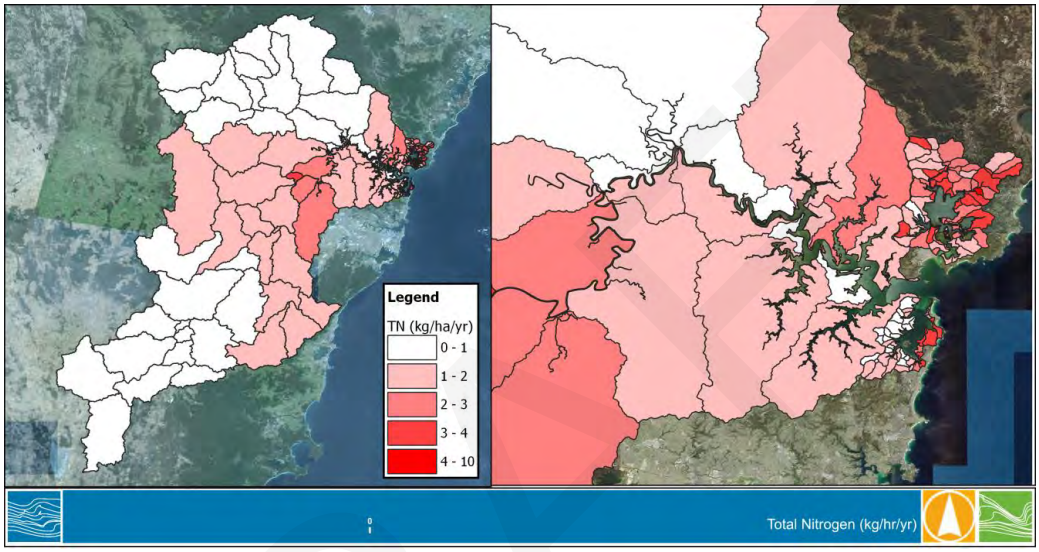

Figure 3-16 Total Nitrogen Load (kg/ha/year) across the HNRS catchment

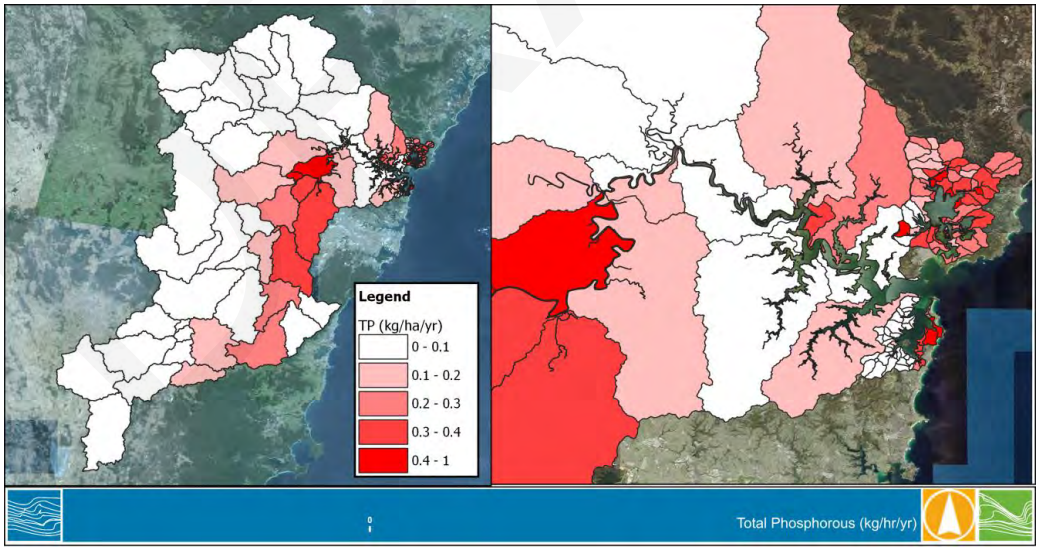

Figure 3-17 Total Phosphorus Load (kg/ha/year) across the HNRS catchment

These datasets show that heavily urbanised and intensively farmed sub-catchments consistently deliver the highest loads of nutrients, sediments, and contaminants. While wastewater treatment upgrades have significantly reduced point-source discharges, diffuse catchment sources remain the dominant driver of water quality decline, particularly following high-intensity rainfall events that generate rapid and largely untreated runoff to the estuary.

Wastewater Discharges

Water Resource Recovery Facilities (WRRFs) have historically been a major nutrient source to the estuary. Although Sydney Water's Priority Sewerage Program and subsequent upgrades have significantly reduced the number of discharging plants and improved effluent quality, there remain at least 12 facilities discharging more than 1.2 megalitres per day into the Hawkesbury–Nepean system (see Figure 2-39).

The largest of these are at Penrith, Quakers Hill, Riverstone, Rouse Hill, and St Marys (Figure 3-18). Even with tertiary treatment, these discharges contribute nutrients that, in combination with other sources, can fuel eutrophication.

Figure 3-18 St Marys WWRF (source: Sydney Water)

On-site sewage management systems at rural and foreshore properties present an additional risk, as many are not designed for high intensity use such as holiday rentals, leading to nutrient and pathogen leakage into waterways.

Boating activities add a further layer of impact, particularly in marinas and yacht clubs where fuel residues, anti-fouling paint particles, and contaminated bilge water can enter the estuary.

Sediment Contamination

Sediment contamination is a significant issue in certain locations, particularly near boating facilities and industrial discharge points. In the Upper Hawkesbury, sediment contamination is largely associated with urban stormwater and agricultural inputs between Windsor and Cattai (BMT WBM, 2013a). In the Lower Hawkesbury, Pittwater, and Brisbane Water, sediments near marinas, boatyards, and mooring areas have elevated concentrations of copper, mercury, lead, tributyltin, and other pollutants (Water Technology, 2020; BMT WBM, 2008). In Brisbane Water, contamination is also linked to urban runoff from Erina and Narara Creeks (Cardno Lawson & Treloar , 2008). Once bound to sediments, these contaminants can persist for decades, periodically re-entering the water column through disturbance by waves, currents, dredging, or bioturbation.

Eutrophication and Harmful Algal Blooms

Eutrophication and harmful algal blooms (HABs) remain an ongoing concern in the HNRS, particularly in areas with high nutrient loads and conditions that promote water column stratification. particularly in locations with high nutrient loads and conditions that favour water column stratification. Elevated concentrations of nitrogen and phosphorus stimulate excessive algal growth, which reduces water clarity, depletes dissolved oxygen, and in some cases, produces toxins that pose risks to human health, aquaculture, and ecosystem stability (Alluvium, 2022a).

In the upper estuary, nutrient pulses from inflow events can rapidly trigger blooms, while in the lower estuary, stratified waters with limited vertical mixing create conditions that allow blooms to persist (BMT WBM, 2008; Alluvium, 2022a). Toxic dinoflagellate blooms, especially in Berowra Creek, are linked to shifts in nutrient ratios and both natural and human drivers (Hornsby Shire Council, 2025) – see Figure 3-19.

Although wastewater treatment upgrades since the early 2000s have reduced nitrogen loads and chlorophyll-a concentrations, nutrients from sediments can still fuel blooms when resuspended by storms or boating. HABs can cause oyster harvest closures, degrade recreational amenity, and shift ecosystem composition. Managing the risk requires tackling both catchment nutrient sources and in-estuary processes, reducing external inputs while also limiting internal nutrient release and improving flushing in vulnerable areas.

Figure 3-19 Algal blooms at Berowra Creek in the Lower Hawkesbury (MHL, 2025)

3.3.2 Habitat Disturbance and Loss of Biodiversity

Clearing and Disturbance of Riparian and Aquatic Habitats

Loss and degradation of riparian and aquatic habitats is a widespread and ongoing issue across the HNRS, reducing ecosystem resilience and habitat diversity.

The historical studies of the freshwater tidal pool and upper estuary have identified disturbance and clearing of riparian vegetation as a priority concern (BMT WBM, 2013a). Key causes include illegal vegetation clearing by landowners to improve views or access, unregulated or ad hoc bank stabilisation works that disturb soils and vegetation, stock access that damages banks and tramples native vegetation, and the encroachment of private development onto public riparian land. These activities can destabilise banks, increase erosion, and reduce shading and habitat complexity (Water Technology, 2020).

Across the Lower Hawkesbury, a long history of agricultural expansion and urban development has resulted in the widespread removal of riparian vegetation and the degradation of adjoining terrestrial habitats (WRL, 2003; BMT WBM, 2008). This has reduced the buffering capacity of riparian zones, allowing more sediment, nutrients, and pollutants to reach the waterway.

Pittwater and Brisbane Water feature long stretches of urbanised shoreline, where foreshore development and seawalls have replaced complex natural edges with simplified structures that support fewer species. Erina and Narara Creeks, in particular, have experienced substantial loss of riparian vegetation in their middle and upper reaches, reducing bank stability and contributing to sedimentation (Cardno Lawson & Treloar , 2008).

Foreshore infrastructure such as jetties, pontoons, and seawalls further exacerbate impacts by shading the seabed, reducing seagrass growth, and altering benthic fauna communities. Increased development also brings more visitation, pollution, trampling of vegetation, and disturbance to wildlife. Where erosion or flooding

threatens built assets, the response is often hardening the foreshore, further simplifying habitat and reducing suitability for intertidal and shallow-water species. While sensitive design can reduce these effects, it is not always incorporated into development approvals (Alluvium, 2022a).

Invasive Species

The HNRS is affected by a range of invasive species - both flora and fauna - that threaten biodiversity, alter ecosystem processes, and in some cases, directly impact commercial and recreational use of the waterways.

Invasive fauna include both aquatic and terrestrial pests. Oyster aquaculture has suffered significant losses from disease outbreaks such as Pacific Oyster Mortality Syndrome (POMS) and QX disease, which can decimate stock within weeks and take years to recover (DPI, 2021).

Feral Pacific Oysters have also established on foreshores and maritime infrastructure, displacing native species and altering intertidal habitat structure. In freshwater environments, introduced fish such as the common carp (*Cyprinus carpio*) disturb sediments during feeding, increasing turbidity, releasing nutrients, and reducing habitat quality for native fish – see Figure 3-20. Other pest fish, including mosquitofish (*Gambusia affinis*), prey on or outcompete native species (DPI , 2010).

Figure 3-20 The common carp Cyprinus carpio (DPI , 2010)

Terrestrial pests are common in surrounding national parks and reserves, with cats, dogs, foxes, rabbits, and European honeybees preying on native fauna, competing for nesting sites, and altering vegetation communities (BMT WBM, 2008; BMT WBM, 2013a). Emerging pest animal species reported in the Hawkesbury–Nepean region by Livestock Health and Pest Authorities include feral horses (*Equus caballus*), and feral and wild deer (*Dama, Cervus, Axis spp*) (DPI , 2010).

Invasive flora is also widespread along riparian margins and foreshores. The aquatic weed *Leafy elodea (Egeria densa)* proliferates through much of the Upper Hawkesbury, forming dense mats that restrict water flow, reduce light penetration, and alter oxygen levels (BMT WBM, 2013a). In the Lower Hawkesbury and Pittwater, the noxious macroalga *Caulerpa taxifolia* colonises estuarine sediments, outcompeting seagrasses and modifying fish and invertebrate habitats (Water Technology, 2020) – see Figure 3-21. The invasive rush *Juncus acutus* is also present, replacing native saltmarsh in many areas and changing intertidal plant community composition.

Figure 3-21 Caulerpa taxifolia (Caulerpa). (DPIRD, 2025c)

Foreshore development amplifies invasive species pressures by clearing or degrading critical habitats such as saltmarsh, mangroves, and riparian woodland. This not only fragments ecological corridors but also increases human-driven disturbance. Added nutrient inputs, physical damage, and sediment resuspension from boating further erode habitat quality, tipping conditions in favour of invasive species and accelerating their spread (Alluvium, 2022a).

3.3.3 Hydrological Modifications

Modified Surface and Groundwater Regime

The HNRS supplies the majority of drinking water to Greater Sydney, making it one of the most regulated river systems in Australia. Large-scale water extraction, dams, and flow regulation have significantly altered natural freshwater and groundwater regimes (Warner, 2014), with direct consequences for estuarine ecology, fish assemblages, and habitat condition (Alluvium, 2022a).

Freshwater inflows are now a fraction of natural levels, with current environmental releases estimated at just 3% of the long-term average - significantly below ~80% recommended for effective ecological maintenance (Warner, 2014). This reduction has weakened the estuary's natural flushing capacity, allowing pollutants and sediments to accumulate. Seasonal flow patterns and key components such as "freshes" have been lost, disrupting environmental cues that trigger fish migration, spawning, and other biological processes. Prolonged low-flow conditions increase water column stratification, reduce oxygenation, and favour marine and invasive species over estuarine specialists. The Hawkesbury River estuary has therefore shifted irreversibly to a new, regulated freshwater regime. In contrast, Brisbane Water and Pittwater are not subject to the same level of extraction and retain relatively natural flow patterns.

Maintaining environmental flows from Greater Sydney's water storages to protect, maintain, and enhance river health is a key priority in the NSW Government's Greater Sydney Water Strategy. Subsequently, WaterNSW is progressing the Warragamba Dam Environmental Flows Project, which aims to modify the dam to enable controlled, variable environmental releases that mimic natural patterns, supporting river health without compromising flood management, emergency response, water security, or water quality – see Figure 3-22 (WaterNSW, 2025).

Figure 3-22 Warragamba Dam Environmental Flows Project

Groundwater extraction and reduced recharge have further altered hydrology, affecting the local groundwater-dependent ecosystems and weakening connections between surface and subsurface flows. These changes influence destratification, wetland hydrology, and the persistence of baseflows in tributaries (Water Technology, 2020).

Ecological Impacts

Freshwater inflow and sediment delivery play a key role in forming and maintaining intertidal habitats. Reductions in flow, combined with anthropogenic land use change, have contributed to altered sedimentation patterns, including seaward expansion of mangroves and encroachment into saltmarsh areas (Saintilan & Hashimoto, 1999). While increased mangrove cover can provide benefits such as carbon sequestration and shoreline protection, it often comes at the expense of saltmarsh, which is critical for nutrient cycling, energetic subsidies to estuarine food webs, and habitat provision .

Hydrological structures such as dams and weirs are widespread across the HNRS (see Figure 2-1), disrupting longitudinal connectivity by blocking fish passage and migration (see Figure 3-23). Reduced overbank flows, compounded by floodplain development, further constrain lateral connectivity, leading to wetland loss and a decline in habitat diversity and complexity (Alluvium, 2022a).

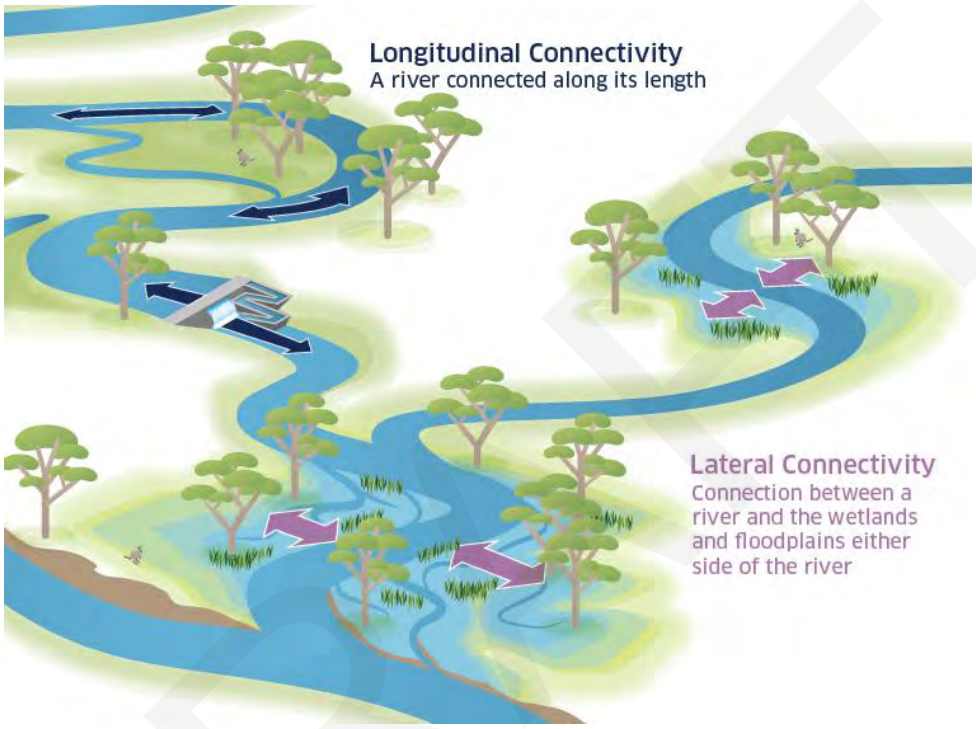

Figure 3-23 Longitudinal and lateral connectivity within a riverine/estuarine system (CEWO Flow-MER., 2022)

3.4 Waterway Use and Resource Conflict

The HNRS supports a wide range of commercial and recreational activities, which, while highly regulated, place cumulative pressures on estuarine habitats and ecological processes.

Commercial fishing remains an important industry in the middle and lower estuary, but harvesting biomass alters food web dynamics and can reduce the abundance of targeted species. Lost or discarded fishing gear can damage benthic habitats, entangle wildlife, and degrade waterway aesthetics (Alluvium, 2022a) .

Recreational fishing is widespread across the freshwater tidal pool, upper, middle, and lower estuary. Similar to commercial fishing, it removes biomass from the system and can introduce waste products such as lines, hooks, and bait packaging. Shore-based fishing can also disturb intertidal habitats, which provide feeding and refuge areas for birds, fish, and invertebrates (Water Technology, 2020; Alluvium, 2022a).

Boating is a major use of the HNRS, ranging from active water sports to passive cruising. Powered boats and water skiing generate wake waves that erode and destabilise banks, increasing turbidity and sedimentation. Anchoring and mooring in sensitive areas can damage seagrass beds and benthic habitats, while vessel groundings can scar shallow-water environments.

Boat moorings have historically caused chronic “scouring” of the seabed, removing seagrass beds - a critical fish habitat - and altering shallow-water environments (Lawson & Treloar, 2003) – see Figure 3-24. In addition, vessel operations can introduce pollutants such as fuel, oil, antifouling agents, and litter into the waterway (Water Technology, 2020).

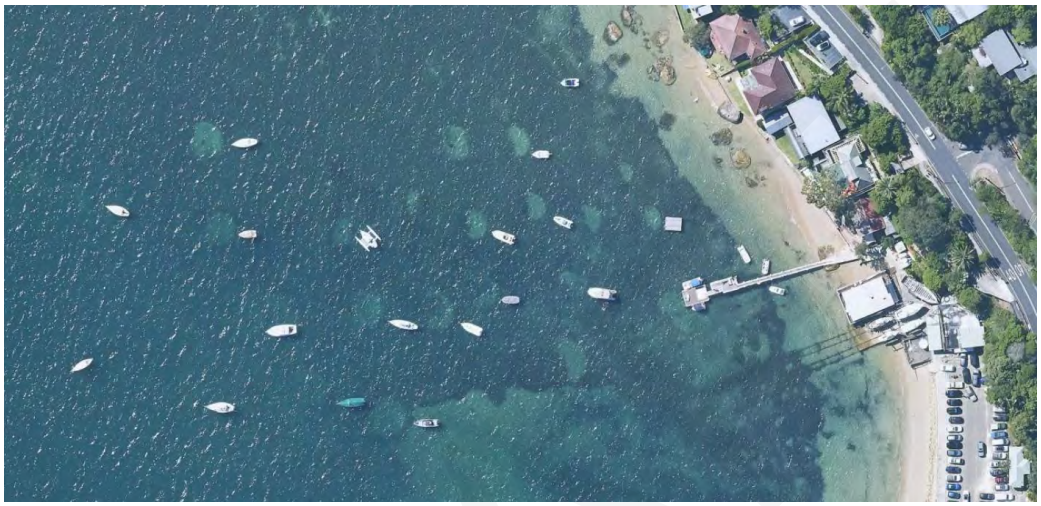

Figure 3-24 Example of seagrass scarring from chain mooring at Palm Beach Wharf

3.5 Planning and Governance

The Stage 1 Scoping Study (Water Technology, 2020) identified that the long-term health of the HNRS has been historically hindered by governance and funding challenges. A lack of coordination between estuary councils, catchment councils, and relevant state agencies has limited the ability to address system-wide issues and manage cumulative impacts effectively. Without a clear framework for collaboration, opportunities for integrated, efficient management - such as a coordinated water quality monitoring program - are often missed.

Funding limitations compound these governance gaps. Stakeholder engagement undertaken through Stages 1 to 3 of the CMP have identified that both local and state government entities consistently identify inadequate resourcing as a barrier to effective estuary and catchment management. Insufficient funding restricts councils’ capacity to:

- Collect essential data and commission technical studies to identify key threats and evaluate management options
- Deliver and maintain management actions, including both capital works and ongoing maintenance
- Monitor environmental outcomes and regulate compliance consistently across the river system and its catchment.

These constraints reduce the ability to implement proactive, evidence-based management, leaving the system vulnerable to ongoing degradation and limiting progress toward long-term restoration goals. The CMP therefore represents an opportunity to establish stronger governance arrangements, secure sustainable funding streams, and implement a coordinated, system-wide approach to estuary and catchment management that addresses cumulative impacts and delivers long-term environmental, social, and economic benefits.

4 THE DEVELOPMENT OF THIS CMP

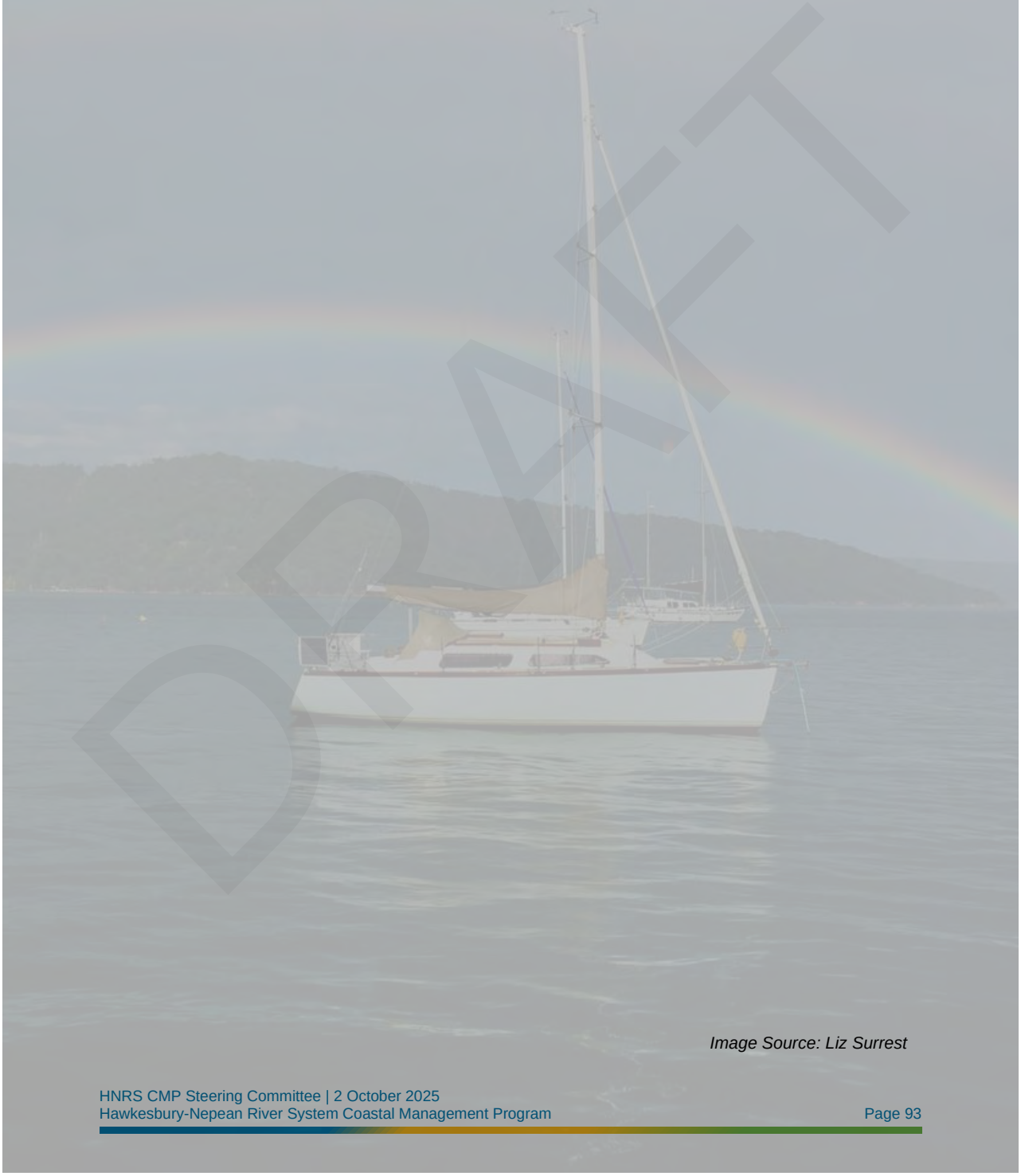

Image Source: Liz Surrest

4.1 Overview

The HNRS CMP has been prepared in alignment with the mandatory requirements of the NSW Coastal Management Manual (OEH, 2018a). As outlined in Section 1.4, the CMP has been delivered through the prescribed 5-stage risk-based management framework, consistent with guidance provided in the supporting Coastal Management Manual components (OEH, 2018b; OEH, 2018c; OEH, 2018d; OEH, 2018e; OEH, 2018f). This staged approach ensures that the CMP is evidence-based, strategically focused, and aligned with the objectives of the CM Act.

The following sections provide an overview of each stage of the CMP process, including the key investigations, engagement activities, and outcomes that have informed the development of coastal management actions for this CMP.

4.2 Stage 1

Stage 1 of the CMP was undertaken between September 2019 and April 2020. The Scoping Study (Water Technology, 2020) formalised a strategic, system-wide approach to the CMP, to be delivered through a coordinated partnership between six local councils. This stage laid the foundation for all subsequent work and established the CMP as a "whole-of-system" program focused on the interconnected HRNS.

Key activities completed during Stage 1 included:

- A review of relevant background information – including over 230 relevant informational studies, management plans, and additional datasets.
- Detailed stakeholder analysis and engagement strategy - identifying key stakeholder groups and their roles, interests, and influence.
- A first pass risk assessment - used to prioritise major threats and identify those requiring further investigation in future stages of the CMP.
- A critical data gap analysis – highlighting missing or outdated information and forming the basis for targeted technical studies in Stage 2.
- Development of a forward program, outlining indicative timing, costs, and responsibilities for key tasks and partner contributions across the CMP process.

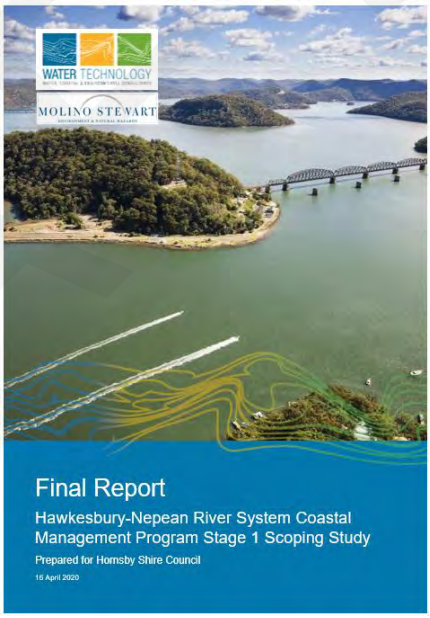

Figure 4-1 Stage 1 Scoping Study (Water Technology, 2020)

4.3 Stage 2

Stage 2 was delivered between 2020 and 2023. This stage was focused on addressing the critical data gaps and priority risks identified in Stage 1, with the overarching goal of strengthening the scientific and technical foundation for subsequent decision-making and action planning.

Stage 2 involved the commissioning and completion of 5 targeted technical studies. Together, these studies aimed to improve understanding of the threats and risks to the environmental, social, and economic values of the HNRS, and to ensure that future management responses are both evidence-based and appropriately scaled to the complexity of the system. The technical studies completed under Stage 2 are listed in Table 4-1.

Table 4-1 HNRS CMP Stage 2 studies

Study and Reference		Summary
	The Hawkesbury-Nepean River System Physical and Ecological Processes Abridgement Report (Alluvium, 2022a).	This study synthesised existing scientific knowledge to provide a system-wide summary of key physical and ecological processes that shape and influence the estuary and riverine environments across the CMP area. It presented a unified conceptual model of how the system functions, supporting consistent interpretation of data and risk assessments across councils and management areas.
	The Hawkesbury-Nepean River System Community Values and Uses Report (Alluvium and Mosaic Insights, 2023).	This study identified, mapped, and analysed how local communities use, value, and interact with the river system. Through a combination of spatial analysis, surveys, and community input, the report helped to identify key social and cultural values and provided a framework for embedding these values into future CMP actions and priorities.
	The Hawkesbury-Nepean River System Estuary Bank Erosion Assessment and Options Report (Alluvium, 2022b)	This study evaluated the extent, severity, and underlying causes of bank erosion within the estuarine sections of the river system. It identified erosion hotspots, assessed potential risks to infrastructure and ecological assets, and presented a suite of management options aimed at reducing the impacts of erosion while improving estuary health.
	The Hawkesbury River Estuary Coastal Inundation Study (Rhelm and Baird, 2023)	This study utilised hydrodynamic modelling to assess coastal inundation risk across the lower estuary under a range of current and future sea level scenarios. The modelling incorporated tidal hydrodynamics, storm surge events, and projected sea level rise based on updated climate change scenarios. The outputs of the study included spatially explicit inundation mapping.
	Pittwater Beach Erosion and Shoreline Recession Assessment (WRL, 2023)	This study evaluated the vulnerability of Pittwater's beaches to coastal erosion and long-term shoreline recession over a 100-year planning timeframe. Using a combination of historical shoreline data, wave climate analysis, sediment dynamics, and sea level rise projections, the assessment identified key erosion hotspots and forecasted potential recession lines for both open coast and estuarine beach environments.

Together, the outputs of these 5 studies provide a robust technical foundation to guide the development, assessment, and prioritisation of management options in Stage 3. The studies were designed to be complementary, with findings integrated across ecological, social, and hazard-related domains to support a whole-of-system understanding and response.

In addition to the core Stage 2 studies developed as part of the formal CMP process, an additional technical study was developed by NPWS in the form of a riverbank and riparian condition assessment – which was funded by the DPIRD NSW Estuary Asset Program (NEAP). The NEAP assessment (Alluvium, 2025) used spatial data to identify potential erosion likelihood before undertaking field assessment of 188km of shoreline. Bank and riparian condition was assessed, including the severity of any potential erosion. A multi-criteria analysis (MCA) was used to score and rank the top eroding sites to prioritise sites for works. The MCA considered risk to recreation, built, natural and cultural assets as well as potential for natural recovery and constructability. Concept designs were prepared for the 11 highest priority sites, with 6 priority sites included for work in this CMP. These works are outlined in Action S6.NPW.E – and cover NPWS foreshore at Coasters Retreat, Marramarra Creek, Cowan Creek, Gentlemans Halt, Berowra Creek, and Mooney Mooney Creek.

4.4 Stage 3

4.4.1 Overview

Stage 3 of the CMP process involved the development of management actions to address the risks and issues identified in Stage 2. A key objective of the CMP is to utilise a strategic and practical approach to developing management actions. Management actions included in the program have been rationalised and prioritised by a robust, and comprehensive decision-making framework. The framework adopted in the CMP was developed in order to make sound comparisons between each option and to rank options in a transparent and unbiased manner to identify those that have the greatest overall benefit for management of the coastal zone. The approach to the identification and assessment of options is provided in Figure 4-2.

Figure 4-2 Four steps in action identification and evaluation (adapted from the CM Manual)

4.4.2 Strategic Direction

The purpose of a CMP is to set the long-term strategy for the coordinated management of land within the coastal zone with a focus on achieving the objects of the CM Act. For the HRNS, this strategic direction is articulated through a shared vision and a set of local coastal management objectives (see Section 1.3), developed in alignment with the CM Act and endorsed by the Partner Councils.

Given the size, scale, and complexity of the HNRS CMP, spanning multiple councils, estuarine systems, and overlapping values and risks, a Strategic Direction Workshop was convened with Steering Committee members on 5 December 2023 (see Figure 4-3). The workshop played a critical role in shaping the CMP by facilitating collective decision-making on key strategic matters, including the CMP vision, priorities, delivery structure, and the proposed approach to addressing catchment based stressors emanating from outside of the legally defined coastal zone. The outcomes of this session, including key decisions and agreed directions, are documented in the Strategic Direction Document (Water Technology, 2023a).

Figure 4-3 Strategic Direction Workshop

4.4.3 Identifying Options

Once the strategic direction for the CMP was confirmed, the next step in the assessment process was to develop a suite of potential management options aimed at addressing the key risks identified in Stage 2 and delivering on the objectives of the CMP.

To do this, a broad “long list” of potential options was compiled through the process summarised in Figure 4-4 and in line with the guidance provided in the NSW Coastal Management Manual (OEH, 2018d). This process drew on a range of inputs, including a review of prior works such as historical Coastal Zone Management Plans (CZMPs), Estuary Management Plans (EMPs), and other legacy studies. It also incorporated insights from community and stakeholder engagement activities, as well as a risk-based analysis of key environmental datasets relevant to the HRNS.

Based on this process, a preliminary long list of over 800 potential management actions was developed. Before detailed assessment, a preliminary screening process was carried out through workshops and consultation with Partner Councils and key stakeholders. This included:

- Auditing legacy CZMPs and EMPs to remove completed or outdated actions
- Consolidating duplicate or overlapping actions
- Reviewing community suggestions and excluding those inconsistent with policy or legislation
- Removing routine operational tasks or actions already covered by existing management plans.

This process refined the list to a more strategic and manageable list of 195 potential management actions. The list represented a wide range of possible actions - from site-specific works to system-scale policy and planning initiatives - and served as the foundation for further refinement and prioritisation during Stage 3.

The full set of options assessed as part of the CMP, along with the detailed methodology used to identify and evaluate them, is documented in the Stage 3 Report (Water Technology, 2025).

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Figure 4-4 Identification of potential management options

4.4.4 Assessment of Options

Once the long list of management options was developed, the next step was to assess and prioritise these options. To ensure the Stage 4 program of management options are appropriate, are able to be implemented, and meet the objectives the CM Act, Stage 3 of the CMP employed a robust multi-criteria decision-making framework. Full details of the options assessment process are provided in the Stage 3 report (Water Technology, 2025), however a brief summary has been provided below.

The options assessment followed a 3-step process, as outlined in the CM Manual (OEH, 2018d), and summarised in Figure 4-5 below. The process involves evaluating the **feasibility**, **viability**, and **acceptability** of each potential option.

The purpose of this approach was to evaluate and choose among alternatives based on multiple criteria through a systematic analysis that used stakeholder participation to inform economic, social, and environmental criteria. This provided a tool that enabled different stakeholders' perspectives and values to be explicitly included in the analysis. This process was used as a transparent tool to help determine which options may progress to Stage 4 of the CMP.

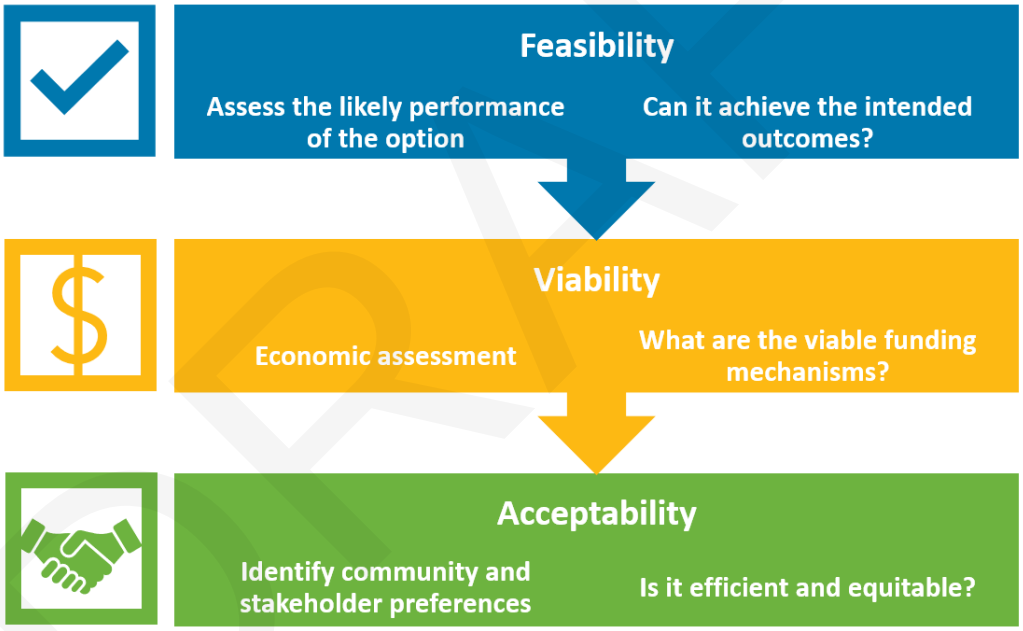

Figure 4-5 The Stage 3 options assessment process (adapted from the CM Manual)

Feasibility Assessment

Each management option was assessed for feasibility based on criteria from the NSW *Coastal Management Manual*. This included alignment with the objectives of the *Coastal Management Act 2016*, risk mitigation effectiveness, environmental and social impacts, practical deliverability, policy consistency, and adaptability.

A high-level, semi-quantitative multi-criteria analysis (MCA) was used to score each option against key factors such as:

- The level and type of risk it addresses

- Its effectiveness in mitigating risk
- Potential impacts (positive or negative) on environmental, social, and cultural values
- Alignment with statutory requirements.

Under this approach, each option was scored against a set of feasibility criteria using a numerical scale from -4 to +4 - where +4 indicated strong positive benefits (e.g. high risk reduction or strong environmental outcomes), 0 indicated a neutral or negligible effect, and -4 indicated significant negative impacts or poor feasibility. Based on this, each option received a **Total Feasibility Score**. Options receiving strongly negative scores in key areas were deemed unfeasible.

To recognise the broader value of system-wide initiatives, a scaling factor was applied to options with benefits extending across the full study area. The total feasibility score for each option was used to help identify a coordinated and achievable program of actions.

Viability Assessment

The viability assessment considered whether each management option is financially practical and deliverable. This included:

- Estimating the cost of each option (capital, operational, and maintenance)
- Identifying the distribution of coasts and benefits amongst relevant stakeholders and delivery partners
- Considering potential funding sources and (where applicable) cost-sharing arrangements
- Assessing whether options are affordable and viable for implementation in Stage 5.

Stage 3 included an economic assessment of all long-listed options. Two levels of assessment were applied, depending on the scale and complexity of each option:

- Detailed Cost-Benefit Analysis (CBA): For five (5) high-impact options where economic benefits and costs could be reliably estimated, a full probabilistic CBA was undertaken to calculate a Benefit-Cost Ratio (BCR). This followed NSW Government guidance in:
  - NSW Guide to Cost-Benefit Analysis (NSW Treasury, 2023)
  - DPE Guidelines for using Cost-Benefit Analysis to Assess Coastal Management Projects (DPE, 2020).
- Preliminary Economic Assessment: For all other options, a simplified approach was used to estimate 10-year net present value (NPV) costs, drawing on council records, industry standards (e.g. Rawlinsons, 2023), stakeholder input, and the project team's engineering expertise.

Each option was then assigned a **Viability Score** based on the order of magnitude of its estimated cost, using a logarithmic scale. Lower-cost options received higher viability scores, reflecting greater affordability. These scores were incorporated into the overall multi-criteria analysis (MCA) to support option prioritisation.

Acceptability Assessment

In addition to technical feasibility, the CMP also considered how acceptable each management option was to key stakeholder groups. This assessment focused on three distinct groups:

- Local communities across the HRNS
- Local First Nations stakeholders (as identified in the Community & Stakeholder Engagement Plan)
- Relevant public authorities, including State Government agencies.

To inform this assessment, a robust stakeholder and community engagement program was undertaken during Stage 3. This process gave participants the opportunity to provide feedback on the proposed options and suggest additional actions. Engagement outcomes are summarised in Section 4.5.

Each option was assigned an Acceptability Score, calculated using input from each of the three stakeholder groups. Equal weighting was applied across the groups, and scores were normalised to a scale between 0 and 1. For example:

- Full support from a group scored **1**
- Conditional or partial support scored **0.5**
- Non-support scored **0**, with some exclusions applied (e.g. State Government opposition automatically excluded the option)

If an option was introduced after the engagement period, or where no opposition was received, a default score of **1** was applied, with further engagement scheduled in Stage 4 (including public exhibition).

The final **Total Acceptability Score** for each option was calculated as the product of the three component scores, providing a clear measure of broad stakeholder support. Detailed scoring and results are provided in the Stage 3 Report (Water Technology, 2025).

Options Assessment Outcomes

The output of the three-phase assessment described was the calculation of an **Options Ranking Score**, which was the arithmetic combination of the **Feasibility Score**, the **Viability Score**, and the **Acceptability Score**, as demonstrated in Figure 4-6.

Figure 4-6 Calculation of the options ranking score

Each component of the Options Ranking Score provided a distinct perspective on the performance of an option:

- The **Total Feasibility Score** assessed the extent to which an option addressed the various risks across the study area - either directly or indirectly - and considered its social and environmental impacts.
- The **Acceptability Score** reflected the level of support for each option among local community members and key project stakeholders.
- The **Viability Score** captured the full life-cycle cost of each option and provided an indication of economic viability and value for money.

The Options Ranking Score provided a numerical measure of the overall value of each option, offering a clear and transparent way to assess their relative benefits. This scoring formed the final step in the three-phase assessment process and was used to inform which options from the long list should progress to Stage 4 of the CMP.

However, while the Options Ranking Score served as a useful decision-support tool, it was not applied as a rigid or definitive metric. It is acknowledged that the scoring process carries inherent subjectivity and uncertainty, and that some options may offer important strategic, political, cultural, or community benefits that are not easily captured through numerical or heuristic evaluation alone.

As such, the Options Ranking Score was treated as a starting point for informed discussion with Partner Council staff and delivery partners. Final decisions about which options would proceed to Stage 4 were guided not only by the score but also by each Council's local knowledge and understanding of environmental priorities, social context, and resource constraints.

Based on the process described herein, a total of 141 options progressed through to Stage 4 of the CMP, with an additional 9 actions progressing through to the associated catchment companion.

4.5 Community and Stakeholder Engagement

4.5.1 Overview

Community and Stakeholder Engagement Strategy

During Stage 1 of the CMP, a comprehensive Stakeholder and Community Engagement Strategy was prepared (Water Technology, 2020). Developed in line with the NSW CMP Engagement Guidelines (OEH, 2018h) and the International Association for Public Participation (IAP2) framework, the strategy set out clear objectives, timing, content, and engagement methods tailored to the needs of the HNRS.

The strategy has been applied consistently throughout the CMP's development, embedding stakeholder and community engagement into every stage of the process. Given the scale of the river system and the diversity of interested parties, the HNRS CMP has delivered one of the most extensive engagement programs undertaken for any CMP in NSW, ensuring broad representation and input from government agencies, industry, community groups, and the wider public.

A summary of the engagement process for the CMP is depicted in Figure 4-7 and described in the following sections.

Project Communications

The primary (centralised) online presence for the project was hosted at the project website: https://hawkesburynepeancmp.org/. Throughout Stages 1 and 3 the project website served as a vital information hub for the project, and included the following information:

- **Background:** An overarching description of the project, and background to the CMP process – including the intent of the CMP, who is involved, and how it is developed. This has also been provided in the form of project summary videos, to clearly explain the project to the community.
- **Updates:** Updates on project progress as each stage of the CMP has evolved. This has been in the form of periodic project bulletins.
- **Key project deliverables:** including publishing the Stage 1, Stage 2, and Stage 3 reports for public consumption.
- **Engagement facilitation:** Information pertaining to community consultation events, and avenues for engagement – including links to the online survey facilitated during Stage 3 community consultation.
- **Explainer videos:** A video library that provides the community with short, clear video packages explaining the project and the CMP process.

In addition to the website, Partner Councils issued CMP Newsletters 2 to 4 times per year during Stages 2 to 4, distributed via a voluntary subscription email list. These updates have kept subscribers informed of progress, milestones, and opportunities to get involved.

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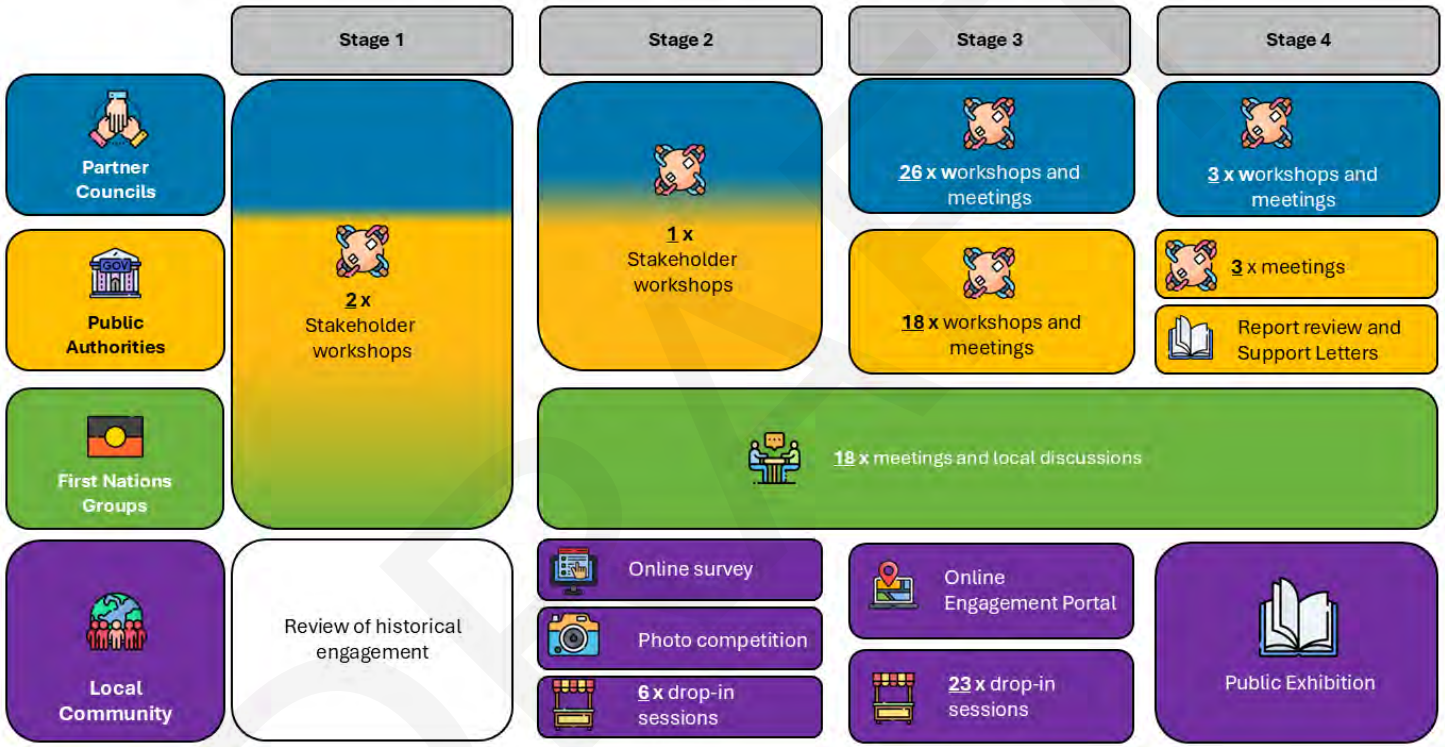

Figure 4-7 Stakeholder and community engagement snapshot

4.5.2 Stage 1

Stakeholder Engagement

The main stakeholder engagement activities undertaken during Stage 1 comprised the holding of 2 workshops, which were attended by the Partner Councils, numerous State Government Agencies, Local Aboriginal Land Councils, and other local councils from the wider Hawkesbury-Nepean Catchment.

- **Workshop #1 - Project Scoping:** Attended by 20 representatives from councils and state agencies, this session provided background on the CMP, confirmed management roles, and identified key values, threats, and risks across the river system (see Figure 4-8).
- **Workshop #2: Stakeholder Engagement Strategy Development:** Brought together at least 2 staff from each Partner Council to co-design the CMP Stakeholder and Community Engagement Strategy, focusing on tailored messages, engagement methods, and logistics. It began with a context-setting briefing, followed by "world café" sessions to capture local expertise and ideas for a bespoke engagement plan.

Further detail of this engagement is provided in the Stage 1 Scoping Study (Water Technology, 2020).

Local councils from the upper catchment (see Section 2.5.2) were advised of the project commencement and invited to participate in the CMP process. These councils were also provided a copy of the Draft Scoping Study Report for review and comment.

Figure 4-8 Stage 1 stakeholder workshop

Community Engagement

The Partner Councils chose not to undertake direct community engagement during Stage 1, deferring detailed community engagement on issues and values to Stage 2. This decision aimed to:

- Align community engagement with Stage 2 studies, ensuring findings could be effectively integrated into technical investigations.
- Reduce engagement fatigue within communities, noting that the Brisbane Water, Pittwater, and Hawkesbury River estuaries – and their catchments – had already undergone significant consultation over the past 10–15 years. This included engagement for 5 separate coastal and estuary management plans, along with numerous other relevant strategies.

To streamline planning, outcomes from previous engagement activities were reviewed and consolidated to inform the CMP's approach.

4.5.3 Stage 2

Stakeholder Engagement

As part of Stage 2, a full-day stakeholder workshop was convened to bring government agencies up to date on the progress of the CMP and to strengthen inter-agency collaboration. This built on the strong relationships and shared understanding established during Stage 1 workshops, ensuring that momentum and commitment carried forward into the next stage.

Figure 4-9 Stage 2 stakeholder workshop

The session was attended by representatives from a wide range of state and local government agencies operating within the HNRS, including those responsible for environmental management, planning, infrastructure, and community engagement (see Figure 4-9).

The workshop provided an opportunity for agencies to:

- Share updates on their current and planned initiatives within the river system.
- Exchange knowledge and technical insights to ensure alignment between complementary projects.
- Reaffirm their commitment to working together to address shared challenges and achieve the CMP's long-term objectives.

The workshop reinforced the value of a coordinated, system-wide approach, with participants recognising that collective effort is essential to managing the complex, interconnected issues facing the HNRS.

Community Engagement

Stage 2 placed a stronger focus on broad community involvement, using a range of tools and activities to capture local knowledge, perspectives, and priorities for the HNRS.

- **Photo Competition - "Our Hawkesbury River":** In September 2021, to coincide with World Rivers Day, Partner Councils launched the Our Hawkesbury River photo competition. The aim was to celebrate the river's environmental, cultural, and social values while encouraging community connection to the CMP process. The competition attracted an overwhelming response, with more than 360 entries showcasing the beauty, diversity, and significance of the river system – see Figure 4-10. Many of these images have been featured throughout this CMP document, providing a strong visual link between community perspectives and the planning process.
- **Community Survey:** Between late 2022 and early 2023, an online community survey was conducted to build a clearer understanding of how the local communities and users of the HNRS perceive threats to the river system and where they see management priorities. The survey comprised 10 targeted questions designed to tap into local knowledge and highlight the threats and pressures most in need of attention in future stages of the CMP. Responses provided valuable insight into community priorities, helping to ensure the CMP reflects local concerns alongside technical assessments.
- **Interactive Mapping:** To complement the survey, an interactive web-based mapping tool was deployed, allowing participants to pinpoint locations they considered to be high-priority for management or protection

- see Figure 4-11. This spatial input has helped identify hotspots for action and provided context for how community priorities align with scientific and technical findings.

- **Community Drop-in Sessions:** The HNRS CMP project team engaged with over 300 people while hosting drop-in sessions at several community events organised within the Partner Council LGAs over the duration of Stage 2, including those listed in Table 4-2.

Through this multi-modal engagement program, Stage 2 created opportunities for the local community and river users to contribute meaningfully to the CMP, blending qualitative stories, visual records, and geospatial data into a richer understanding of the river system.

Table 4-2 Stage 2 community drop-in sessions

Date	Event	Location
9 June 2022	Let's Talk Woy Woy	Woy Woy
31 October 2022	Woytopia	Woy Woy
18 February 2023	Taste of Seafood Festival	Wisemans Ferry
22 February 2023	Tide2Tip	Mooney Mooney
25 to 27 February 2023	Annual fishing festival Fishfest	Penrith
30 March 2023	Let's Talk Gosford	Gosford

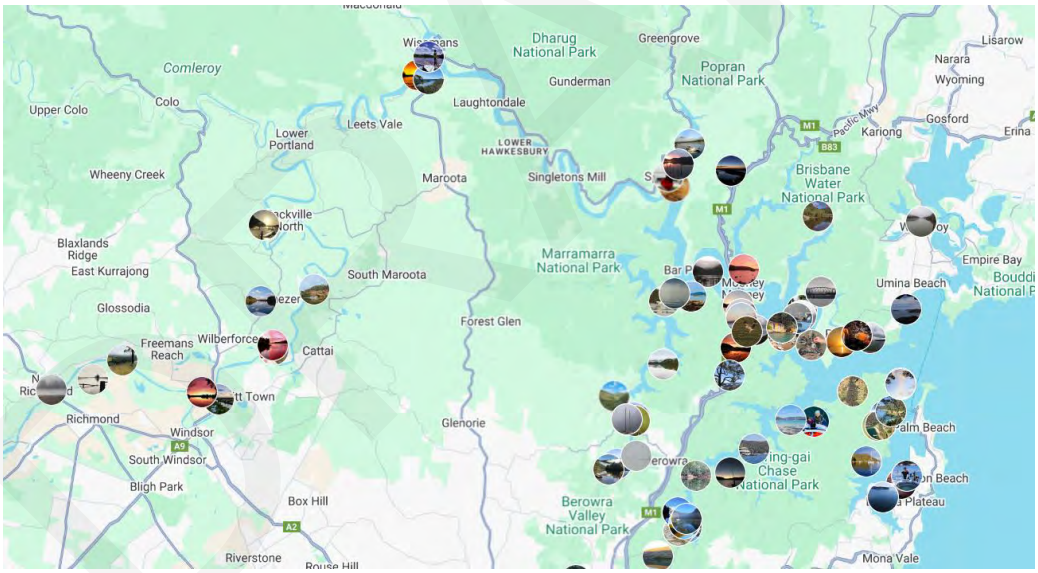

Figure 4-10 "Our Hawkesbury River" photo competition entries

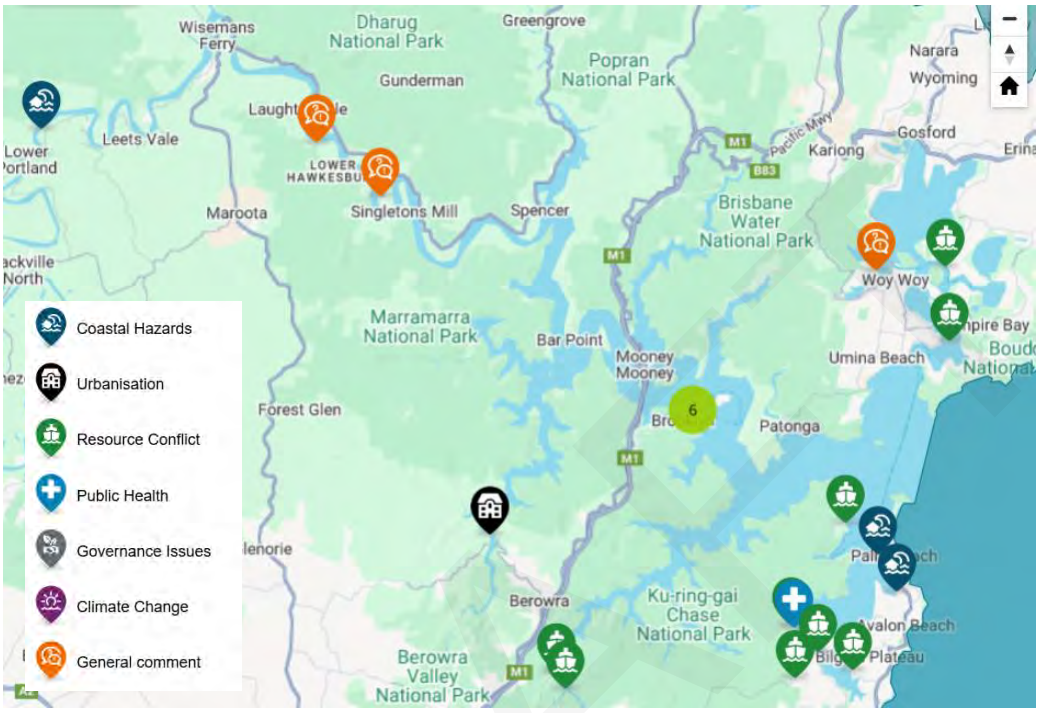

Figure 4-11 Interactive mapping dashboard used as part of community engagement in Stage 2 of the CMP

4.5.4 Stage 3

Given the nature of Stage 3 – focused on identifying, assessing, and refining management options – this phase of the CMP required an intensive and wide-ranging program of community and stakeholder engagement. Engagement was deliberately designed to be multi-modal, ensuring that all sectors of the community, industry, and government could participate in ways that suited their needs and capacity.

Activities combined in-person and online formats, including drop-in information sessions, targeted stakeholder workshops, interactive mapping tools, online surveys, and direct liaison with key interest groups. This approach allowed the CMP team to reach a broad cross-section of stakeholders – from state agencies, partner councils, Local Aboriginal Land Councils, and industry groups, through to residents, recreational users, environmental organisations, and local businesses.

Stakeholder Engagement Overview

Table 4-3 provides a summary of the stakeholder engagement activities conducted throughout the Stage 3 program, categorised by stakeholder group. It details the mode of engagement, number of sessions, and estimated total hours of interaction.

Table 4-3 Stage 3 stakeholder workshops and meetings

Category	Stakeholders	Mode	Quantity	Total Hours
Internal Partner Council Engagement	Northern Beaches Council	Workshops	5	11
	Ku-ring-gai Council	Workshops	1	2
	Hornsby Shire Council	Workshops	6	12
	Hills Shire Council	Workshops	2	4
	Hawkesbury City Council	Workshops	3	7
	Central Coast Council	Workshops	5	14
	Collaborative Partner Council Workshops (including DCCEEW-BCS)	Workshops	4	10
State Government Agencies	DCCEEW - MCEF	Workshops	1	2
	Dept of Education	Meeting	1	1
	DPHI - Crown Lands	Workshops	1	2
	DPHI - Planning & Assessment	Workshops	1	2
	DPIRD - Biosecurity & Food Safety	Workshops	1	1
	DPIRD - Fisheries	Workshops	1	2
	Greater Sydney Local Land Services	Workshops	1	2
	NSW National Parks and Wildlife Service	Workshops	2	4
	NSW Reconstruction Authority / Infrastructure NSW	Workshops	1	1
	NSW SES	Workshops	1	1
	Sydney Water	Workshops	1	2
	TfNSW - MIDO	Workshops	2	5
	Water NSW	Workshops	2	1
Upper Catchment Councils	Upper Catchment Council Group	Briefing	1	1
	Blue Mountains City Council, Blacktown City Council, Camden Council, Liverpool Council, Penrith City Council, Wollondilly Council, Wollongong Council	Workshops	1	2
First Nations Representatives	Darkinjung LALC	Meeting	4	8
	Deerubbin LALC	Meeting	2	2
	Muru Mittigar	Meeting	4	10
	CCC Heritage Committee	Meeting	1	1
	Merana Aboriginal Community Association for the Hawkesbury	Meeting	2	4
	Darug Custodians Aboriginal Corporation	Meeting	2	4
	Hornsby Council Aboriginal & Torres Strait Islander Advisory Committee (HATSIC)	Meeting	1	1

Category	Stakeholders	Mode	Quantity	Total Hours
	Central Coast First Nations Groups including Wannangini	Meeting	4	8
	Northern Beaches First Nations Group	Meeting	1	2
		Total	**65**	**127**

Internal (Partner Council) Engagement

Internal stakeholders are those who are part of the project steering committee (the Partner Councils). During Stage 3, a series of workshops were held with Partner Council representatives in:

- Environmental management.
- Planning and development.
- Roads & drainage.
- Utilities, such as water & wastewater and Sections.
- Open space & recreation.
- Communications/engagement.

Workshops were facilitated through a series of in-person and virtual workshop for the purposes of:

- Management Option Identification
- Management Option Refinement
- Management Option Assessment and Identification.

Engaging internal stakeholders across a broad range of disciplines provided critical insight into local conditions, operational constraints, and community priorities. Involving council staff from several sections and disciplines was not only technically sound but also aligned with local policy frameworks, existing strategies and plans, service delivery capabilities, and community expectations. The structured workshops during Stage 3 created a space for collaboration, knowledge sharing, and joint problem-solving, which improved the quality and practicality of the proposed management options.

A summary of the Partner Council workshops is provided in Table 4-3.

Public Authority Engagement

A summary of the engagement undertaken with State Government Agencies and Upper Catchment Councils workshops is provided in Table 4-3.

A targeted and coordinated engagement program was undertaken with a range of NSW Government departments, agencies, and entities to ensure the CMP is strongly aligned with relevant legislation, policy frameworks, and current state-led initiatives. Key agencies were engaged through a series of structured workshops and meetings, involving representatives from DCCEEW, Department of Planning, Housing and Infrastructure (Crown Lands and Planning & Assessment), Department of Primary Industries (Biosecurity and Fisheries), Greater Sydney Local Land Services, NSW State Emergency Service (NSW SES), Transport for NSW (MIDO), Water NSW, and others.

These engagements provided a platform for two-way dialogue - enabling the project team to present emerging findings and management options while gaining valuable insights into agency priorities, statutory roles, and technical requirements. This collaborative approach helped to ensure the CMP is not only informed by the latest state policy directions but also responsive to operational realities and interagency dependencies. This

engagement also ensures the CMP is both strategically aligned with state and regional planning instruments and practically integrated with existing and future agency-led projects.

The workshops served as a key touch point for discussion with the agencies regarding potential management options for the CMP. The aims of the workshops were to:

- Provide project background - including a summary of project progress to date, and a summary of the key risks and opportunities identified in Stage 2.
- Commence initial discussions of potential management options where inter-agency coordination and/or agreement could be required.
- Undertake a 'whiteboarding' session to identify stakeholder ideas for potential management options, and linkages to existing state agency initiatives and actions

Engagement with Upper Catchment Councils included an initial briefing to the Upper Catchment Council Group (comprising the entire HNRS catchment council collective), as well as a follow up workshop with the Greater Sydney Area councils to help identify and refine management actions for the CMP.

First Nations Groups

A summary of the engagement undertaken with local representatives is provided in Table 4-3.

Engagement with First Nations representatives was a key component of the CMP process, recognising the deep cultural connections and traditional knowledge Aboriginal communities hold in relation to land and water management across the catchment. All LALCs in the study area were asked to provide input to the identification of possible CMP management options. Meetings were held with a range of groups and representatives, including Muru Mittigar, the Merana Aboriginal Community Association for the Hawkesbury, Darug Custodians Aboriginal Corporation, Darkinjung LALC, Deerubbin LALC, Wannagini and other Central Coast First Nations peoples, First Nations peoples from Northern Beaches LGA, and advisory or heritage committees from Hornsby and Central Coast Councils.

These engagements provided valuable opportunities to listen to Country-based perspectives, cultural values, and site-specific knowledge that might otherwise be overlooked in conventional planning processes. This input informed the development of management options and ensured that cultural heritage considerations were embedded throughout the CMP. By building respectful relationships and providing space for genuine dialogue, the CMP is better placed to reflect shared stewardship principles, acknowledge cultural heritage, and support alignment with the NSW Government's commitments to working in partnership with Aboriginal communities.

Engagement with these stakeholders directly led to the development of a number of CMP Actions as specified in the Stage 3 Summary Report (Water Technology, 2025).

Community Engagement

During Stage 3, a comprehensive program of community engagement was delivered with 2 primary objectives:

- Gauge community support for the potential management options identified in the Stage 3 long list.
- Capture new ideas and suggestions from the community for consideration in the final management actions.

The engagement period lasted for 10 weeks, from Monday 16 September 2024 to Sunday 24 November 2024 (inclusive). This extended timeframe was deliberately chosen to accommodate the large and diverse geographic area covered by the project, and to provide ample opportunity for communities across the HNRS to engage meaningfully with the CMP process.

A longer engagement window also enabled a more sustainable and manageable delivery of over 20 drop-in sessions, ensuring that Partner Council resources could be allocated effectively across multiple locations and dates. Spreading the sessions over several weeks allowed project staff to maintain a consistent and high-quality presence at each event, support meaningful interactions with community members, and respond to local needs and interests as they emerged throughout the engagement period.

Community Drop-In Sessions

To support those community members who preferred face-to-face engagement, a series of community drop-in sessions were held to gather input for the Stage 3 options identification and assessment process.

Each session was open for 2 to 4 hours, allowing community members to attend at a time convenient for them. This flexible format helped reduce overcrowding and enabled more relaxed, personalised conversations between attendees and project staff.

Community members were encouraged to drop in at any time during the session window. The sessions were designed to:

- Provide clear and accessible information about the project.
- Explain the proposed Stage 3 Management Options
- Direct community members to the online engagement portal so that they could review and add to the long list of possible management options that could be included in the CMP.

Participants could provide both verbal and written feedback on the proposed management options, as well as the project more broadly. They were also invited to suggest additional options, informed by their local knowledge, values, and aspirations for the coastal zone.

Engagement was robust and constructive, with many in-depth discussions between community members and representatives from the Partner Councils and Water Technology.

In total, 23 drop-in sessions were held across the community engagement period, spanning 18 separate locations throughout the HNRS study area. Table 4-4 provides session details, including estimated attendance. Across all sessions, approximately 600 community members were engaged. A selection of photographs from the sessions is presented in Figure 4-12 to Figure 4-14.

Most sessions were strategically located at estuary foreshore areas - such as parks and boat ramps - to engage directly with estuary users and others with a vested interest in the system's health. In addition, several sessions were delivered as pop-up stalls at existing community events, helping to broaden awareness and participation. These included the Hornsby Organic Food Market, Hornsby Second-Hand Markets, Woytopia (Woy Woy), Sustainable Futures Day (Turramurra), Umina Beachside Markets, Brisbane Water Oyster Festival (Woy Woy), and the Central Coast Lakes Festival 2024 (Gosford).

This approach enabled access to a broad and diverse cross-section of the community, providing an inclusive opportunity to share project information and invite feedback.

Table 4-4 Stage 3 community drop-in sessions

Date	Time	Address	Suburb	Host Council	Approx. Attendance
Saturday, 21 September 2024	10am - 1pm	58 Araluen Dr, Hardys Bay	Hardys Bay	Central Coast	55
Thursday, 26 September 2024	8am - 4pm	Hornsby Organic Food Market, Hornsby Mall	Hornsby	Hornsby	15

Date	Time	Address	Suburb	Host Council	Approx. Attendance
Friday, 27 September 2024	2pm - 4pm	Church Point Square, 2105 Pittwater Rd, Church Point	Church Point	Northern Beaches	20
Sunday, 29 September 2024	9am - 1pm	Second-Hand Hornsby Market, Jersey Lane, Hornsby	Hornsby	Hornsby	15
Thursday, 3 October 2024	9am - 2pm	Wisemans Ferry Boat Ramp, Old Northern Road, Wisemans Ferry	Wisemans Ferry	Central Coast, Hornsby, Hawkesbury, Hills	20
Friday, 4 October 2024	9am - 1pm	Parsley Bay Boat Ramp, 25 Karoola St, Brooklyn	Brooklyn	Hornsby	40
Friday, 4 October 2024	2pm - 5pm	The Cottage, 10 Dangar Rd, Brooklyn	Brooklyn	Hornsby	15
Saturday, 5 October 2024	9am - 11am	Bayview Dog Park, 1670 Pittwater Rd, Bayview	Bayview	Northern Beaches	30
Wednesday, 9 October 2024	12pm - 5pm	Berowra Waters Marina, 199 Bay Rd, Berowra Waters	Berowra Waters	Hornsby	10
Friday, 11 October 2024	3pm - 6pm	Dunkirk Hotel, 4666 Wisemans Ferry Rd, Spencer	Spencer	Central Coast	20
Sunday, 13 October 2024	9am - 4pm	Woytopia @ Woy Woy South School, 14 Waterloo Ave, Woy Woy	Woy Woy	Central Coast	50
Saturday, 19 October 2024	10am-3pm	Sustainable Futures Day, Cameron Park, 5 Eastern Rd, Turramurra	Turramurra	Ku-ring-gai	35
Saturday, 19 October 2024	9am - 11am	Palm Beach Wharf, 1149 Barrenjoey Rd, Palm Beach	Palm Beach	Northern Beaches	10
Sunday, 20 October 2024	9am - 2pm	Umina Beachside Markets, Sydney Ave, Umina	Umina	Central Coast	40
Thursday, 24 October 2024	10am – 12pm	Cromer Admin Building, 55 Middleton Rd, Cromer	Cromer	Northern Beaches	25
Thursday, 24 October 2024	9am - 9pm	Erina Fair, outside Shaver Shop, 620 Terrigal Dr, Erina	Erina	Central Coast	30
Saturday, 26 October 2024	9am – 12pm	The Bays RFS Brigade, 17 Wattle Cres, Phegans Bay	Phegans Bay	Central Coast	30
Saturday, 2 November 2024	9am - 12pm	Patonga Wharf (Blues across the Bay), 12 Patonga Drive, Patonga	Patonga	Central Coast	40

Date	Time	Address	Suburb	Host Council	Approx. Attendance
Sunday, 10 November 2024	10am - 4pm	Brisbane Water Oyster Festival, Lions Park, 2 N Burge Rd, Woy Woy	Woy Woy	Central Coast	50
Tuesday, 12 November 2024	9am - 1pm	Lakes Festival Cleanaway Pop-up, Kibble Park, 118 Donnison St, Gosford	Gosford	Central Coast	20
Saturday, 16 November 2024	4 pm - 10pm	Lakes Festival Gather & Groove, Lions Park, 2 N Burge Rd, Woy Woy	Woy Woy	Central Coast	30
Sunday, 24 November 2024	9am – 12pm	Lions Park, 10 Masons Parade, Gosford	Gosford	Central Coast	40
				Total	**640**

Figure 4-12 Left: Drop-in Session at the Woytopia Event on Sunday, 13 October 2024. Right: At the Brisbane Water Oyster Festival on Sunday, 10 November 2024.

Figure 4-13 Left: Drop-in Session at Parsley Bay on Friday, 4 October 2024. Right: At Berowra Waters on Wednesday, 9 October 2024.

Figure 4-14 Drop-in Session at the Wisemans Ferry Boat Ramp on Thursday, 3 October 2024

Online Engagement

To support and enhance Stage 3 community engagement, a dedicated *Online Engagement Portal* was developed and made available via the project website. The web-based mapping portal included 2 key interactive tools designed to collect feedback and ideas from the community and stakeholders.

- **A Feedback Portal:** This web-based mapping tool enabled users to review and comment on the Stage 3 long list of proposed local area options. Each option was represented by a geolocated pin on the map. By clicking a pin, users could view a brief description of the option and provide feedback in 2 ways:
  - An indication of support from a drop-down list, with choices of: '**Support**', 'or '**Do Not Support**'.
  - A free text response where more detailed comments and feedback could be provided.
- **A Suggestion Portal:** This complementary tool allowed users to propose additional local area management options. Suggestions were submitted by placing a pin on the relevant area of the map and entering a short description or comment to explain the idea.

A snapshot of the Online Engagement Portal is provided in Figure 4-15 and Figure 4-16.

The online engagement portal received a strong response from local communities, demonstrating active interest and participation in the CMP process – as summarised in Table 4-5. The Feedback Portal received strong community engagement, with a total of 4,029 Action Votes cast across the Stage 3 long list of proposed management options. On average, each option received 32 responses (median: 16 responses), with individual options receiving as many as 211 votes and as few as 2 votes. Community sentiment was overwhelmingly positive, with an average support rate of 97%. Even the least supported action still received 75% support, highlighting a high level of overall endorsement for the proposed local management options.

Importantly, this community input informed the subsequent assessment of potential management options, in line with the approach set out in the NSW Coastal Management Manual. Feedback was used to generate quantitative indicators of community and stakeholder support, helping to identify which actions were broadly acceptable and where concerns or opposition might exist. These insights were considered alongside other key assessment criteria, including technical feasibility and economic viability.

The Suggestion Portal allowed community members to provide their own comments and suggestions using "pinpoints" that they could place on the Suggestion Portal map. In total, 162 comments were recorded in the mapping.

Further details regarding the Stage 3 community engagement outcomes are provided in the Stage 3 Summary Report (Water Technology, 2025).

Table 4-5 Online Feedback Portal engagement metrics

Feedback Portal Metrics	Value
Total Action Responses on Proposed Actions	4,029
Average (and median) number of responses received on each option	32 (16)
Highest Total Responses Received on an Action	211
Fewest Total Responses Received on an Action	2
Average (and median) % Support for each Action	97% (100%)
Highest % Support for an Action	100%
Lowest % Support for an Action	75%

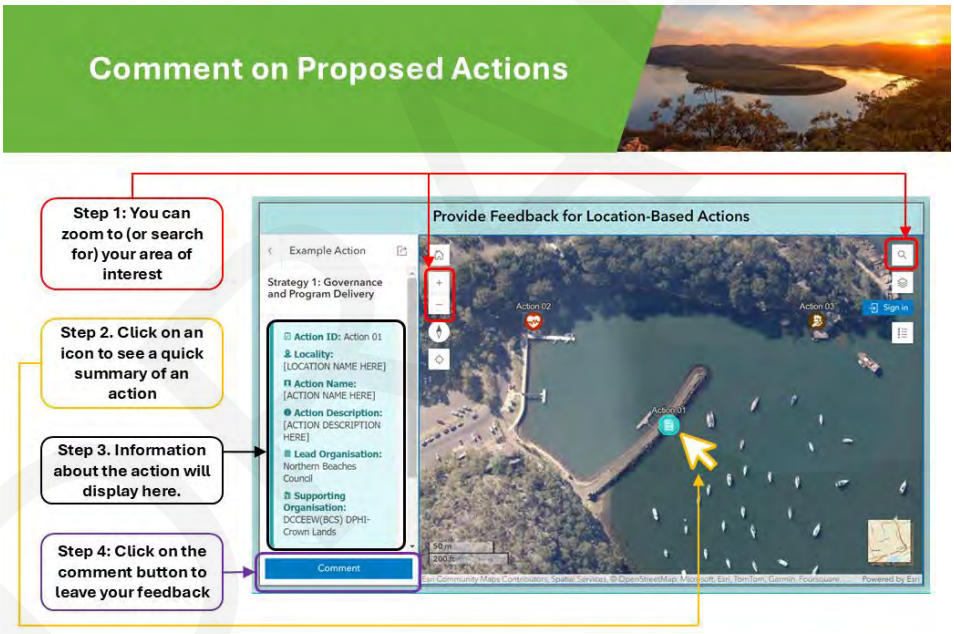

Figure 4-15 Example Screenshot from the Feedback Portal

Figure 4-16 Example Screenshot from the Suggestion Portal

4.5.5 Stage 4 (to be completed)

Council and DCCEEW (CPHR) Review

The first step in the Stage 4 submission process involves circulating the First Draft CMP to the Partner Councils and to the DCCEEW (CPHR) team for detailed review and comment. This review phase ensures the draft aligns with partner priorities, legislative requirements, and technical expectations before moving into the broader consultation process.

Public Exhibition

Under the requirements of the CM Act, a draft CMP must be placed on public exhibition for a minimum of 28 calendar days. During this period, the broader community is invited to review the document and provide feedback. The Partner Councils, in collaboration with Water Technology, will review all submissions received, carefully consider the issues and suggestions raised, and prepare a comprehensive reply-to-submissions report. This process ensures transparency, encourages broad participation, and allows the CMP to be refined in response to community and stakeholder input before finalisation.

Agency Letters of Support

Following distribution of the First Draft CMP, all agencies with assigned actions will receive a formal request to provide written confirmation of their support for those actions. This step formalises commitments and builds on the strong foundation of collaboration established during Stages 1 to 3, ensuring that responsibilities are clearly acknowledged and endorsed ahead of finalisation.

WATER TECHNOLOGY
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5 ACTIONS TO BE IMPLEMENTED BY THE PARTNER COUNCILS OR BY PUBLIC AUTHORITIES

DRAFT

Image Source: Thomas Banner

5.1 CMP Structure

5.1.1 CMP Structure and Delivery Framework

The Challenge for the CMP

The HNRS is one of the largest river systems in NSW, and its waterways and catchments span across a range of range of different local government areas. This scale creates key challenges for both the practical implementation and formal certification of the CMP:

Scale of Application

The CMP must address interconnected issues at a system-wide level, including estuary health, water quality, ecological risks, coastal hazards, and development pressures. This requires a coordinated and integrated approach that operates seamlessly across the entire catchment, its waterways, and foreshore areas.

At the same time, the CMP must retain sufficient granularity and focus to respond to the wide range of localised issues, risks, and opportunities that exist across such a large and diverse study area, ensuring management actions remain practical and place specific.

The CMP must also enable a collaborative approach to management among all stakeholders - particularly Partner Councils - while providing a transparent understanding of each party's financial responsibilities and resourcing commitments

Certification Requirements

A key objective of the CMP is to address estuary health risks that require a catchment-management approach. However, under Section 13(2) of the CM Act, there is no provision actions to be included in a certified CMP, where those actions reside outside the legally defined coastal zone - which represents only 2% of the total HNRS catchment area (see Section 1.2.3).

Structure of the CMP

To respond to these challenges, a Strategic Direction Workshop was convened with CMP Steering Committee at the outset of Stage 3 (see Section 4.4.2). This workshop resulted in a codesign process that developed the delivery structure of the CMP. A summary of this structure is provided in Figure 5-1, and includes:

- **Nine (9) overarching strategies** that provide the CMP with strategic direction. These include:
  - Strategy 1: Governance and Program Delivery
  - Strategy 2: Monitoring, Evaluation, and Reporting
  - Strategy 3: Resilience, Planning, and Adaptation
  - Strategy 4: Community & Stakeholder Engagement
  - Strategy 5: Estuary & Waterway Health
  - Strategy 6: Coastal Hazard Resilience
  - Strategy 7: Social and Recreational Amenity
  - Strategy 8: Cultural Heritage Protection
  - Strategy 9: Research and Knowledge Sharing

- **Eight (8) Implementation Plans** that provide the CMP with specific focus, including:
  - *A Collaborative System Implement Plan* to facilitate a large scale, coordinated approach to coastal zone and estuary management. Actions in the plan are delivered by multiple Councils through coordinated delivery partnerships. These Actions are detailed in Section 5.3.
  - *6 LGA-Based Implementation Plans* that provide granularity at a local level for each of the Partner Councils These plans are also intended to assist in the integration of the CMP actions into each Partners Councils' IP&R Framework (see Section 2.5.2). These Actions are detailed in Sections 5.4 to 5.9.
  - *An NPWS Implementation Plan* that provides specific focus for actions located within NPWS land tenure. These Actions are detailed in Section 5.10.
- **A Catchment Companion** which is external to the certifiable CMP and contains actions that are located outside of the coastal zone in the broader HNRS catchment.
  - While clearly marked as non-certifiable under the CM Act, these actions are included within the CMP document to maintain integration with coastal zone actions and to support holistic estuary management.
  - This approach aligns with the NSW Government's guidance on *Coastal Management Programs and Integration with Catchment Management* (DPE, 2022). The guidance notes that actions within the companion section may still be eligible for funding under the Coastal and Estuary Grants Program, provided they meet all 3 of the following criteria:
    - Significantly benefit the coastal zone and is a critical factor in estuary health.
    - Give effect to the management objectives for the coastal management areas and the objects of the CM Act.
    - Assist in addressing a key coastal management issue affecting the areas to which a certified applies.
  - The management actions to be implemented in the *catchment companion* to this CMP are outlined in Section 5.11. *Note that this catchment companion is separate and external to the certifiable CMP*.

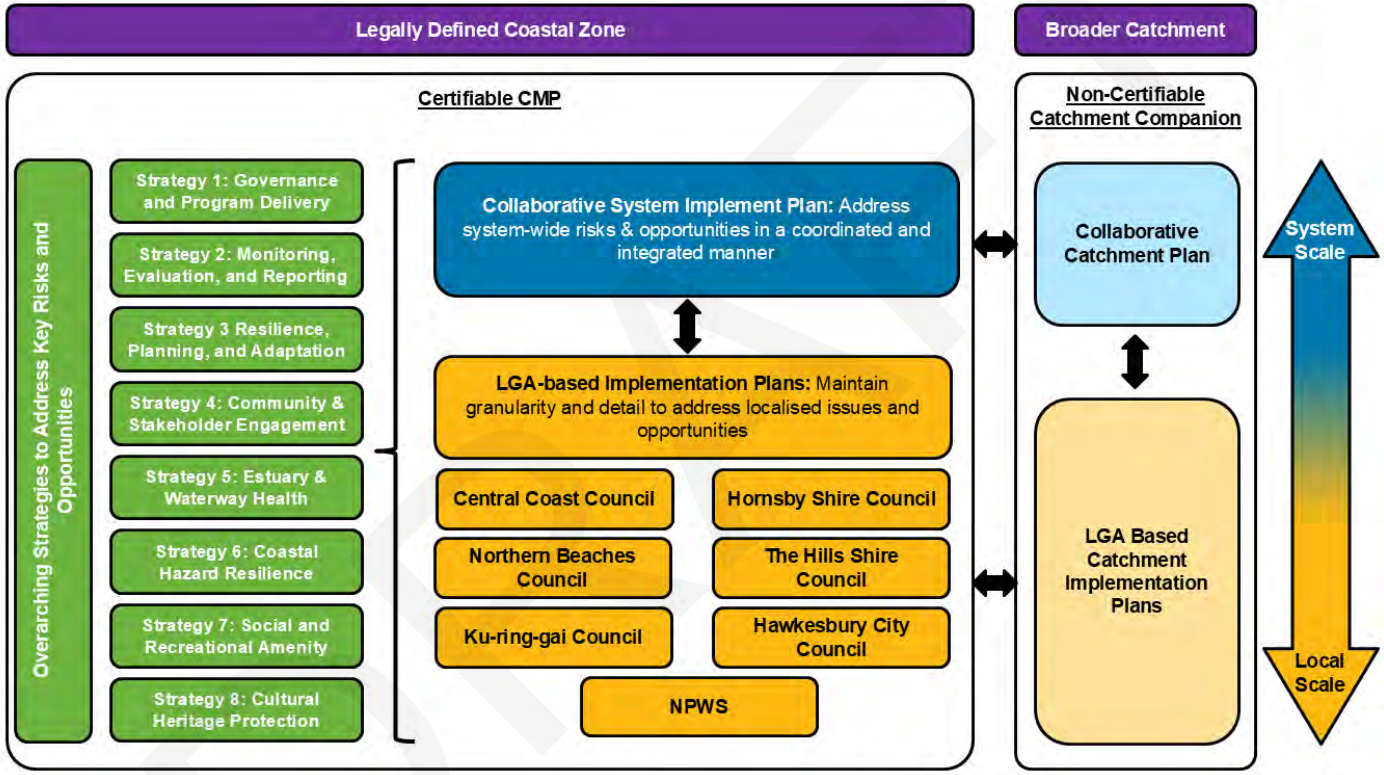

Figure 5-1 HNRS CMP delivery structure

5.1.2 Action Information Provided in the CMP

Action Descriptions

The management actions identified for implementation under this CMP are detailed in Sections 5.3 to 5.10. Each section provides a concise yet comprehensive description of the actions, structured to support transparency and ease of reference. For every action, the following information is presented:

- Strategic alignment – the overarching Strategy that the action contributes to.
- Action ID – a unique identifier that enables cross-referencing across this CMP and supporting documents.
- Location and scale – including the functional zone of the estuary within which the action will occur.
- Action name and description – summarising the scope, intent, and key features of the action.
- Implementation responsibility – identifying the lead organisation responsible for delivery, along with supporting agencies and partners. Shorthand is applied in this table for Central Coast Council (CCC), Hawkesbury City Council (HCC), Hornsby Shire Council (HSC), Ku-ring-gai Council (KC), Northern Beaches Council (NBC), and The Hills Shire Council (THSC).
- Priority and indicative timing – categorised to reflect the relative importance and the proposed sequencing of delivery (see Section 5.1.3).

This structure provides clarity for decision-makers and stakeholders, ensuring each action can be readily understood in terms of purpose, accountability, and timing

Action Mapping

Mapping of actions with a geographically specific focus (for example, on-ground works, site-based investigations, or foreshore projects) is provided in Appendix B to highlight the spatial context of proposed works and initiatives. These maps are intended to give a clear visual representation of where actions will be implemented and to support place-based engagement and delivery planning. References to the relevant Appendix B action map are provided within each action description.

Conversely, actions that are programmatic, system-wide, or broadly applicable across the estuary (for example, policy development or education programs) are not mapped but remain fully described in the action tables.

An Important note on Coastal Protection Works and Environmental Protection Works

There are two categories of actions in this CMP that have specific statutory definitions under NSW legislation and planning instruments:

- Coastal Protection Works (CPW):
  - These are defined in the CM Act as:
    - "*(a) beach nourishment activities or works, and*
    - *(b) activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters, including (but not limited to) seawalls, revetments and groynes*".
  - It is recommended that the CPW identified in this CMP - to the greatest extent practical – designed and implemented in consistency with the NSW Coastal Design Guidelines (DPE, 2023a), and the NSW Coastal Crown Guidelines (DPE, 2023b).
  - Appendix C provides an overview of concept designs for actions in the CMP that are designated as designated as CPW. The purpose of these concept designs is to provide sufficient technical detail on the nature and scope of proposed CPW to enable determining authorities to consistently interpret the

actions and apply streamlined approval pathways as relevant. References to the relevant concept design(s) are provided within each action description.

- Environmental Protection Works (EPW): These are defined in the Standard Instrument - Principal Local Environmental Plan (2006 EPI 155a) as:
  - *"works associated with the rehabilitation of land towards its natural state or any work to protect land from environmental degradation, and includes bush regeneration works, wetland protection works, erosion protection works, dune restoration works and the like, but does not include coastal protection works*".

For land use planning purposes, the application of a planning pathway is guided by the definition and particular purpose of the proposed development, activity, or work (NSW Government, 2021). Accordingly, the action descriptions in this CMP explicitly identify, where relevant, whether a proposed activity qualifies as CPW or EPW. This approach provides consistency with the R&H SEPP and underpins the implementation of a streamlined planning approvals pathway under Section 2.16 of the SEPP.

5.1.3 Prioritisation of Actions

Given the limited funding and resources of the Partner Councils, a key element of CMP implementation is the prioritisation and rationalisation of management actions. With this in mind, this CMP has established a framework for prioritisation of management actions – based on a logical Action Priority Matrix. This considers both the importance and the urgency of each individual action in order to develop a coherent plan for prioritisation.

For this task, the "Importance" of each action has been assigned a score out of 10 based on how critical implementing that action is towards achieving the overall goals of the CMP:

- **Critical (8-10)**: Those that are critical for addressing key risks and the long-term effective management of the estuaries. These actions are critical for successful implementation of the CMP.
- **High (5-7)**: Those considered of high importance, or high impact, in addressing risks and opportunities.
- **Medium (1-4)**: Those that whilst still important, are considered to be moderately effective or impactful in terms of addressing risks and opportunities.

The second consideration is the "Urgency" of the various actions. This consideration acknowledges that whilst some actions may be highly important to success of the CMP, they may not need to be (or perhaps are not able to be) implemented immediately. This could be due to budget or resourcing limitations, or the need to schedule some actions first in order to allow others to proceed effectively. The urgency of the actions has been assigned a score out of 3 based on the following criteria:

- **Pressing (3)**: Actions that require immediate attention and implementation, or actions that affect the critical path of other actions (i.e., are a prerequisite for other actions) and therefore need to be implemented in the short term.
- **Moderate / Dependant (2)**: Actions that are of moderate urgency or are dependent on the implementation of other actions before they can commence.
- **Opportunistic (1)**: Actions that do not have an immediately pressing timeframe for implementation but rather can be implemented opportunistically as resources and funding become available.

The Action Priority Matrix is provided in Table 5-1. It outlines a process to generate a Priority Score for each action. The Priority Score can be banded to outline an approximate timeframe for implementation and alignment with the City's 4-year Delivery Program (DP) under the NSW IP&R Framework:

- **High Priority** (score of 24-30): To be implemented in the short term - within 1-4 years
- **Medium Priority** (score of 8-23): To be implemented in the medium term - within 4-8 years

- **Low Priority** (score of 1-8): To be implemented in the long term - within 8-10 years

It should be noted that this process is intended to provide a broad indication of action priority. However, it is acknowledged that this may not marry with the "on the ground" reality over the forward CMP timeframe, and a flexible approach to undertaking works should be adopted as grants and funding opportunities arise from time to time that may allow some options to be progressed ahead of others.

While some actions may be identified as a priority for implementation in the CMP, it is recognised that the Plan needs to retain sufficient flexibility such that the Partner Councils (or other responsible agencies) may implement any of the management actions at any time on an opportunistic basis, regardless of their priority. Such an opportunity may arise where, for example, funding becomes available through a specific grant or funding program.

It should also be acknowledged that some of the actions whose urgency is listed as "Opportunistic" may provide an opportunity for "quick, easy wins" throughout the process, particularly those that require minimal cost or effort to implement. Therefore, the delivery partners of the CMP should remain vigilant for opportunities to implement these actions as they may arise.

Table 5-1 The action priority matrix

Priority			Urgency		
			Pressing	Medium / Dependant	Opportunistic
			3	2	1
Importance	Critical	10	30	20	10
		9	27 High Priority	18	9
		8	24	16	8
	High	7	21	14	7
		6	18	12	6
		5	15 Medium Priority	10	5
	Medium	4	12	8	4
		3	9	6	3
		2	6	4	2 Low Priority
		1	3	2	1

5.2 CMP Governance Structure

5.2.1 Importance of Governance

The scale and complexity of the HNRS CMP demands a governance framework that is clear, durable, and capable of coordinating action across multiple councils, agencies, and stakeholders. Effective governance provides:

- Authority and advocacy – to keep the CMP visible and relevant within council priorities.
- Coordination – to align delivery across a large and diverse river system.
- Capacity – to manage grants, reporting, and engagement.
- Flexibility – to adapt as circumstances change and lessons are learned during implementation.

5.2.2 Governance Structure Development

The governance model for the delivery of Stage 5 of the CMP was co-designed with input from Partner Councils, DCCEEW, and other stakeholders through a staged workshop process. This ensured the structure was grounded in best practice, equitable, and tailored to the unique needs of the HNRS.

Through a series of dedicated workshops, stakeholders were able to examine contemporary models, identify guiding principles, and collaboratively refine the governance structure. This iterative approach provided the necessary depth of analysis and broad ownership to give the final framework both equity and practical utility.

- **Workshop #1: Best practice fact-finding:** The first workshop focussed on building an evidence base from comparable multi-council estuary partnerships across NSW. Attendees included representatives from the Hunter Estuary Alliance (HEAL), the Parramatta River Catchment Group (PRCG), the Cooks River Alliance (CRA), and the Georges Riverkeeper (GRK). The session centred on distilling lessons from each group around:
  - The *WHERE* – their geographical scope of operations
  - The *WHY* – their core purpose and role within catchment or estuary management
  - The *WHAT* – their organisational structures and membership models
  - The *HOW* – funding approaches and the nature of formal agreements (e.g., Constitutions, Terms of Reference, and/or Memoranda of Understanding)
  - Incorporation of Indigenous custodianship and cultural perspectives
  - Model refinement – identifying what works well and where improvements could be made.
- **Workshop #2: Objectives and governance structure design:** Building on these insights, the second workshop brought together representatives from the Partner Councils and DCCEEW. The objective was to establish the overarching principles of governance for the HNRS CMP, agree on the desired outcomes of the structure, and co-design the framework that would balance governance oversight with operational delivery. This process ensured that the governance model was not only technically robust but also practical, equitable, and responsive to the needs of the Partner Councils.
- **Workshop #3: Development of key details and determination of the way forward:** The third workshop refined the draft governance model into a workable framework, resolving critical design elements such as the composition and roles of governance bodies, the frequency and format of meetings, and the integration of technical and cultural advice. It also confirmed the commitment of Partner Councils to progress the model, providing a clear mandate to finalise terms of reference, nominate representatives, and establish the governance structure in practice.

Informed by this process, the following section outlines the agreed governance structure for the HNRS CMP, including the roles, responsibilities, and interactions of its key components.

5.2.3 Governance Structure Principals

The governance structure has been established to provide effective oversight, ensure accountability, and facilitate coordination across multiple councils, agencies, and stakeholders. At its core, the governance structure rests on 3 guiding principles:

- **Purpose**: The primary purpose of the governance structure is to oversee and drive the delivery of CMP actions. It is not intended as a broader management group with wider roles and responsibilities. A purposeful decision was made to maintain a specific focus on CMP delivery – to ensure that governance adds demonstrable value by maintaining focus on outcomes and supporting the long-term objectives of the CMP.

- **Form**: The three-tiered structure (Executive Group, Steering Committee, Project Delivery Groups) is supported by a dedicated Project Coordinator. Formal agreements such as Memoranda of Understanding or constitutions give the framework durability and legitimacy.
- **Function**: The governance framework is to be supported by clearly defined Terms of Reference for each body, setting out roles, responsibilities, membership, and decision-making processes. Membership is structured to achieve equity of representation across Partner Councils and State Agencies, while also ensuring that cultural knowledge and community perspectives are embedded. Formal arrangements such as Memoranda of Understanding or Constitutions provide a durable basis for collaboration and accountability.

5.2.4 Overview

The adopted governance framework is tiered, inclusive, and action oriented. It balances strategic oversight with operational capacity, ensuring actions are coordinated across the catchment while still reflecting local needs. The governance structure for the CMP is summarised in Figure 5-2 with the respective elements described in Table 5-2.

- The Executive Group provides strategic leadership and advocacy, raising the profile of the CMP and integrating actions into Council programs.
- The Steering Committee acts as the coordinating hub, aligning delivery across councils, overseeing progress, and guiding project delivery groups.
- Project-based Delivery Groups, responsible for targeted implementation of actions.
  - Multi-council and non-council projects group councils, agencies, and technical experts to deliver collaborative initiatives.
  - Individual council projects are led internally, with support from technical partners as required
  - Dedicated First Nations Action Group - established to guide delivery of collaborative actions under Strategy 8. This group provides a transparent, culturally appropriate, and accountable forum to administer funds, assess project submissions, and oversee implementation. By creating a dedicated group, the governance framework ensures that First Nations knowledge, priorities, and perspectives are meaningfully embedded in CMP delivery.
- A central feature is the appointment of a dedicated Project Coordinator, employed on a 0.6 - 1.0 FTE basis. Partner Councils agreed unanimously that this role is fundamental to success, given the breadth and scale of the CMP. The Coordinator provides continuity, integration across councils, and the capacity to manage grants, reporting, and stakeholder engagement – functions that cannot be effectively delivered on a part-time or ad-hoc basis by existing council staff.

Together, these elements create a governance model that is inclusive, transparent, and action oriented. By combining strong oversight with operational flexibility, the structure provides a robust platform for the delivery of CMP actions. Importantly, the governance structure is intended to be adaptive. As the CMP progresses through its implementation phases, the structure may evolve to reflect emerging priorities, changing stakeholder needs, or lessons learned, ensuring that it remains both flexible and effective over the long term.

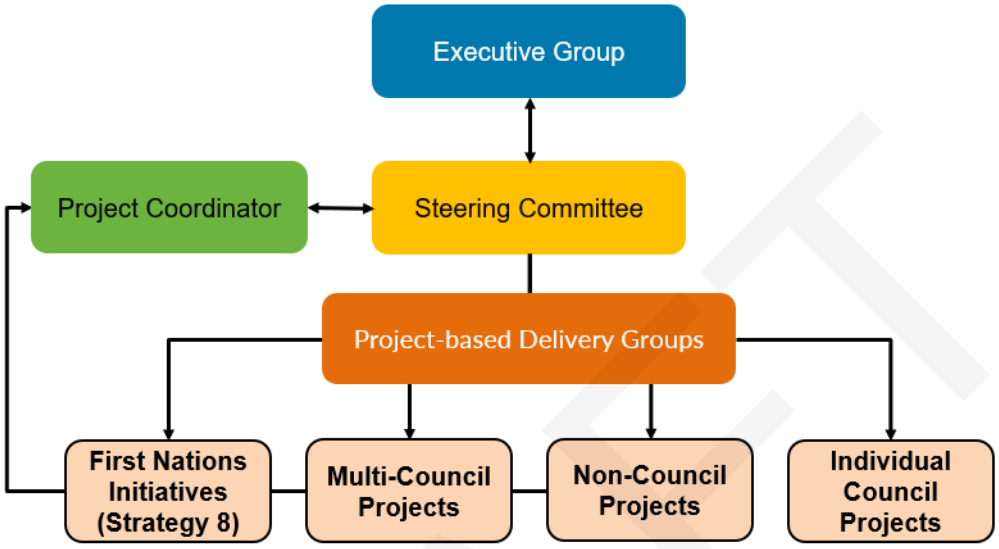

Figure 5-2 HNRS CMP governance structure

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Table 5-2 HNRS CMP governance structure

Element	Function and Scope	Representation	Operational Considerations
Executive Group	▪ Provide high-level advocacy and visibility for the CMP ▪ Support integration of CMP actions into each Council's Delivery Program and IP&R ▪ Advocate for CMP implementation in the face of competing Council priorities	▪ 1 x Director or Senior Manager from each Partner Council (or delegate)	▪ The EG could be provided with quarterly / semi-annual / annual updates by the Steering Committee
Steering Committee	▪ Coordinate delivery of CMP actions across LGAs in line with the CMP strategic priorities and forward program ▪ Promote system-wide actions in the Collaborative Implementation Plan, including those not led by Partner Councils ▪ Guide and support project delivery groups	▪ 1-2 x representatives from each Partner Council – typically coastal/estuary officers but others can be included in an as needed basis ▪ 1-2 x representatives from DCCEEW ▪ Leadership is reinforced through the appointment of strong chairs to provide authority, continuity, and impartial guidance ▪ State Agency representation may be most efficiently garnered through the Project Delivery Groups – so that it is focussed on CMP action delivery	▪ Scheduled Meeting Frequency: Approx. Quarterly ▪ Meeting Location: Rotate across Partner Council locations
Project Coordinator	▪ Project coordination and administration of actions in the Collaborative System Implement Plan ▪ Grant management and coordination ▪ Monitoring, evaluation, and reporting on CMP implementation status ▪ Design and execution of both internal and external engagement (Council, stakeholder, and community)	▪ 1 x Project Coordinator, employed in a 0.6 to 1.0 FTE role	▪ Salary to be co-funded through CMP Business Plan (see Action S1.CMP.A) ▪ Employment Status: There are 4 potential options: 1. Directly employment by one of the Partner Councils 2. Sourced externally (through a consultancy or contract arrangement) 3. A practical combination of (1) and (2) above 4. Develop an incorporated body and deliver Project Management for the CMP through that entity (employment of the PM and any required assets)

Element	Function and Scope	Representation	Operational Considerations
Project Delivery Groups (Multi-Council Projects and Non-Council Lead Projects)	▪ Delivery of specific CMP actions that sit within the "Collaborative System Implement Plan". That is, any action that is "multi-Council" in delivery ▪ Similar Actions can be grouped together for coordinated delivery – so that we don't need a "group" for every action. For instance, multiple actions within a particular strategy can use a common project delivery group. ▪ Groups would be sunset upon delivery of that (those) Action(s)	▪ Representatives from any organisation listed in the CMP Delivery Plan as either: – Lead Organisation – Support Organisation ▪ Technical Support to assist in delivery of the action(s) – including representatives from industry, academia, and First Nations Groups	▪ Reports to: Steering Committee ▪ Meeting Frequency: As required ▪ Project Coordination: Nominated by Steering Committee
Project Delivery Groups (Individual Council Lead Projects)	▪ Delivery of specific CMP actions that sit within the "Implementation Plan" of an individual council. ▪ Can be one "group" for all actions in Councils implementation plan	▪ Council officers from relevant departments (environmental services, planning, open space, engagement, assets and infrastructure etc): ▪ Technical Support to assist in delivery of the Action(s) - including representatives from any "Supporting Partners" listed in the delivery plan	▪ Reports to: Steering Committee - to keep the broader group updated. ▪ Meeting Frequency: As required ▪ Project Coordination: Nominated by Council officer.
First Nations Initiatives (Strategy 8)	▪ Provide a culturally appropriate and transparent forum to lead, fund, and oversee First Nations–related actions under Strategy 8. ▪ The group ensures that First Nations knowledge and priorities are embedded in delivery, strengthens trust and accountability, and builds enduring partnerships between councils, LALCs, and custodians.	▪ Chairperson (1): A Traditional Owner with recognised cultural ties and knowledge across the Hawkesbury River. ▪ Traditional Owner Representatives (6): 6 seats reserved for representatives with ancestral connection to distinct geographic regions of the HNRS. ▪ Local Council Representation: 6 Partner Councils (individually or collectively). ▪ LALC Representation: The 3 LALCs (Darkinjung, Deerubbin, and Metro) (individually or collectively). NOTE – the above will be further developed through discussions with First Nations Groups along the HNRS	▪ Fund Administration: Manage allocation and oversight of Strategy 8 funds with transparent, accountable processes. ▪ Assessment of Submissions: Apply culturally appropriate criteria to review and select projects proposed by Traditional Owner groups, LALCs, and Aboriginal organisations. ▪ Project Oversight and Monitoring: Track delivery of funded initiatives to ensure timely, high-quality outcomes. ▪ Reporting and Accountability: Provide progress reports to the CMP governance bodies and stakeholders. ▪ Dispute Resolution: Act as a culturally informed mediator for any disputes during implementation.

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5.3 Collaborative System Implement Plan

A summary of the actions within the Collaborative System Implement Plan are provided in Table 5-3. Maps depicting relevant actions are provided in Appendix B.

Table 5-3 Action Table - Collaborative System Implement Plan

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 1: Governance and Program Delivery	S1.CMP.A	Entire HNRS	Estuary-Wide	Implement the CMPs formal governance partnership for the river system	This will involve the implementation of a new partnership for the governance of the Hawkesbury-Nepean River and its catchment. The partnership will be tasked with the implementation of the CMP, and the broader management of the river system. The aim of the partnership will be to: > Ensure collaboration and coordination between local councils, the state government and other stakeholders > Define the roles and responsibilities of all stakeholders > Ensure dedicated resourcing for river management This Action will also include the employment of a permanent project coordinator for the CMP - as per the Project Governance Structure discussed in Section 5.2.	CCC, NBC, HSC, KC, THSC, HCC	DCCEEW, NPWS, Sydney Water, DPIRD-Fisheries, DPHI-Crown Lands, TfNSW,	High (30)	Within 1-4 years	Governance group established and operating, with a coordinator role maintained for the CMP's duration.
Strategy 1: Governance and Program Delivery	S1.CMP.B	Entire HNRS	Estuary-Wide	Develop and execute a communications plan for Stage 5 of the CMP	Develop a communications plan for the 10 year implementation phase of the CMP. This will include maintenance of the CMP Website and other associated Partner Council information pages. The purpose of the plan should be to provide the community with the following information: > The purpose of the CMP. > The CMP background, and an overview of the NSW Coastal Management Framework. > Key CMP information, including reports available for public consumption. > The Status of CMP actions, with details of the actions and recent updates/progress. > Information pertaining to upcoming community consultation or education events, and avenues for engagement; and > Links to relevant materials such as The NSW Coastal Management Framework, and the Marine Estate Management Strategy. This may also include the ongoing social media presence, mailing lists and newsletters publishing.	CCC, NBC, HSC, KC, THSC, HCC	DCCEEW	High (24)	Within 1-4 years	Plan developed and implemented. Improved community understanding of CMP goals, priorities, and implementation status.
Strategy 2: Monitoring, Evaluation, and Reporting	S2.CMP.A	Entire HNRS	Estuary-Wide	HNRS Water Quality Monitoring - Data Aggregation and Reporting	Water quality across the Hawkesbury-Nepean River System (HNRS) is currently monitored by a range of stakeholders, including partner councils, other catchment councils, the NSW Government (Department of Climate Change, Energy, the Environment and Water – DCCEEW), and Sydney Water. While these programs generate valuable data, they operate independently, resulting in inefficiencies and data gaps that hinder system-wide understanding and management. This action would therefore involve focuses on the aggregation, management, and communication of water quality data across the HNRS. A well-structured reporting and data management framework will enhance transparency, promote shared understanding, and support evidence-based decision-making by councils, agencies, and the community. This action would therefore include: <u>Data Management and Coordination:</u> > Create a centralised database to store, manage, and share water quality data collected by all stakeholders. > Implement robust data entry, validation, and analysis processes to ensure data accuracy and reliability. <u>Reporting:</u> > Develop a user-friendly, public-facing platform to share water quality information > Support community awareness and engagement by making key findings, trends, and alerts easily accessible and understandable.	DCCEEW, CCC, NBC, HSC, KC, THSC, HCC	Sydney Water	High (30)	Within 1-4 years	Centralised database established. Collected data is of tangible benefit from a research and management perspective.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 2: Monitoring, Evaluation, and Reporting	S2.CMP.B	Entire HNRS	Estuary-Wide	HNRS Water Quality Monitoring - Implement a Coordinated Monitoring Program	Design and implement a coordinated water quality monitoring program across the HNRS coastal zone. The Action would be led by the DCCEEW Science Unit, and would include the following steps: 1. Program Review and Standardisation: > Map existing water quality sampling programs across the HNRS to identify potential gaps and redundancies. > Develop standardised protocols for sampling frequency, locations, parameters tested, and analytical methods across the HNRS. 2. Resource Coordination and Capacity Building: > Identify opportunities for resource sharing (e.g. equipment, laboratory services, field teams) between councils and agencies to reduce duplication and costs. > Build technical capacity through workshops, training, and exchange programs to support consistent, high-quality data collection and interpretation. 3. Implement coordinated monitoring program: > Roll out the coordinated monitoring program in alignment with agreed protocols and schedules. > Ensure ongoing collaboration between councils, DCCEEW, and other agencies to deliver consistent, high-quality data collection. > Establish a governance framework to oversee program delivery, quality assurance, and adaptive management. > Periodically review and refine the program based on monitoring outcomes, emerging issues, and stakeholder feedback	DCCEEW, CCC, NBC, HSC, KC, THSC, HCC	N/A	High (30)	Within 1-4 years	Plan developed and implemented. Reporting mechanism established and executed.
Strategy 2: Monitoring, Evaluation, and Reporting	S2.CMP.C	Entire HNRS	Estuary-Wide	Implement a bank stability and condition monitoring program across the estuary foreshores	Systematically monitor and assess bank stability and geomorphic conditions in the Hawkesbury River Estuary to identify erosion risks and support effective riverbank management. While monitoring is currently conducted by individual Partner Councils, an integrated and coordinated program would enable a more comprehensive estuary-wide assessment, facilitate resource sharing, and improve cost efficiencies. This program will be designed to be cost-effective, replicable, and adaptable over time, ensuring consistent data collection and long-term riverbank health management.	CCC, NBC, HSC, THSC, HCC	DCCEEW, NPWS	High (24)	Within 1-4 years	Monitoring undertaken and recorded. Collected data is of tangible benefit from a risk and asset management perspective.
Strategy 3: Resilience, Planning, and Adaptation	S3.CMP.A	Entire HNRS	Estuary-Wide	Review and update Partner Council planning instruments for alignment of a consistent best practice approach to managing stormwater and downstream estuarine water quality	The objective of this action is to establish a consistent and best-practice approach to development controls that enhance estuary health, by reviewing and updating the Development Control Plans (DCPs) and Local Environment Plan (LEP) initiatives of the six Partner Councils. This action will also set pollution reduction targets to ensure measurable improvements in estuarine environments. This action would include: > Target setting: Determination of a consistent set of targets for relating to water quality and quantity that are consistent with the Risk-based Framework for Considering Waterway Health Outcomes in Strategic Land-use Planning and the NSW Water Quality Objectives . > Policy review : Conducting a detailed review of the existing DCPs and LEPs across the six Partner Councils - in relation to how they address stormwater management, sediment and erosion management, and water sensitive urban design (WSUD) applications and requirements. > Gap analysis: Identification of gaps, inconsistencies, and areas needing improvement in the current DCPs and LEPs, particularly those affecting estuary health. > Planning proposals and amendments: Preparing planning proposals to implement the required amendments to LEPs, and drafting updates to DCPs, to embed best-practice stormwater and water quality provisions and achieve greater consistency across the catchment wherever practical. This Action should use the Parramatta River Catchment Groups "Standardise the standards" initiative as an example of contemporary good practice. As supporting agencies, Sydney Water and DPHI can provide technical assistance as required.	CCC, NBC, HSC, KC, THSC, HCC	DPHI-Planning and Assessment, Sydney Water	High (30)	Within 1-4 years	Review completed, and planning controls updated in a consistent manner.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 3: Resilience, Planning, and Adaptation	S3.CMP.B	Entire HNRS	Estuary-Wide	Review and update Partner Council planning instruments for coastal hazard risk planning controls every 10 years	The objective of this action is to establish a consistent and best-practice approach to development controls that manage coastal and estuarine hazard risk, by reviewing and updating as relevant the following planning instruments of the six Partner Councils: > Development Control Plans (DCPs) > Local Environment Plans (LEPs) > R&H SEPP Coastal Management Areas - including the Coastal Vulnerability Area Each Partner Council should review their relevant planning controls at least every 10 years, in order to ensure that these controls are based on contemporary climate change projections, consider observed coastal hazard impacts, and are consistent with state government policies. Where necessary, preparing planning proposals to implement the required amendments to LEPs and Coastal Management Areas may be required to embed best-practice.	CCC, NBC, HSC, KC, THSC, HCC	DPHI-Planning and Assessment	Low (7)	Opportunistic, within 8-10 Years	Review completed. Updated applied as necessary.
Strategy 3: Resilience, Planning, and Adaptation	S3.CMP.C	Entire HNRS	Estuary-Wide	Encourage eco-friendly features in seawall development applications	Partner Councils are to review and update their DCPs to encourage development applications for private seawalls to include eco-friendly features - such as installing 3D-printed habitat panels, increasing surface texture, and planting estuarine vegetation around the structures. This could also include: > Ensuring that all relevant Conditions of Consent include reference to the Environmentally Friendly Seawall Design > Providing educational material to foreshore residents promoting eco-friendly features and the ecological value they provide. > Providing access to suppliers and contractors to help install ecofriendly features. Any review an implementation should be consistent with the NSW Coastal Design Guidelines 2023, and the Coastal Crown Lands Guidelines 2023.	CCC, NBC, HSC, KC, THSC, HCC	DCCEEW, DPIRD-Fisheries	Medium (12)	Within 4-8 years	Review completed.
Strategy 3: Resilience, Planning, and Adaptation	S3.CMP.D	Entire HNRS	Estuary-Wide	Develop Intertidal Marine Vegetation Strategy for Hawkesbury River estuary	Intertidal Marine Vegetation Strategies developed as part of the MEMS program use evidence-based methods to coordinate protection and build resilience of intertidal wetlands now and into the future. The IMVS [Hawkesbury River estuary] would contain detailed information on recommended responses to the key threats and risks to saltmarsh and mangrove communities in the Hawkesbury River estuary. It would include management actions categorised under Hydrology, Sediments, Vegetation and, People and Planning. The IMVS would consider, with an estuary-wide perspective, the benefits of undertaking adaption actions informed by current and projected SLR. Development of such approaches is important because not acting on sea level rise, or, attempting to isolate ecological communities from their changing environmental settings ultimately reduce the time available for ecosystems to adapt or migrate, consequently increasing their vulnerability and diminishes the valuable services they provide to residence and visitors using the estuary. IMVS actions can be delivered with suitable partnership and funding opportunities. For example, this could include: > projects identified in approved Coastal Management Programs > projects aligned with environmentally focused Non-Government Organisation or community groups > Aboriginal land managers who are looking to deliver projects that involve working on and restoring culturally significant areas or habitats > major developers that are required to offset unavoidable impacts on mangrove or saltmarsh habitat with an identified action under Section 220 of the NSW Fisheries Management Act 1994 > a court ordered directive for environmental rehabilitation > collaborative projects between local government and NSW Government through opportunities such as the Recreational Fishing Trust Flagship or Habitat Action Grant Programs > private land conservation agreements under the Biodiversity Conservation Trust that facilitate the redistribution of intertidal and adjacent habitats that is underway with sea level rise > enforceable undertakings under Environment Protection Authority for the purpose of s 253a Protection of Environment Operations Act 1997 > opportunities to participate in the emerging nature repair market.	DPIRD-Fisheries	DCCEEW, NPWS, CCC, NBC, HSC, KC, THSC, HCC	High (32)	Within 1-4 years	Strategy completed and adopted to guide management of saltmarsh and mangroves.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 3: Resilience, Planning, and Adaptation	S3.CMP.E	Entire HNRS	Estuary-Wide	Develop Foreshore Stabilisation and Rehabilitation Guidelines for the HNRS	Develop comprehensive Foreshore Stabilisation and Rehabilitation Guidelines to provide clear, consistent guidance for landowners and managers on best practices for stabilizing and restoring foreshore areas. These guidelines will help balance environmental sustainability, erosion control, and land use requirements, ensuring that foreshore management aligns with ecological and planning objectives. The guidelines will outline appropriate stabilisation treatments and construction techniques suited to different site conditions, promote nature-based solutions where feasible, and support ecological function while mitigating erosion risks. They will also serve as a supporting document to each Council's Development Control Plan (DCP) for foreshore and waterway development, ensuring consistent advice for development proponents across the Hawkesbury-Nepean River System (HNRS). This approach builds on successful models, such as the Lake Macquarie City Council's foreshore management framework, which can serve as a reference point for guideline development. The guidelines should be consistent with the NSW Coastal Design Guidelines 2023, and the NSW Environmentally Friendly Seawalls guidelines (2009).	CCC, NBC, HSC, KC, THSC, HCC	DCCEEW, DPIRD-Fisheries, DPHI-Crown Lands	Medium (14)	Within 4-8 years	Guidelines prepared and endorsed, providing consistent advice across councils.
Strategy 3: Resilience, Planning, and Adaptation	S3.CMP.G	Entire HNRS	Lower Estuary, Broken Bay, Pittwater	Undertake a Planning Proposal to adopt a CVA	Mapping for the Coastal Vulnerability Area (CVA) has not been provided from the RH SEPP, and no such CVA map yet exists for the HNRS. Subsequently, it is the intent of the three Partner Councils who are significantly impacted by coastal hazards (Central Coast Council, Northern Beaches Council, Hornsby Council) to propose, by way of a planning proposal, the adoption of a map indicating a CVA – which may be comprised of a combination of the following hazards across the study area, which are identified in the CM Act: > Beach erosion. > Shoreline recession. > Estuary entrance instability. > Coastal cliff and slope instability. > Coastal inundation. > Tidal inundation. > Erosion and inundation of foreshores caused by tidal waters and the action of waves, including the interaction of those waters with catchment floodwaters. It should be noted that the CM Act requires the consideration of a 100 year planning horizon (considering future climate change impacts). As such, all extents used in defining the CVA should be based on a suitable forward planning horizon, which incorporates the projected effects sea level rise on coastal hazards. The Partner Council's existing coastal hazard mapping and controls within the LEP and DCP will be required to be updated to reflect, and be supplementary to, the proposed CVA mapping.	CCC, NBC, HSC	NPWS, DPHI-Planning and Assessment	High (24)	Within 1-4 years	Planning proposal lodged and mapping incorporated into statutory controls.
Strategy 3: Resilience, Planning, and Adaptation	S3.CMP.H	Entire HNRS	Estuary-Wide	Collaborate with local universities and research institutions to establish a list of research priorities for the Hawkesbury-Nepean River System	This Action would include the Partner Councils collaborating to determine a list of priorities for research project across the Hawkesbury-Nepean River System - and establishing formal connections with local universities and research institutions in order to facilitate research projects.	CCC, NBC, HSC, KC, THSC, HCC	GS LLS	Medium (8)	Within 4-8 years	research priorities identified and partnerships established. Research output is of tangible benefit from a management perspective.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 4: Community & Stakeholder Engagement	S4.CMP.A	Entire HNRS	Estuary-Wide	Design and Implement a Community Engagement and Education Program to support the vision and objectives of the CMP	The action includes the design and implementation of a Community Engagement and Education Program to support the vision and objectives of the CMP. The purpose of the program would be to educate the community regarding the keys threats and risks facing the estuary system, and how they can actively contribute to mitigating these risks and improving the resilience of the coastal zone. It would include the following components, or themes: > Water quality and marine litter > Riparian zone and foreshore management (focusing on foreshore residents) > Ecosystems of the estuary and biodiversity > Aboriginal and European cultural heritage values of the estuary > Coastal hazard risk (focusing on residents impacted by such hazards) > Recreational use impacts (including boating) The program can leverage off the existing community education material developed by the state government (DPIRD-Fisheries, DCCEEW, NPWS, TfNSW) and be implemented across the Hawkesbury River System by the Partner Councils in a strategic and integrated manner.	CCC, NBC, HSC, KC, THSC, HCC	NPWS, TfNSW, GS LLS	High (24)	Within 1-4 years	Program developed, materials produced, and implementation commenced. Improved community awareness of program subject matter.
Strategy 4: Community & Stakeholder Engagement	S4.CMP.B	Entire HNRS	Estuary-Wide	Community education and outreach program for estuary frontage communities	This Action would be a specalised extension of the broader community and stakeholder education program (S4.CMP.01). The purpose of this action is to undertaken targeted engagement with private landowners in the Coastal Zone (particularly those with river frontage), in order to help increase their awareness of estuary management issues riverfront residents would be provided with information on best practice for management of the foreshore within their property boundaries – including recommended riparian species, weed identification and management. The program material should leverage off information set out in the NSW Coastal Design Guidelines, and the NSW Coastal Crown Land Guidelines.	CCC, NBC, HSC, THSC, HCC	DCCEEW, GS LLS	High (24)	Within 1-4 years	Program and materials created, and program implemented. Improved community awareness of program subject matter.
Strategy 4: Community & Stakeholder Engagement	S4.CMP.D	Freshwater Tidal Pool	Upper Estuary	Implementing a community-based carp fishing initiative	European Carp pose a serious threat to local ecosystems, degrading water quality and displacing native species. This Action involves implementing a community-based carp fishing initiative - an effective and engaging way to control invasive carp populations in the freshwater sections of the Hawkesbury River System. Such activities not only contribute to the management of this invasive species but also raise public awareness and foster ongoing community involvement in environmental conservation. This could be similar to the "Catch a Carp Day" programs in other estuaries, or even could be modelled on the "Carp to Croc" program implemented by Central Coast Council	CCC, HCC, THSC, HSC	N/A	Low (6)	Opportunistic, within 8-10 Years	Program and materials created, and program implemented.
Strategy 4: Community & Stakeholder Engagement	S4.CMP.E	Entire HNRS	Estuary-Wide	Hawkesbury River Marine Compliance & Education Campaign	A targeted compliance and education campaign will be conducted across the Hawkesbury River to promote best practices within the marine industry and improve estuary health outcomes. This initiative will focus on raising awareness of environmental regulations, sustainable operational practices, and the impacts of pollution, sediment runoff, and habitat disturbance. The campaign will combine proactive education with compliance monitoring, engaging key industry stakeholders such as commercial fishers, boat operators, marina managers, and waterfront businesses. Outreach efforts will include workshops, on-site visits, digital resources, and enforcement where necessary to ensure adherence to environmental guidelines. By fostering industry-wide accountability and knowledge-sharing, the campaign aims to reduce harmful impacts on water quality, aquatic habitats, and biodiversity within the estuary. This will also include the development of a strategy for managing vessel pumpouts across the Hawkesbury River System. This will aim to improve water quality and protect marine ecosystems by planning new pumpout facilities, incentivising oil-absorbent device use and routine pumpout services, and regularly reviewing spill management plans to ensure effective and sustainable boating practices	NBC, CCC, HSC	TfNSW, NSW EPA	Medium (18)	Within 4-8 years	Program and materials created, and program implemented.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 5: Estuary & Waterway Health	S5.CMP.A	Entire HNRS	Estuary-Wide	Undertake a coordinated riparian rehabilitation works program across the River System	Implement a targeted riparian rehabilitation program to improve the condition of riparian vegetation and manage the spread and introduction of weeds across the coastal zone. These activities are considered 'Environmental protection works' (EPW) for mapped coastal wetlands and littoral rainforest in accordance with the R&H SEPP, and the Standard Instrument - Principal Local Environmental Plan (2006 EPI 155a). Figure B-1 provides an overview of the potential works areas as identified by the Partner Councils. Figures B-2 onwards provides more local, site specific mapping. These maps include overlays of R&H SEPP Coastal Wetlands and Littoral Rainforest layers, so that areas subject to EPWs are clearly identified. Priority will be given to high-value riparian areas where weed infestations overlap with Threatened Ecological Communities (TECs), as identified using the most current and relevant Plant Community Type (PCT) mapping. The program will adopt a multi-species control strategy, supported by follow-up treatment and revegetation with native species suited to each PCT. Activities will include wetland restoration, weed suppression, and the establishment of resilient native vegetation communities. This program will be coordinated with relevant agencies, including NPWS, to leverage existing systems, datasets, and operational capacity. The approach will focus on achieving resource efficiencies through collaborative planning, shared funding opportunities, and integration with existing on-ground works programs.	CCC, NBC, HSC, HCC	DCCEEW, DPHI-Planning and Assessment, GS LLS, NPWS, KC, THSC,	High (30)	Within 1-4 years	Restoration works successfully implemented.
Strategy 5: Estuary & Waterway Health	S5.CMP.B	Entire HNRS	Estuary-Wide	Continue to support landcare networks across the river system	Landcare groups play a vital role in improving the health of waterways and foreshore environments through volunteer-driven activities. The activities range from litter collection and weed removal through to native planting and surveys of local wildlife. Support for these programs from the participating Partner Council's would in the form of: > Financial and logistical support for Floating Landcare Activities - including the allocation of agreed-upon funding pipelines > Technical support and identification of priority sites and activities > Promotion of Floating Landcare through Council communications channels > Utilising Council networks with existing businesses and chambers of commerce to actively promote Floating Landcare corporate volunteering events and donations	CCC, NBC, HSC, HCC	GS LLS, KC, THSC,	High (24)	Within 1-4 years	Support provided - and associated works undertaken and monitored.
Strategy 5: Estuary & Waterway Health	S5.CMP.C	Middle Estuary	Estuary-Wide	Fencing of riparian foreshores on high risk agricultural lands	Conduct a comprehensive audit of high-risk agricultural locations to identify areas where livestock access to estuaries is prevalent. Develop and implement a targeted program to undertake fencing installation and stabilisation in these critical riparian zones. It would include: > Identify High-Risk Areas: Conduct field surveys and use geographic information systems (GIS) to map high-risk agricultural areas where livestock frequently access riparian zones. > Evaluate Impact: Assess the extent of damage caused by livestock and prioritize sites based on the severity of impact and potential for recovery. > Engage Landowners: Work collaboratively with landowners and stakeholders to secure permissions and support for the fencing installations. > Install Fencing: Carry out the installation of fences in the identified high-risk areas, ensuring minimal disruption to the environment. Sydney Water can provide technical assistance as required.	GS LLS	CCC, HCC, THSC	High (24)	Within 1-4 years	Works undertaken. LLS monitoring of works indicates reduced livestock impacts on waterways at nominated locations.
Strategy 6: Coastal Hazard Resilience	S6.CMP.A	Broken Bay Pittwater	Broken Bay Pittwater	Activate the "Coastal Hazard Emergency Action Sub-Plans" (CZEAS) for each beach as required after storm events	Undertake planning, engagement and emergency works, if appropriate, to manage beach erosion before, during and after storm events in accordance with the Coastal Zone Emergency Action Subplans for the CMP.	CCC, NBC, HSC, NPWS	DCCEEW, NSW SES	High (30)	Within 1-4 years	Plans activated and implemented in a timely manner when needed.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 6: Coastal Hazard Resilience	S6.CMP.B	Entire HNRS	Estuary-Wide	Develop a Tide Alert Calendar Tool for the low lying communities of the river system to encourage citizen science in monitoring tidal inundation	There are numerous areas across the river system that are exposed to a high level of tidal inundation risk (sunny day flooding), with increasing vulnerability to this risk over time due to future sea level rise. As the tides can be predicted many years in advance, this action involves development of a "Tide Alert" Calendar, and a public engagement program. It specifically includes: A) The creation of a Tide Alert Calendar: This would be a simple and practical tool that clearly communicates dates of higher-than-normal high tides to indicate when low-lying land is particularly vulnerable to tidal inundation and coastal flooding. Red-alert tide calendars are highly visual and easily interpreted, and do not require technical expertise or interpretation of large amounts of data or text. B) Public awareness and citizen science: This initiative would focus on public engagement and awareness around the highest red-alert days each year, encouraging citizens to "snap the coast" at the designated time of the high tide and upload the photograph to Councils social media channels or a Council web repository. This kind of public engagement initiative allows both Council and the local community to utilize these red-alert tide days and visualize the impacts rising sea levels may have on their communities in the future.	CCC, NBC, HSC,	DCCEEW	Medium (12)	Within 4-8 years	Calendar developed, and communication system implemented - and considered to be of value by the Partner Councils and key impacted communities.
Strategy 7: Social and Recreational Amenity	S7.CMP.A	Entire HNRS	Estuary-Wide	Prepare and implement an Environmental Tourism Strategy for the Hawkesbury River System	Prepare and implement a regional environmental tourism strategy and plan for the Hawkesbury River System. The strategy should promote sustainable tourism experiences that showcase the region's rich cultural heritage, ecological values, and natural landscapes. This would include: > Stakeholder Engagement: Meetings, workshops with relevant state government agencies, and First nations Groups > Review of Existing Programs: Desktop review, site visits, analysis of current tourism and heritage activities > Market & Opportunity Assessment: Identification of new tourism opportunities, market demand, regional gaps > Strategy & Plan Development: Drafting the strategy, incorporating feedback, producing final deliverables	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	NPWS First Nations Groups	Low (5)	Opportunistic, within 8-10 Years	Strategy completed, and implementation commenced.
Strategy 8: Cultural Heritage Protection	S8.CMP.A	Entire HNRS	Estuary-Wide	Engage First Nations teams where appropriate to undertake bush regeneration works including weeding and revegetation	To enhance the involvement of First Nations peoples in the stewardship and management of the estuary system and its catchment by building strong, collaborative partnerships with First Nations Ranger Groups and Bush Regeneration Teams. This approach aims to integrate traditional knowledge and contemporary conservation practices for sustainable environmental management. This would include: > Identify key First Nations Ranger Groups and Bush Regeneration Teams that are active in the region. Initiate dialogues to understand their perspectives, goals, and areas of expertise. > Engage teams where appropriate to undertake bush regeneration works including weeding and revegetation > Provide training and capacity-building opportunities to First Nations Rangers and community members. This can include workshops on estuary management, ecological monitoring, and restoration techniques.	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	GS LLS, NPWS	High (24)	Within 1-4 years	Quantifiably increased role for FN Groups in coastal management across the LGA
Strategy 8: Cultural Heritage Protection	S8.CMP.B	Entire HNRS	Estuary-Wide	Further develop and implement community education programs for awareness and appreciation of Indigenous cultural heritage	Develop and implement a program of Indigenous cultural education activities along the HNRS. The objective is to increase community awareness and appreciation of the Indigenous cultural heritage values of the estuary and Indigenous management practices along the Hawkesbury River. This Action would be a specalised extension of the broader community and stakeholder education program (S4.CMP.01).	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	GS LLS, NPWS	High (24)	Within 1-4 years	Program and materials created, and program implemented.
Strategy 8: Cultural Heritage Protection	S8.CMP.C	Entire HNRS	Estuary-Wide	Support cultural education and awareness of estuary health issues for First Nations Groups	Provide funding and technical support for the development of a coordinated program of cultural education activities that are designed to enable local First Nations groups to further their understanding and awareness of key estuary health issues and associated management approaches. The objective of these activates are to increase First Nations participation in catchment and estuary management.	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	GS LLS, NPWS	High (24)	Within 1-4 years	Support provided and considered to be of tangible benefit to FN Groups

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 8: Cultural Heritage Protection	S8.CMP.D	Entire HNRS	Estuary-Wide	Develop a Hawkesbury heritage central display	Develop a mobile exhibition for the display of artefacts, models, and other items that educates the community and tourists about the maritime heritage of the river. The exhibition will be designed to travel between locations for public display. The mobile format will enable the exhibition to be hosted at a variety of venues — such as community centres, libraries, schools, and local events — increasing its accessibility and reach. It will allow for seasonal or themed displays, incorporate interactive elements, and be adaptable to different audiences. This approach will maximise opportunities for community engagement, foster pride in local heritage, and promote the river's historical significance to both residents and visitors	CCC, NBC, HSC, THSC, HCC	First Nations Groups, KC,	Low (5)	Opportunistic, within 8-10 Years	Display developed.
Strategy 8: Cultural Heritage Protection	S8.CMP.E	Entire HNRS	Estuary-Wide	Identify opportunities for, and undertake cultural land management practices, including cultural burning	The Partner Council's should engage with local First Nations groups to identify opportunities for, and undertake cultural practices (including cultural burning) across the river catchment. This would involve the Partner Councils working closely with local First Nations Groups to develop and implement appropriately. This action can link with existing technical resources regarding cultural land management practices currently used by NPWS, NWS RFS, and GS LLS - and liaising with these agencies to technical advice communications regarding activities.	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	NPWS, RFS, GS LLS,	Medium (10)	Within 4-8 years	Quantifiably increased role for FN Groups in coastal management across the LGA
Strategy 8: Cultural Heritage Protection	S8.CMP.F	Entire HNRS	Estuary-Wide	Engage with local First Nations Groups to protect and preserve cultural heritage items across the coastal zone	This action involves engaging with the relevant First Nations Groups to protect and preserve Aboriginal Cultural Heritage (ACH) items across the Hawkesbury River System. It is anticipated that there would be four main tasks for this action: > Consultation with the relevant First Nations Groups. > A literature review of existing ACH databases (such as AHIMS) and existing cultural heritage plans > An Aboriginal cultural heritage survey of the legally defined coastal zone, which should include field work, and recording of cultural heritage sites (such as middens sites) and detailed documentation of findings. > The development and prioritisation of local, site specific management plans for protection and preservation of sites exposed to coastal hazard risk.	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	NPWS	High (30)	Within 1-4 years	Local protection actions identified and implemented.
Strategy 8: Cultural Heritage Protection	S8.CMP.G	Entire HNRS	Estuary-Wide	Identify locations for cultural connections across the HNRS	Identify, map, and promote key locations across the HNRS that support cultural connections – including opportunities for gathering, knowledge sharing, and strengthening the interrelationship of ideas, people, and Country. This may include locations of cultural significance aligned with known songlines or other important cultural pathways. Key elements include: > Engage with Traditional Custodians to identify culturally significant places, especially those already mapped or emerging from projects such as the Wisemans Ferry cultural mapping initiative. > Focus on public land where opportunities exist for culturally respectful access and use – including Council-managed Crown Land subject to Plans of Management (PoMs). > Explore the use of these locations for cultural gathering places, yarning circles, interpretive signage, art installations, or ceremonial activities, where appropriate.	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	NPWS	High (24)	Within 1-4 years	Connection areas identified and implemented.

5.4 Local Implementation Plan: Hawkesbury City Council LGA

A summary of the actions within the Hawkesbury City Council Local Implementation Plan are provided in Table 5-4. Maps depicting relevant actions are provided in Appendix B.

Table 5-4 Action Table - Hawkesbury City Council Local Implementation Plan

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 3: Resilience, Planning, and Adaptation	S3.HCC.A	Freshwater Tidal Pool	LGA Wide	Write a specific WSUD chapter in Hawkesbury City Council DCP	Water Sensitive Urban Design (WSUD) is an approach to urban planning that integrates land and water planning and management into urban design. WSUD is based on the premise that urban development and redevelopment must address the sustainability of water. WSUD s one of the key management measures that can control pollutants, such as nutrients, sediments, pathogens and gross pollutants, being exported into the estuary from urban lands. It is recommended that Council specifies and applies pollution reduction targets within their Development Control Plan. Council should accompany this with a WSUD policy, which advocates WSUD as a means to help achieve proposed pollution reduction and improve the quality of inflows entering the Hawkesbury River and the broader Estuary (especially nitrogen, phosphorus and suspended sediments).	HCC	N/A	High (30)	Within 1-4 years	DCP updated.
Strategy 3: Resilience, Planning, and Adaptation	S3.HCC.B	Freshwater Tidal Pool	LGA Wide	Environmental Conservation zoning for coastal wetland areas	Analysis undertaken in the CMP has identified a number of locations around the Upper Estuary foreshore and waterways where land containing important coastal wetlands mapped under the NSW Hazards and Resilience State Environmental Planning Policy (RH SEPP) is currently not zoned as a "'conservation zones" in the Local Environment Plan. This action would therefore involve Council investigating land use planning options for improved coastal and environmental management – including potential rezoning of RHSEPP Mapped coast wetland areas from to a C2 (Environmental Conservation). The purpose of a LEP zoning amendment would be to protect and preserve its environmental values of these wetlands for future generations, and to help enhance the resilience of these wetlands to future sea level rise by allowing for upslope migration pathways.	HCC	DPHI-Planning and Assessment	Medium (12)	Within 4-8 years	LEP Zoning Amendment completed.
Strategy 4: Community & Stakeholder Engagement	S4.HCC.A	Freshwater Tidal Pool	LGA Wide	Establish an environmental program for Agricultural Operators across the Hawkesbury LGA	The Action would involve developing an environmental program for Agricultural Operators across the LGA through targeted extension, technical assistance and grants to improve on-farm management practices, and in doing so, reduce the impacts of horticulture on downstream estuary health. This would include providing education regarding: > The importance of native and healthy riparian vegetation in stabilising riverbanks and providing key fish habitat > On-site management drainage and water quality The program can utilise existing education materials from GS LLS and the DPIRD Fisheries "fish-friendly farms" initiative. The program can also provide technical assistance for operators by providing information regarding available State Government grants and other funding mechanisms to help implement adopt enhanced land management practices – with a focus on improving downstream estuary health outcomes.	HCC	WSU, GS LLS, Sydney Water	High (27)	Within 1-4 years	Program successfully implemented over CMP 10 year lifecycle.
Strategy 4: Community & Stakeholder Engagement	S5.HCC.A	Freshwater Tidal Pool	LGA Wide	Supporting private landowners to undertake best practice management of their riparian zones	Incentivizing private landowners to undertake best practice management of their riparian zones involves implementing strategies that encourage and support sustainable and environmentally friendly practices along waterways on private lands. This would include providing education regarding the importance of native and healthy riparian vegetation in stabilising riverbanks and providing key fish habitat. It would also provide assistance private land owners by providing information regarding available State Government grants and other funding mechanisms to help implement adopt enhanced land management practices such as: > revegetation of riverbanks > fencing of riverbanks for stock exclusion > weed control > erosion control and bank stability enhancement It could also provide access to Councils nursery to promote planting of native riparian vegetation.	HCC	GS LLS	Medium (21)	Within 4-8 years	Program successfully implemented over CMP 10 year lifecycle.
Strategy 5: Estuary & Waterway Health	S5.HCC.B	Freshwater Tidal Pool	LGA Wide	Continue Council's Yabby Trap Round-Up Program	Opera House yabby traps are illegal in NSW and no longer permitted to be used as they have been implicated in the drowning of air breathing fauna such as platypus, turtles, and water rats. This program involves using the CMP to fund the continued implementation of Councils Yabby Trap Round-Up program. The program allows community members to drop off their Opera House yabby traps at designed locations so that they can be recycled into useful products for fishers, with the proceeds funding habitat restoration.	HCC	N/A	Low (6)	Opportunistic, within 8-10 Years	Program successfully implemented over CMP 10 year lifecycle.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 6: Coastal Hazard Resilience	S6.HCC.A	Freshwater Tidal Pool	Cumberl and Reach	Coastal Protection Works at Holmes Drive Reserve	In Stage 2 of the CMP, the bank erosion at Holmes Drive Reserve was investigated - referred to as Site HCC27 in the Stage 2 Report (Alluvium, 2022b). Based on the outcomes of the MCA, the recommended stabilisation option for management is "Bank reprofiling, large wood installation and revegetation". As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. > Bank reprofiling to a slope of 1V:3H to aid in vegetation establishment and improve slope stability to reduce the risk of mass failure > Establishment of riparian vegetation along the reprofiled bank and overbank zone (≈ 5 m). This will increase the root network at the top of the bank providing a greater degree of reinforcement and decreasing the level of bank saturation by intercepting precipitation and by transpiration >Large wood installed at the toe of the bank will provide structural protection to dissipate the wave energy and protect the bank from wave action and fluvial scour. Each log will be secured by a timber pile at each end lashed together with stainless steel cable > Stormwater outflow upgrade to include scour protection (e.g. piped outlet with rock protection) > Fish habitat features such as concrete habitat reefs could also be incorporated below low tide level on the subtidal bench (Optional) >Formalised access such as aluminium stairs should be installed to provide safe public access to the beach area. References: > Figure B-6 provides the location and indicative extent of the proposed CPW. > Figure C-4 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	HCC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.HCC.B	Freshwater Tidal Pool	Sackville	Coastal Protection Works at Churchills Wharf Reserve	In Stage 2 of the CMP, the bank erosion at Churchills Wharf Reserve was investigated - referred to as Site HCC26 in the Stage 2 Report (Alluvium, 2022b). The site is approximately 25 m in length and is located on the left bank (looking downstream) of the Hawkesbury River at the beginning of the outside of a tight meander, encompassing the Churchills Wharf Reserve (Sackville Ferry). There has been significant bank retreat of up to 5 m between 2010 and April 2022, and without management intervention ongoing erosion and bank retreat will likely place the car park and amenities block at risk. Bank reprofiling and construction of a rock toe are recommended at this site. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. > Reprofiling of the steep upper bank to a more stable gradient - This will reduce the likelihood of further slumping or large-scale failures by creating a more geotechnically stable slope profile. > Revegetation of the upper bank - Native riparian vegetation will be planted to provide long-term surface stabilisation, improve habitat values, and reduce erosive forces from rainfall and runoff. > Construction of a rock toe - A robust rock toe will be installed at the base of the bank to provide structural support, protect against ongoing fluvial scour, and anchor the reprofiled slope. References: > Figure B-5 provides the location and indicative extent of the proposed CPW. > Figure C-10 provides a concept design cross-section. Note that key design parameters would be	HCC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.					
Strategy 6: Coastal Hazard Resilience	S6.HCC.C	Freshwater Tidal Pool	Ebenezer	Provide technical advice to utilities providers regarding infrastructure risk at Argyle Bailey Memorial Reserve	In Stage 2 of the CMP, the bank erosion at Argyle Bailey Memorial Reserve was investigated (referred to as Site HCC25b). The site is approximately 160 m in length and is located on the left bank on a meander of the Hawkesbury River adjacent to Argyle Bailey Reserve at Ebenezer. The erosion is currently placing at risk a number of utilities assets, including three power poles and associated transmission lines owned by Endeavour Energy. These assets are located on Council Managed Crown Land (Lot No: 556/-/DP704504). Analysis in Stages 2 and 3 of the CMP indicate that landward relocation of the assets represents the most cost effective solution. This Action involves Council formally advising Endeavour Energy of the current and projected erosion risk to their infrastructure located within the reserve. While Council does not own the assets, it has a duty to highlight the public safety risk associated with the ongoing erosion. It is expected that Endeavour Energy will consider this advice in determining appropriate asset relocation measures.	HCC	N/A	Medium (18)	Within 4-8 years	Advice provided.
Strategy 6: Coastal Hazard Resilience	S6.HCC.D	Freshwater Tidal Pool	Windsor	Coastal Protection Works Investigation and Design: The Terrace, Windsor	In Stage 2 of the CMP, the bank erosion at The Terrace (Windsor) was investigated (referred to as Site HCC24). The site is approximately 340 m in length and is located on the right bank of the Hawkesbury River immediately adjacent to The Terrace at Windsor. The 2022 flood events had a significant impact on the site. Across the extent of the site, there has been stripping of understory vegetation (primarily weeds) which has left the bank surface exposed. Major erosion has occurred at two locations resulting in significant damage to the public pedestrian path and loss of the upper bank gabion wall in both locations. The Stage 2 Study noted that more detailed investigations are required to determine the nature and extent of the required coastal protection works. Given the height and steepness of the bank, limited or no setback available at the top of the bank, and lack of intertidal bench the management options will likely largely be limited to a 'hard' engineering approach. For example, this may require the construction of a retaining wall structure at the toe of the bank to enable infill of the upper bank with some combination of rock and suitable compacted soil, followed by revegetation. However, significant geotechnical investigations and design will be required to determine the appropriate extent of works, slope stability, type of works, and construction methodology. Figure B-3 provides the location of the design investigation.	HCC	DCCEEW	High (27)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.HCC.E	Freshwater Tidal Pool	Windsor	Coastal Protection Works at Governor Phillip Park	The foreshore at Governor Phillip Park experienced a bank erosion and landslip event following flooding in 2022. This erosion has impacted the public walkway, and the erosion scarp is within a 10 m proximity to the Upper Hawkesbury Power Boat Club building. Reprofiling and revegetation of the bank are proposed at this site. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be "activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Flattening the slope of the landslip area to a more stable slope (1V:3H) > Planting of native riparian vegetation across the foreshore of Governor Phillip Park in order to increase erosion resilience - with an emphasis on low height vegetation in order to maintain safe sightlines to the river for recreational boating and water sports. > Realignment of the public walkway > Frequent monitoring of the foreshore References: > Figure B-3 provides the location and indicative extent of the proposed CPW. > Figure C-5 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	HCC	DCCEEW	Medium (14)	Within 4-8 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 7: Social and Recreational Amenity	S7.HCC.A	Freshwater Tidal Pool	Pitt Town	Punt Road Public Boat Ramp - Upgrade Feasibility Study	The boat ramp at Punt Road Pitt Town (and the access road leading to it) are in relatively poor condition and currently presents challenges for safe launching and retrieval, particularly due to shallow water depths. These constraints limit usability and pose safety risks. This Action involves investigation into the feasibility of upgrading the boat ramp and access road to improve safety and usability for both powered and non-powered vessels. The feasibility assessment will consider: > The dynamic nature of the foreshore > The need for all-tide or partial-tide access > The ramp gradient and depth requirements to avoid vehicles entering excessive distances into the river > Compliance with the TfNSW Boat Ramp Facility Guidelines Subject to the outcomes of the investigation, detailed design and resurfacing works may be undertaken. This action may be eligible for external funding under Transport for NSW boating infrastructure programs.	HCC	N/A	Medium (12)	Within 4-8 years	Study completed.

5.5 Local Implementation Plan: The Hills Shire Council LGA

A summary of the actions within The Hills Shire Council Local Implementation Plan are provided in Table 5-5. Maps depicting relevant actions are provided in Appendix B.

Table 5-5 Action Table – The Hills Shire Council Local Implementation Plan

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 6: Coastal Hazard Resilience	S6.THC.A	Freshwater Tidal Pool	Lower Portland	Implement the outcomes of the Blundells Swamp Inundation Mitigation Study	River Road frequently experiences inundation at Blundells Swamp due to the combined effects of coastal and catchment flooding. This persistent issue poses challenges for infrastructure resilience, access, and safety. To address these concerns, a comprehensive investigation will be undertaken to assess potential options for reducing inundation risk. THSC has recently completed an options assessment to identify an optimised solution to mitigate inundation risk while preserving the sensitive environmental values of the lagoon. This Action therefore includes undertaking a detailed environmental assessment technical study. Blundells Swamp is mapped as a coastal wetland under the Resilience and Hazards State Environmental Planning Policy (RHSEPP) and serves as a locally significant wildlife refuge. The lagoon system provides important habitat for native flora and fauna, including species reliant on wetland ecosystems. Changes to hydrology, drainage, or land use would be thoroughly evaluated to prevent unintended ecological impacts. A robust environmental assessment is essential to safeguarding the long-term health of the wetland ecosystem while developing solutions that enhance the resilience of River Road.	THSC	DCCEEW	High (24)	Within 1-4 years	Study completed.
Strategy 6: Coastal Hazard Resilience	S6.THC.B	Upper Estuary	Wisemans Ferry	Coastal Protection Works at Wisemans Ferry	In Stage 2 of the CMP, the bank erosion at Wisemans Ferry was investigated (referred to as Site HSC45b in the Stage 2 Report (Alluvium, 2022b). The site is approximately 50 m in length and is located on the right bank on the inside of a tight meander. The erosion is within 18 m of public assets including a car park and recreational infrastructure (picnic benches). The Stage 2 Report recommended a seawall constructed of geotextile sand containers (GSCs). As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: It is anticipated that over time the natural replenishment observed at the downstream extent will continue upstream, however the following works should be implemented as an interim measure in order to reduce public safety risk: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. > Installation of sand-filled geobags at the upstream extent to approximately 0.5 m above high tide level - in accordance with the approved detailed design, including site preparation, placement of GSCs to specified alignment and levels, and completion of ancillary works such as reinstatement of adjoining foreshore areas and access paths. > Reprofiling of steeper upper bank (backfill to geobag toe to a gentle slope i.e. min 1V:3H) > Formalised access installation such as a rollout composite boardwalk > Establishment of riparian vegetation along the reprofiled bank and overbank zone (≈ 5 m). > Ongoing monitoring of the site References: > Figure B-9 provides the location and indicative extent of the proposed CPW. > Figure C-1 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	THSC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.THC.C	Upper Estuary	Wisemans Ferry	Coastal Protection Works at Webbs Creek Ferry Foreshore	Severe bank erosion is occurring over a 100 m stretch of foreshore immediately south of the Webbs Creek Ferry. Erosion is impacting an amenities block, which has now been closed and demolished in order to reduce public safety risk. The erosion is within 5 m of River Road in some locations. A bank remediation design should be developed and implemented that includes reprofiling, vegetation, and the installation of woody debris.	THSC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be "activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: The remediation design should incorporate sustainable and resilient solutions to stabilize the foreshore while considering environmental impacts, hydrodynamic conditions, and long-term maintenance requirements. The proposed works include: > Bank reprofiling to a slope of 1V:3H to aid in vegetation establishment and improve slope stability to reduce risk of mass failure > Establishment of riparian vegetation along the reprofiled bank and overbank zone (≈ 5 m) > Large wood installation to provide structural toe protection References: > Figure B-9 provides the location and indicative extent of the proposed CPW. > Figure C-4 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.					
Strategy 6: Coastal Hazard Resilience	S6.THC.D	Freshwater Tidal Pool	Leets Vale	Erosion investigation and design at River Road, Leets Vale	In Stage 2 of the CMP, the bank erosion at Leets Vale was investigated - referred to as Site HSC41 and HSC 42 in the Stage 2 Report (Alluvium, 2022b). The foreshore at these two sites comprise a mix of exposed bedrock, rock rubble and rock revetment at water level that are protecting road infrastructure. Some sections are new and engineered, others older and in need of maintenance. Sections of old rock revetment in variable condition that may require structural assessment and redesigns or infill/top up of existing material. There is insufficient information to develop and assess discrete options that account for the variability in conditions across the sites. It is recommended more detailed investigations are undertaken including geotechnical design/condition assessment, and survey including bathymetry to develop and assess appropriate management options at the site. While the erosion rate appears to be low, ongoing monitoring is recommended given the proximity to road infrastructure. Ultimately management options are likely going to be limited to hard engineering approaches such as rock revetment due to the limited set back and proximity to road assets. Figure B-8 provides the location and indicative extent of the proposed study area.	THSC	DCCEEW	Medium (21)	Within 4-8 years	Study completed.
Strategy 6: Coastal Hazard Resilience	S6.THC.E	Freshwater Tidal Pool	Lower Portland	Coastal Protection Works at River Road, Lower Portland	In Stage 2 of the CMP, the bank erosion at Lower Portland was investigated - referred to as Site HSC34 in the Stage 2 Report (Alluvium, 2022b). The site is approximately 20 m in length and is located on the right bank on an outside meander of the Hawkesbury River. River Road is between 5 – 10 m from the top of the bank, and the identified management approach for the site includes bank reprofiling, revegetation, and monitoring. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be "activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: Erosion remediation at this site would include: > Bank reprofiling to a slope of 1V:3H to aid in vegetation establishment and improve slope stability to reduce the risk of mass failure > Establishment of riparian vegetation along the reprofiled bank and overbank zone (≈ 5 m). This will increase the root network at the top of the bank providing a greater degree of reinforcement and decreasing the level of bank saturation by intercepting precipitation and by transpiration. > Ongoing monitoring and evaluation of the site should be undertaken every ~2 years. References: > Figure B-7 provides the location and indicative extent of the proposed CPW. > Figure C-5 provides a concept design cross-section. Note that key design parameters would	THSC	DCCEEW	Medium (10)	Within 4-8 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.					

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5.6 Local Implementation Plan: Hornsby Shire Council LGA

A summary of the actions within the Hornsby Shire Council Local Implementation Plan are provided in Table 5-5. Maps depicting relevant actions are provided in Appendix B.

Table 5-6 Action Table – The Hornsby Shire Council Local Implementation Plan

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 5: Estuary & Waterway Health	S5.HSC.A	Middle Estuary	Parsley Bay	Installation of Stormwater Quality Improvement Devices at Parsley Bay	The project involves the installation of a vortex-style gross pollutant trap and a biofilter to treat the runoff from a 10-hectare catchment area flowing into the bay. The biofilter, which is subject to design, could consist of a series of stepped salt marsh areas leading into Parsley Bay from the stormwater outlet. This innovative approach aims to remove up to 1.5 tonnes of pollution annually from entering Parsley Bay, significantly improving the water quality and overall health of the bay's ecosystem	HSC	DCCEEW	High (24)	Within 1-4 years	Works completed.
Strategy 5: Estuary & Waterway Health	S5.HSC.B	Middle Estuary	Brooklyn	Installation of Stormwater Quality Improvement Devices at The Gateway	The project involves the installation of a vortex-style gross pollutant trap on Dangar Road, situated between the Brooklyn Leisure Centre and the bay. This system will treat runoff from a 13-hectare catchment area. By implementing this solution, the project aims to remove 1.2 tonnes of pollution annually from entering the Brooklyn Wharf area, thereby enhancing the water quality and overall environmental health of the region.	HSC	DCCEEW	High (24)	Within 1-4 years	Works completed.
Strategy 5: Estuary & Waterway Health	S5.HSC.C	Middle Estuary	Brooklyn	Installation and upgrade of Stormwater Quality Improvement Devices at Brooklyn Park	The project involves the installation of an appropriate gross pollutant trap and the upgrading of the existing wetland at Brooklyn Park. This initiative aims to mitigate the impact of the urban catchment on the estuary at this location. By implementing these measures, the project is expected to remove 5 tonnes of gross pollution and nutrient pollution annually, thereby significantly improving the water quality and ecological health of the estuary.	HSC	DCCEEW	High (24)	Within 1-4 years	Works completed.
Strategy 6: Coastal Hazard Resilience	S6.HSC.A	Lower Estuary	Parsley Bay	Repair and Renewal of the Parsley Bay Breakwater (Coastal Protection Works)	Asset condition inspections by Hornsby Shire Council have indicated that the Parsley Bay rock-armoured breakwater structure is in a relatively poor structural condition. The breakwater provides an important function to the safe operability of the Parsley Bay boat ramp by providing protection from south-easterly waves. A repair and renewal project will be undertaken to maintain the function of the structure, extend the functional life, and adapt it for future sea level rise impacts. The objective of this repair would be to return the structure to a “make safe” condition, and extend the life of the structure by another 50+ years. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Scope of Works: Repair and renewal works would likely comprise the placement of additional rock armour units and repacking of units to increase interlocking and hydraulic stability. It would also include raising the crest level to mitigate future SLR impacts – however this would be subject to a detailed design process. Specific works for this project would therefore include: > Structure Survey and coastal engineering condition inspection: To survey the structure and identify the exact nature of the required repair and renewal works - including the required quantity of rock armour material. > Breakwater repair and renewal design: To prepare a specific repair design detailing the sizing and quantity of the required rock armour, and specifying the required grades and levels. > Repair and renewal works: Implementation of the repair design, including a safety in design assessment, construction of the works and development of As-Constructed certification from an suitably qualified engineer for Council records. The repair design should also include provision of safe waterway access ramp for non-powered craft (kayaks, sailing boats) at the south-eastern trunk of the breakwater. References: > Figure B-14 provides the location and indicative extent of the proposed CPW. > Figure C-10 provides a reference concept for the repair works. Note that key design parameters would be refined as part of detailed design investigations.	HSC	DCCEEW	Medium (12)	Within 4-8 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.					
Strategy 6: Coastal Hazard Resilience	S6.HSC.B	Lower Estuary	Parsley Bay	Repair and renewal of the Loading Dock Access Road Coastal Protection Works	This work will focus on reinforcing the seawall's structural stability to prevent erosion and maintain the integrity of the access road. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Scope of Works: > Structure Survey and coastal engineering condition inspection: To survey the structure and identify the nature of the required repair and renewal works > Repair and renewal design: To prepare a specific repair design detailing the sizing and quantity of the required armour, and specifying the required grades and levels. > Repair and renewal works: Implementation of the repair design, including a safety in design assessment, construction of the works and development of As-Constructed certification from a suitably qualified engineer for Council records. The works will comprise the repair of the structure of a make-safe / functional condition - through the placement of additional rock armour units on the structure in locations where it has experienced significant armour unit loss, core exposure, and loss of crest height and width. The objective would be to extend the life of the structure by another 50+ years. The renewal will ensure long-term protection against coastal hazards and improve the overall safety and resilience of the infrastructure. References: > Figure B-14 provides the location and indicative extent of the proposed CPW. > Figure C-10 provides a reference concept for the repair works. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	HSC	DCCEEW	Medium (16)	Within 4-8 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.HSC.C	Middle Estuary	Brooklyn	Brooklyn Road Sea Level Rise Adaptation Planning	Inspection of topographic road survey and future sea level rise projections has indicated that up to 200 m of Brooklyn Road will be impacted by sunny day tidal inundation under a +0.5 m sea level rise (SLR) scenario, with up to 1 km impacted under a +1.0 m SLR scenario. Therefore, road raising will be required in order to maintain safe all-tide vehicle access in the future. This Actions covers planning and design work for the eventual upgrade. It does not include delivery of the physical road upgrade or construction works. Works in the Action will include: >Topographic/detail survey: Collection of accurate elevation and alignment data to inform design layouts. > Geotechnical and pavement testing: Assessment of subgrade conditions and pavement strength to guide design of suitable raising treatments. > Hydraulic and climate resilience assessment: Analysis of SLR and drainage conditions to develop resilient road profiles. > Concept design and options report: Preparation of design scenarios, staging options, and costed concept layouts. The eventual implementation (which is not included in this CMP) may be initiated through one of two pathways: > Trigger Based: Implementation once sea levels reach a defined threshold (+0.5 m SLR). > Opportunistic: Integration with future road renewal programs or as funding opportunities arise.	HSC	DCCEEW	Low (7)	Opportunistic, within 8-10 Years	Design prepared.
Strategy 6: Coastal Hazard Resilience	S6.HSC.D	Middle Estuary	Brooklyn	Coastal Protection Works at Wharf Street	Foreshore improvement works at the end of Wharf Street will focus on renewal of the existing seawall (which is in poor structural condition) and providing safe recreational access to the waterway for passive recreation. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or	HSC	DCCEEW	Medium (18)	Within 4-8 years	Design prepared and works completed. Improved foreshore

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. > Renewal of the existing seawall to provide long-term protection for Wharf Street and associated public infrastructure against coastal hazards. The renewal works will include replacement of the existing structure with a stepped sandstone blockwork seawall. > Incorporation of waterway access for non-powered vessels into the renewal design > Stormwater management at the end of Wharf Street to prevent overland flows damaging the structure from behind. References: > Figure B-13 provides the location and indicative extent of the proposed CPW. > Figure C-9 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.					resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.HSC.E	Middle Estuary	Bar Island	Repair and renewal of the Bar Island jetty Coastal Protection Works	This work will focus on reinforcing the seawall's structural stability to prevent erosion and maintain the integrity of the access jetty. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be "activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Scope of Works: > Structure Survey and coastal engineering condition inspection: To survey the structure and identify the nature of the required repair and renewal works > Repair and renewal design: To prepare a specific repair design detailing the sizing and quantity of the required armour, and specifying the required grades and levels. > Repair and renewal works: Implementation of the repair design, including a safety in design assessment, construction of the works and development of As-Constructed certification from a suitably qualified engineer for Council records. The works will comprise the repair of the structure of a make-safe / functional condition - through the placement of additional rock armour units on the structure in locations where it has experienced significant armour unit loss, core exposure, and loss of crest height and width. The objective would be to extend the life of the structure by another 50+ years. The renewal will ensure long-term protection against coastal hazards and improve the overall safety and resilience of the infrastructure. References: > Figure B-12 provides the location and indicative extent of the proposed CPW. > Figure C-10 provides a reference concept for the repair works. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	HSC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.HSC.F	Middle Estuary	Dangar Island	Bradleys Beach Coastal Protection Works	Foreshore Restoration Works at Bradelys Beach would address beach erosion issues and enhance the natural resilience of the foreshore to coastal hazards. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be "activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access.	HSC	DCCEEW	Medium (14)	Within 4-8 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					Scope of Works: Works would cover a 300 m long stretch of the beach and would involve: > Beach scraping works to increase the volume of sand on the upper beach profile. Sand would be scraped from the intertidal zone to an approximate depth of 0.2 metres to win a total volume of around 700m3 of sand. >Sand redistribution works on the upper beach profile as part of a small foredune building process > Planting appropriate native foredune species along the foredune to promote natural dune building and recovery > Construction of a small swale running behind the foreshore to prevent overland flow exacerbating the current erosion issues Works would be undertaken as part of an ongoing program of beach grooming and sand distribution, with works triggered based on observed erosion risk along the foreshore - estimated to be every 4 years on average. References: > Figure B-15 provides the location and indicative extent of the proposed CPW. > Figure C-8 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.					
Strategy 6: Coastal Hazard Resilience	S6.HSC.G	Middle Estuary	Dangar Island	Repair and renewal of Coastal Protection Works from Brooklyn to Parsley Bay	This work will focus on reinforcing the seawall's structural stability to prevent erosion and maintain the integrity of the coastal shared path. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Structure Survey and coastal engineering condition inspection: To survey the structure and identify the nature of the required repair and renewal works > Repair and renewal design: To prepare a specific repair design detailing the sizing and quantity of the required armour, and specifying the required grades and levels. > Repair and renewal works: Implementation of the repair design, including a safety in design assessment, construction of the works and development of As-Constructed certification from a suitably qualified engineer for Council records. The works will comprise the repair of the structure of a make-safe / functional condition - through the placement of additional rock armour units on the structure in locations where it has experienced significant armour unit loss, core exposure, and loss of crest height and width. The objective would be to extend the life of the structure by another 50+ years. The renewal will ensure long-term protection against coastal hazards and improve the overall safety and resilience of the infrastructure. References: > Figure B-14 provides the location and indicative extent of the proposed CPW. > Figure C-10 provides a reference concept for the repair works. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	HSC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 7: Social and Recreational Amenity	S7.HSC.A	Lower Estuary	Parsley Bay	Parsley Bay Loading Dock Upgrade	The Parsley Bay loading dock, which is currently in moderate to poor condition, is a vital infrastructure component for servicing the remote river settlements of the Lower Hawkesbury. This project involves undertaking comprehensive repairs and upgrades to ensure the dock's safety, functionality, and longevity, thereby supporting the communities that rely on it for transport and logistics.	HSC	N/A	High (27)	Within 1-4 years	Works completed.
Strategy 7: Social and Recreational Amenity	S7.HSC.B	Lower Estuary	Parsley Bay	Upgrade of public pontoons at Parsley Bay	The two public pontoons at Parsley Bay, situated on the eastern and western sides, require upgrades to enhance safety, accessibility, and durability. The planned improvements will address structural wear and ensure the pontoons can better	HSC	N/A	High (24)	Within 1-4 years	Works completed.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					accommodate community use, supporting boating activities and providing safer access for all users.					
Strategy 7: Social and Recreational Amenity	S7.HSC.C	Middle Estuary	Brooklyn	Upgrade of McKell Park Tidal Pool	The project will involve the repair and upgrade of the McKell Park Tidal Pool. The scope of work will be determined by a thorough condition assessment to identify necessary improvements. The upgrade plan will be developed based on available funding and resources, ensuring that the pool meets safety standards and enhances the overall user experience.	HSC	N/A	Low (7)	Opportunistic, within 8-10 Years	Works completed.
Strategy 7: Social and Recreational Amenity	S7.HSC.D	Middle Estuary	Brooklyn	Design and install boardwalk from Brooklyn Public Wharf to Lower McKell Park	The project involves the construction of a boardwalk/path from Brooklyn Public Wharf to Lower McKell Park. This initiative has been identified by the community and staff as the 'missing link' needed to complete the foreshore walk around to Parsley Bay from the Brooklyn Public Ferry Wharf. The boardwalk/path will provide a continuous and scenic route for pedestrians, enhancing the accessibility and enjoyment of the foreshore area. Some sections of the boardwalk/path will be accommodated on land, while others will need to be constructed over water to ensure a seamless connection. This project aims to improve the overall experience for residents and visitors, promoting outdoor activities and fostering a stronger connection with the natural environment	HSC	DCCEEW	Medium (12)	Within 4-8 years	Works completed.
Strategy 7: Social and Recreational Amenity	S7.HSC.E	Middle Estuary	Brooklyn	Bayden Powell Avenue Dinghy and Foreshore Access improvement	This action involves enhancing dinghy storage and improving foreshore access at the end of Bayden Powell Avenue to support safe and sustainable waterway use. The project will focus on providing designated and orderly dinghy storage to reduce clutter, minimize environmental impact, and improve accessibility for boat users. Additionally, improvements to foreshore access will ensure safer and more convenient launching and retrieval of small watercraft, benefiting both recreational and commercial users. Works may include installing secure storage racks, upgrading pathways, stabilising the shoreline to prevent erosion, and enhancing accessibility features. These upgrades will help protect the surrounding environment, improve user experience, and support responsible waterway management.	HSC	N/A	Medium (12)	Within 4-8 years	Works completed.
Strategy 7: Social and Recreational Amenity	S7.HSC.F	Middle Estuary	Brooklyn	Cost-Benefit Assessment of Kangaroo Point Pumpout Pontoon	Undertake a cost-benefit assessment of upgrading the Kangaroo Point Pumpout Pontoon and associated landside facilities, focusing on the long-term operational, environmental, and community benefits. > Evaluate current system performance, maintenance costs, and user demand. > Prepare a comparison table of sewage pump-out facilities across the Hawkesbury River, showing their location, access type, cost, and suitability for large vessels, > Assess potential improvements in functionality, durability, and environmental compliance. > Compare upgrade and operational costs against projected benefits, including reduced pollution, improved user experience, and alignment with waterway health objectives. > Use findings to inform the scope, design, and delivery of the upgrade project.	HSC	N/A	High (24)	Within 1-4 years	Study completed.
Strategy 7: Social and Recreational Amenity	S7.HSC.G	Lower Estuary	Dangar Island	Dangar Island Loading Dock Upgrade	The project will involve upgrading the Dangar Island loading dock. This upgrade will enhance the dock's structural integrity, safety, and accessibility, ensuring it can maintain a continued level of service for the community.	HSC	N/A	High (27)	Within 1-4 years	Works completed.
Strategy 7: Social and Recreational Amenity	S7.HSC.H	Upper Estuary	Wisemans Ferry	Upgrade of the Wisemans Ferry old public wharf	The public wharf at Wisemans Ferry will require upgrades to enhance safety, accessibility, and durability. The planned improvements will address structural wear and ensure the pontoons can better accommodate community use, supporting boating activities and providing safer access for all users.	HSC	N/A	Medium (12)	Within 4-8 years	Works completed.

5.7 Local Implementation Plan: Ku-ring-gai Council LGA

Due to the geographic position of the Ku-ring-gai Council Local LGA, the majority of waterway and foreshore environments within its boundaries are situated outside of the legally defined HNRS coastal zone. Accordingly, all actions for Ku-ring-gai Council are captured under the Catchment Companion – see Section 5.11. These actions primarily address land-based pressures that influence waterway health and estuarine condition, such as stormwater management, water quality improvement, and riparian corridor protection. While they may not involve direct on-ground works along the estuary foreshore, they form a critical contribution to the overall management of the HNRS by addressing upstream drivers of change. Ku-ring-gai Council will therefore play an important supporting role in catchment-scale initiatives, working alongside partner councils and State agencies to ensure that actions upstream are effectively coordinated and deliver tangible benefits downstream.

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5.8 Local Implementation Plan: Central Coast Council LGA

A summary of the actions within the Central Coast Council Local Implementation Plan are provided in Table 5-7. Maps depicting relevant actions are provided in Appendix B.

Table 5-7 Action Table – The Central Coast Council Local Implementation Plan

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 2: Monitoring, Evaluation, and Reporting	S2.CCC.A	Broken Bay	Broken Bay Beaches	Develop and implement a Broken Bay Coastal Monitoring Program	The coastal monitoring program would use progressive monitoring techniques to collect essential information about coastal processes and hazards to improve the management of our beaches. It would include beach surveys to monitor changes in sand volumes, risk exposure, dune condition and beach amenity. The data collected would allow annual Beach Health Reports to be developed and better inform future coastal hazard studies and investigations. Beach usage should be included in the monitoring to better understand current demand and locations requiring further investment in the future.	CCC	DCCEEW	High (30)	Within 1-4 years	Monitoring undertaken and recorded. Collected data is of tangible benefit from a risk and asset management perspective.
Strategy 2: Monitoring, Evaluation, and Reporting	S2.CCC.B	Broken Bay Brisbane Water	Broken Bay Brisbane Water	Develop and implement a program for regular and ongoing monitoring of public coastal assets and infrastructure	This action involves the development and implementation of a monitoring program designed to assess and track the condition of various coastal assets and infrastructure, including: > Coastal protection structures (revetments, seawalls, training walls) > Recreational assets including viewing platforms & coastal access tracks > Stormwater outlets. > Sewer and water infrastructure The program should be integrated into Councils broader asset management program - and should be consistent with the asset monitoring undertaken as part of the Open Coast Beaches CMP.	CCC	N/A	High (24)	Within 1-4 years	Monitoring undertaken and recorded. Collected data is of tangible benefit from a risk and asset management perspective.
Strategy 2: Monitoring, Evaluation, and Reporting	S2.CCC.C	Broken Bay Brisbane Water	Green Point Creek Ettalong Creek Pearl Beach Lagoon	Install permanent water level gauges at key locations within Brisbane Water and Broken Bay	There is currently no permanent water level gauge at a number of key locations within Brisbane Water and Broken Bay. This has resulted in an absence of recorded water level data that can assist in understanding localised impacts of coastal and catchment flooding on the numerous foreshore communities across the waterways and their catchment. This information will be particular important over future time frames as the impacts of Sea Level Rise become more severe. This action therefore involves the installation of a permanent water level gauges at the following locations: > Green Point Creek > Ettalong Creek > Pearl Beach Lagoon The exact positions of the gauges should be determined in consultation with the State Government, based on an assessment of strategic locations that can achieve the objectives outlined above, whilst maintaining a practical location for installation and maintenance. Furthermore, water level data can be transmitted and published through the MHL web page, and this will help to manage and mitigate estuarine flood risk by providing publicly available water levels in real time.	CCC	DCCEEW	Medium (10)	Within 4-8 years	Gauge implemented and maintained, and data considered to be of tangible benefit for coastal management by Council.
Strategy 3: Resilience, Planning, and Adaptation	S3.CCC.A	Brisbane Water	Brisbane Water	Environmental Conservation zoning for coastal wetland areas	Analysis undertaken in the CMP has identified a number of locations around the Brisbane Water foreshore and waterways where land containing important coastal wetlands mapped under the NSW Hazards and Resilience State Environmental Planning Policy (RH SEPP) is currently not zoned as a "'conservation zones" in the Local Environment Plan. This action would therefore involve Council investigating land use planning options for improved coastal and environmental management – including potential rezoning of RHSEPP Mapped coast wetland areas to a C2 (Environmental Conservation). The purpose of a LEP zoning amendment would be to protect and preserve the environmental values of these wetlands for future generations, and to help enhance the resilience of these wetlands to future sea level rise by allowing for upslope migration pathways. The scope of this undertaking should consider the findings of the Central Coast Council Wetland Refugia Study (WRL, 2023)	CCC	DPHI-Planning and Assessment	Medium (8)	Within 4-8 years	LEP Zoning Amendment completed.
Strategy 3: Resilience, Planning, and Adaptation	S3.CCC.B	Brisbane Water	Hardys Bay	Implement the Hardys Bay Foreshore Master Plan	Implement the Foreshore Master Plan (FMP) for Hardys Bay. The FMP would include the following elements: > Provision of recreational amenity and foreshore access > Drainage upgrades > Landscaping and green space design > Habitat restoration and vegetation plans	CCC	N/A	High (24)	Within 1-4 years	Masterplan designed and implemented. Improved recreational amenity, environmental values,

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					> Protection of Indigenous cultural heritage > Addressing siltation issues at the at the boat ramp, and the potential relocation of the Pretty Beach pool such that it will be suitable for swimming under all tidal conditions and is not subject to sediment build-up. Note that erosion control and shoreline stabilization measures for Hardy Bay and Pretty Beach foreshore areas are described by, and covered in CMP Actions S6.CCC.G, S6.CCC.I, and S6.CCC.J - and those actions will integrate with this Master Plan.					and foreshore resilience.
Strategy 3: Resilience, Planning, and Adaptation	S3.CCC.C	Brisbane Water	Phegans Bay	Implement the Phegans Bay Waterfront Foreshore Master Plan	Council was approached by the Phegans Bay community with concerns that the condition of the foreshore was deteriorating and that if not addressed infrastructure, including Phegans Bay Road, would be compromised. The site was subsequently assessed as a high priority for investigation and a commitment was made to work with the community to develop a masterplan outlining upgrades required to improve the amenity, access, safety and environmental integrity of the site. The FMP would include the following elements: > Provision of recreational amenity and foreshore access > Landscaping and green space design > Habitat restoration and vegetation plans > Protection of Indigenous cultural heritage Council is currently preparing the draft masterplan, and it will be place it on public exhibition for further feedback before finalising it for Council adoption. Note that erosion control and shoreline stabilization measures for Phegans Bay are described by, and covered in CMP Actions S6.CCC.E - and that action will integrate with this Master Plan.	CCC	N/A	High (24)	Within 1-4 years	Masterplan designed and implemented. Improved recreational amenity, environmental values, and foreshore resilience.
Strategy 3: Resilience, Planning, and Adaptation	S3.CCC.D	Brisbane Water	Brisbane Water	Undertake a Planning Proposal to update RH SEPP Coastal Wetlands Mapping for Brisbane Water	Undertake a planning proposal to update the Coastal Wetland Mapping for Brisbane Water in the NSW Resilience and Hazards State Environmental Planning Policy (RH SEPP). This update would be based on the mapping provided in the Brisbane Waters Coastal Wetland Mapping study (ELA, 2022). The Planning Proposal may be submitted in conjunction with the planning proposal for the CVA (see Action S3.CMP.01), and/or it may be submitted in conjunction with a proposal for updates to CMA mapping for areas within the Central Coast LGA subject to a CMP.	CCC	DPHI-Planning and Assessment	High (27)	Within 1-4 years	Planning Proposal completed and RH SEPP Mapping Updated
Strategy 3: Resilience, Planning, and Adaptation	S3.CCC.E	Brisbane Water	LGA Wide	Review and update Council's Development Control Plan	Review and update Councils DCP to maintain consistency with the goals and objectives of the CMP. This would include review and update of: > Chapter 2.12 Waterfront Structures > Chapter 2.17 Character and Scenic Quality > 3.1 Floodplain Management and Water Cycle Management > 3.2 Coastal Hazard Management > 3.3 On-Site Sewage Management > 3.4 Water Catchment Areas > 3.5 Tree and Vegetation Management > 3.6 Heritage Conservation > 3.7 Geotechnical Requirements	CCC	DPHI-Planning and Assessment	High (24)	Within 1-4 years	DCP updated.
Strategy 3: Resilience, Planning, and Adaptation	S3.CCC.F	Entire HNRS	LGA Wide	Compliance auditing of private development encroachment onto public land	Initiate a thorough compliance auditing process to address the issue of private development encroachment onto public land along the Brisbane Water, Lower Hawkesbury River and Broken Bay foreshores. This auditing will encompass a range of activities, including detailed desktop assessments utilizing aerial imagery to identify instances of encroachment. The aim is to ensure that all private developments adhere to established regulations and do not unlawfully extend onto public land. This process will involve cross-referencing current property boundaries with historical records and conducting on-site inspections where necessary. By undertaking this comprehensive audit, we aim to safeguard public spaces, protect natural resources, and uphold the integrity of our coastal environments for the benefit of the community.	CCC	N/A	Low (7)	Opportunistic, within 8-10 Years	Auditing undertaken over CMP 10 year lifecycle.
Strategy 3: Resilience, Planning, and Adaptation	S3.CCC.G	Entire HNRS	LGA Wide	Investigate opportunities to purchase saltmarsh areas for incorporation into Council's reserve system.	The purpose of this action is investigate opportunities for acquiring saltmarsh areas to integrate into Council's reserve system - thereby enhancing environmental protection, biodiversity conservation, and providing a future adaptation pathway for these wetland ecosystems to mitigate sea level rise impacts. This would be in alignment with Councils Wetland Management Policy, specifically > Policy 5.1 Council will investigate options for protecting or acquiring wetlands on private land. > Policy 5.2 Where possible Council will acquire wetlands in accordance with a priority	CCC	N/A	Low (6)	Opportunistic, within 8-10 Years	Study completed.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					program. Acquisition of wetlands would be in accordance with Council Policy A5.02 Land and Property Transactions.					
Strategy 5: Estuary & Waterway Health	S5.CCC.A	Brisbane Water	Brisbane Water	Water Quality Improvement Plan for Brisbane Water	The Water Quality Improvement Plan (WQIP) for Brisbane Water aims to enhance and protect the water quality of the Brisbane Water estuary and its catchment areas. The plan will outline the actions, responsibilities, and timelines for achieving sustainable water quality improvements. The WQIP will include: > Collation and review of existing water quality data, details on current point source loads to the estuaries, catchment land use data and existing environmental values/water quality objectives > Identify opportunities to collaborate with key stakeholders including the oyster industry and commercial & tourism operators > Catchment Audits: Undertake detailed audits of each sub-catchment across Brisbane Water > Water Quality Assessment and Modelling: Comparisons to be made between actual water quality across Brisbane Water and the identified waterway objectives by way of an effects-based assessment. Where modelling tools are available, these tools will be applied at this stage to enhance the rigour of the assessments. > Management Options: Development of a suite of potential management responses, and evaluate the options based on cost effectiveness and risk treatment. This includes investigation of the use of constructed wetlands, sediment, and detention basins and other WSUD options to minimise the effect of freshwater and sediment inflows, with particular reference to areas of high biodiversity value around entrances to creeks. Consideration should be given to both current and future meteorological conditions. > Action Plan: Define the roles and responsibilities, costs, and timeframes for implementation of the action plan.	CCC	DCCEEW	High (30)	Within 1-4 years	Study completed.
Strategy 5: Estuary & Waterway Health	S5.CCC.B	Brisbane Water	Woy Woy	Investigate the feasibility of Naturalisation of the Austin Butler Drainage Channel	Undertake a feasibility study into the naturalisation the Concrete Drain section of Austin Butler Drainage Channel. The naturalisation project would involve: > Replacing the concrete banks with native wetland vegetation - thereby increasing the number and diversity of native plants and vegetation > Expanding the salt marsh around the creek and creating intertidal rock pools within the channel where possible. The project would improve waterway health through the creation of a wetland to naturally treat and remove pollutants from the water before it enters Brisbane Water The feasibility study would consider: > Impacts of naturalisation on local flood levels. > Impacts of naturalisation on serviceability of drainage infrastructure > Costs/benefits of naturalisation The feasibility study should also investigate other options to improve water quality outcomes from the Austin Butler drain network. This could include installing, biofiltration/sediment/gross pollutant infrastructure where appropriate.	CCC	DCCEEW	Low (5)	Opportunistic, within 8-10 Years	Study completed.
Strategy 5: Estuary & Waterway Health	S5.CCC.C	Entire HNRS	Estuary-Wide	Implement a wetland monitoring, management and restoration program	This would include the development of an LGA wide wetland management strategy for Central Coast Council. This initiative aims to enhance ecosystem health, improve biodiversity, and bolster the resilience of the region's wetlands in the face of climate change and urbanisation. Upon completion of the strategy, this action would include implementation of wetland restoration works in priority locations across the CMP study area. These activities are considered 'Environmental protection works' (EPW) for mapped coastal wetlands and littoral rainforest in accordance with the R&H SEPP, and the Standard Instrument - Principal Local Environmental Plan (2006 EPI 155a). Note that the "works" component of this Action links would be implemented through Action S5.CMP.A. Figure B-1 provides an overview of the potential works areas as identified by the Partner Councils. Figures B-2 onwards provides more local, site specific mapping. These maps include overlays of R&H SEPP Coastal Wetlands and Littoral Rainforest layers, so that areas subject to EPWs are clearly identified. An important component of the wetland management strategy is monitoring. The monitoring program would utilise both physical on-ground monitoring techniques such as floristic surveys as well as remote sensing techniques looking at changes in the wetlands over time in response to climate change.	CCC	DCCEEW	High (27)	Within 1-4 years	Program designed. Restoration works successfully implemented. Monitoring undertaken and show improvement in riparian condition over time.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 5: Estuary & Waterway Health	S5.CCC.D	Brisbane Water	Davistown	Green and Golden Bell Frog Key Population Management Plan	The objective of this action is to protect and enhance the Green and Golden Bell Frog (GGBF) populations within the coastal management zones of the Hawkesbury CMP (Davistown), ensuring their long-term viability in the face of estuarine dynamics, human activities, and climate change impacts such as sea level rise. The plan will: > Assess current population health, habitat condition, and key threats. > Identify priority areas for habitat protection, restoration, and connectivity. > Develop adaptive management strategies to mitigate the impacts of estuarine change and sea level rise. > Provide recommendations for water quality management, habitat enhancement, and invasive species control. > Establish monitoring protocols to track population trends and habitat changes over time. > Engage with relevant stakeholders, including local councils, research institutions, environmental groups, and government agencies, to coordinate conservation efforts.	CCC	DCCEEW	High (24)	Within 1-4 years	Plan developed.
Strategy 6: Coastal Hazard Resilience	S6.CCC.A	Brisbane Water	Green Point	Coastal Protection Works at Bayside Drive Reserve	The Brisbane Water Foreshore Prioritisation Tool helps plan and prioritize restoration and stabilisation work along the foreshore. It is regularly updated as conditions and priorities change. In this location, the tool recommends stabilisation using low height native vegetation and ecofeatures to create a 'living foreshore' across key area of the Bayside Drive Reserve Foreshore. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. > This living shoreline would include a step-type rock bench structure that incorporates a bench of estuarine vegetation such as salt marsh or mangroves. This may be similar to what has been recently constructed at Davistown Rd, Yattalunga. References: > Figure B-23 provides the location and indicative extent of the proposed CPW. > Figure C-3 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	CCC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.CCC.B	Brisbane Water	Green Point	Coastal Protection Works at Edgewater Avenue Reserve	The Brisbane Water Foreshore Prioritisation Tool helps plan and prioritize restoration and stabilisation work along the foreshore. It is regularly updated as conditions and priorities change. In this location, the tool recommends stabilisation using geotextile sand containers (GSC). As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. > Construction of GSC protection works in accordance with the approved detailed design, including site preparation, placement of GSCs to specified alignment and levels, and completion of ancillary works such as reinstatement of adjoining foreshore areas and access paths. References: > Figure B-23 provides the location and indicative extent of the proposed CPW. > Figure C-1 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway:	CCC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.					
Strategy 6: Coastal Hazard Resilience	S6.CCC.C	Brisbane Water	Davistown	Coastal Protection Works at Illoura Reserve	The Brisbane Water Foreshore Prioritisation Tool helps plan and prioritize restoration and stabilisation work along the foreshore. It is regularly updated as conditions and priorities change. In this location (from Lintern Street to Pyang Avenue), the tool recommends stabilisation using a geotextile sand container structure. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. > Construction of GSC protection works in accordance with the approved detailed design, including site preparation, placement of GSCs to specified alignment and levels, and completion of ancillary works such as reinstatement of adjoining foreshore areas and access paths. References: > Figure B-21 provides the location and indicative extent of the proposed CPW. > Figure C-1 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	CCC	DCCEEW	Medium (12)	Within 4-8 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.CCC.D	Brisbane Water	Koolewong	Coastal Protection Works at Lara Street	The Brisbane Water Foreshore Prioritisation Tool helps plan and prioritize restoration and stabilisation work along the foreshore. It is regularly updated as conditions and priorities change. In this location, the tool recommends stabilisation through repair and renewal of the existing rock armoured seawall and inclusion of "living shoreline" elements which could include inter-tidal/sub-tidal oyster reefs and planting of mangroves where appropriate. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering repair design report and detailed design by suitably qualified engineers – specifying key design parameters. > The works will comprise the repair of the structure of a make-safe / functional condition - through the placement of additional rock armour units on the structure in locations where it has experienced significant armour unit loss, core exposure, and loss of crest height and width. The objective would be to extend the life of the structure by another 50+ years. The renewal will ensure long-term protection against coastal hazards and improve the overall safety and resilience of the infrastructure. References: > Figure B-22 provides the location and indicative extent of the proposed CPW. > Figure C-10 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	CCC	DCCEEW	Medium (16)	Within 4-8 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal	S6.CCC.E	Broken Bay	Phegans Bay	Coastal Protection Works at Phegans Bay Road	The Brisbane Water Foreshore Prioritisation Tool helps plan and prioritize restoration and stabilisation work along the foreshore. It is regularly updated as conditions and priorities change. In this location, the tool recommends the implementation of a "living shoreline" across	CCC	DCCEEW, DPHI-Crown Lands,	Medium (12)	Within 4-8 years	Design prepared and works completed. Improved foreshore

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Hazard Resilience					the 380 m stretch of foreshore located west of the Phegans Bay Road. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. > This living shoreline would include a step-type rock bench structure that incorporates a bench of estuarine vegetation such as salt marsh or mangroves. This may be similar to what has been constructed at Davistown Rd, Yattalunga. References: > Figure B-22 provides the location and indicative extent of the proposed CPW. > Figure C-3 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation. This area is covered by the Phegans Bay Foreshore Masterplan and the objectives of that plan should also be considered in the restoration if this foreshore (see Action S3.CC.C).					resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.CCC.F	Brisbane Water	Booker Bay	Coastal Protection Works at Rip Road Reserve	Rip Road Reserve was identified as a high priority site for foreshore stabilisation due to significant active erosion and the presence of important Aboriginal cultural heritage items. Detailed site investigations and designs of the foreshore stabilisation works have been prepared (RHDHV, 2020) for composite seawall structure. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Construction of the approved design, as per RHDHV (2020). The design includes two components: A sandstone block seawall to protect the Aboriginal shell midden, and a sloped revetment to protect the foreshore of the reserve further to the west. References: > Figure B-21 provides the location and indicative extent of the proposed CPW. > Figure C-13 provides a concept design cross-section from RHDHV (2020). Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	CCC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.CCC.G	Brisbane Water	Hardys Bay	Coastal Protection Works at the Hardys Bay extension wharf	Erosion along the foreshore near the Hardys Bay extension wharf (at 25-19 Hardys Bay Pde) is putting key infrastructure at risk, including Hardys Bay Parade, which in some areas is less than one metre from the eroded scarp. The Brisbane Water Foreshore Prioritisation Tool helps plan and prioritize restoration and stabilisation work along the foreshore. It is regularly updated as conditions and priorities change. In this location, the tool recommends stabilisation through repair and renewal of the existing rip rap seawall - focussing on the stretch approximately 50 metres on either side of the wharf. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering repair design report and detailed design by suitably qualified	CCC	DCCEEW	Medium (21)	Within 4-8 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					engineers – specifying key design parameters. > Repairs work will comprise the placement of additional rock armour units, and the repacking of existing rock armour units to improve interlocking and stability, and to stabilise existing areas of core/backfill exposure. References: > Figure B-19 provides the location and indicative extent of the proposed CPW. > Figure C-11 provides a repair concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation. This area is covered by the Hardys Bay Foreshore Masterplan and the objectives of that plan should also be considered in the restoration if this foreshore (see Action S3.CC.B).					
Strategy 6: Coastal Hazard Resilience	S6.CCC.H	Brisbane Water	Hardys Bay	Investigate the potential inclusion of RSL Creek and Mudflat Creek in the Central Coast Council Priority Creek Program	As part of the Central Coast Council's Priority Creek Program, high-priority creeks across the LGA are actively managed to help maintain adopted flood planning levels and reduce the risk of flooding to nearby developments. This work includes creek stabilisation, repair projects, and the ongoing management of sediment, debris, and vegetation build-up. This action proposes an initial investigation to assess whether RSL Creek and Mudflat Creek should be added to the program. The investigation would consider flood risk, environmental health, maintenance needs, and alignment with program objectives. Recommendations would inform future decisions regarding the inclusion of these creeks in the program.	CCC	N/A	Medium (14)	Within 4-8 years	Study completed.
Strategy 6: Coastal Hazard Resilience	S6.CCC.I	Brisbane Water	Hardys Bay	Coastal Protection Works at Araluen Drive Reserve	The Brisbane Water Foreshore Prioritisation Tool helps plan and prioritize restoration and stabilisation work along the foreshore. It is regularly updated as conditions and priorities change. In this location, the tool recommends the implementation of a "living shoreline" across the 360 m stretch of foreshore located west of the Hardys Bay public wharf. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be "activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. > This living shoreline would include a step-type rock bench structure that incorporates a bench of estuarine vegetation such as salt marsh or mangroves. This may be similar to what has been constructed at Davistown Rd, Yattalunga. References: > Figure B-19 provides the location and indicative extent of the proposed CPW. > Figure C-3 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation. This area is covered by the Hardys Bay Foreshore Masterplan and the objectives of that plan should also be considered in the restoration if this foreshore (see Action S3.CC.02).	CCC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.CCC.J	Brisbane Water	Pretty Beach	Coastal Protection Works at Pretty Beach Road	The Brisbane Water Foreshore Prioritisation Tool helps plan and prioritize restoration and stabilisation work along the foreshore. It is regularly updated as conditions and priorities change. In this location, the tool recommends stabilisation through the implementation of a "living shoreline" across the 620-metre stretch of foreshore along Pretty Beach Road. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be "activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the	CCC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. > This living shoreline would include a step-type rock bench structure that incorporates a bench of estuarine vegetation such as salt marsh or mangroves. This may be similar to what has been constructed at Davistown Rd, Yattalunga. References: > Figure B-19 provides the location and indicative extent of the proposed CPW. > Figure C-3 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation. This area is covered by the Hardys Bay Foreshore Masterplan (S3.CCC.B) and the objectives of that plan should also be considered in the restoration if this foreshore - along with flood mitigation (inundation and overland flooding), which is key considerations in the design process.					
Strategy 6: Coastal Hazard Resilience	S6.CCC.K	Brisbane Water	Wagstaffe	Coastal Protection Works at Wagstaffe Wharf	The Brisbane Water Foreshore Prioritisation Tool helps plan and prioritize restoration and stabilisation work along the foreshore. It is regularly updated as conditions and priorities change. In this location (at the end of Mulhall Street), the tool recommends stabilisation works to protect the wastewater pump station south of the wharf - using a geotextile sand container structure. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. > Construction of GSC protection works in accordance with the approved detailed design, including site preparation, placement of GSCs to specified alignment and levels, and completion of ancillary works such as reinstatement of adjoining foreshore areas and access paths. References: > Figure B-19 provides the location and indicative extent of the proposed CPW. > Figure C-1 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	CCC	DCCEEW	Medium (14)	Within 4-8 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.CCC.L	Brisbane Water	Ettalong	Repair and renewal of the Lance Webb Reserve Coastal Protection Works	Asset condition inspections by Central Coast Council have indicated that the Lance Webb Reserve Seawall is in a relatively poor structural condition. A repair and renewal project will be undertaken to maintain the function of the structure, extend the functional life, and adapt it for future sea level rise impacts. The objective of this repair would be to return the structure to a “make safe” condition, and extend the life of the structure by another 50+ years. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works:	CCC	DCCEEW	High (27)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					> Structure Survey and coastal engineering condition inspection: To survey the structure and identify the nature of the required repair and renewal works > Repair and renewal design: To prepare a specific repair design detailing the sizing and quantity of the required armour, and specifying the required grades and levels. > Repair and renewal works: Implementation of the repair design, including a safety in design assessment, construction of the works and development of As-Constructed certification from a suitably qualified engineer for Council records. The works will comprise the repair of the structure of a make-safe / functional condition - through the placement of additional rock armour units on the structure in locations where it has experienced significant armour unit loss, core exposure, and loss of crest height and width. The objective would be to extend the life of the structure by another 50+ years. The renewal will ensure long-term protection against coastal hazards and improve the overall safety and resilience of the infrastructure. References: > Figure B-19 provides the location and indicative extent of the proposed CPW. > Figure C-11 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.					
Strategy 6: Coastal Hazard Resilience	S6.CCC.M	Broken Bay	Ettalong	Ettalong Beach Foreshore Stabilisation Investigation	Ettalong Beach has experienced chronic erosion since the 1940s, with ongoing shoreline recession affecting both recreational use and coastal infrastructure. The foreshore is currently protected by the Lance Webb Reserve seawall, which is in poor structural condition (see Action S6.CCC.10), and is periodically nourished through the entrance dredging program. However, the highly dynamic coastal processes at Ettalong Beach have resulted in rapid loss of nourished sand, often leaving the beach in an eroded state. This not only reduces recreational amenity for locals and visitors but also increases the risk of undermining the seawall foundations. This study will investigate long-term stabilisation strategies to maintain a sandy beach state at Ettalong Beach, including: >Assessment of Local Coastal Processes – Development of a morphological conceptual model. > Numerical Modelling of Existing Conditions – Establishing a base case scenario. > Modelling of Potential Stabilisation Options – Testing nourishment volumes and potential groyne field configurations to improve sand retention (including consideration of the existing groynes along Ettalong Beach). > Identification of potential adverse impacts on coastal processes and ecology > Recommendations for Long-Term Foreshore Management – Providing strategic guidance for inclusion in future CMP revisions.	CCC	DCCEEW, DPHI-Crown Lands,	Medium (12)	Within 4-8 years	Study completed.
Strategy 6: Coastal Hazard Resilience	S6.CCC.N	Broken Bay	Umina Beach	Prepare and Implement a Broken Bay Beach Nourishment Framework	Coastal erosion poses a persistent risk to infrastructure, public access, and recreational amenity across the beaches of Broken Bay. While natural sand movement plays a significant role in shaping these beaches, targeted sand nourishment can be a valuable management tool to help maintain beach volume and reduce erosion risk - and is considered to be the preferred form of Coastal Protection Works along Ocean-Umina Beach. At the same time, the NSW Government periodically undertakes dredging works in the Ettalong Channel - generating sand that can be beneficially reused for beach nourishment. However, in the absence of a clear local framework, decisions about where to place dredged sand are often made without full consideration of local erosion risks, beach conditions, or community priorities. This action aims to develop a Beach Nourishment Framework that enables Council to proactively plan, prioritise, and coordinate sand placement across Pearl, Ocean, Umina, and Ettalong Beaches. It would guide local decision-making, support more effective collaboration with State Government agencies, and help maximise the community and environmental benefits of available sand resources.	CCC	DCCEEW, TfNSW	High (24)	Within 1-4 years	Framework prepared.
Strategy 6: Coastal Hazard Resilience	S6.CCC.O	Broken Bay	Umina Beach	Implement the Umina-Ocean Beach Erosion	The Umina-Ocean Beach Erosion Management Strategy (RHDHV, 2019) provides a detailed framework for managing coastal erosion at Umina-Ocean Beach over the long term. This strategy was developed based on extensive technical studies of the complex coastal dynamics of Broken Bay and involved collaboration with State Government Agencies.	CCC	DCCEEW	Medium (10)	As determined by Trigger thresholds	Design prepared and works completed in a timely manner if trigger(s) reached.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
				Management Strategy	The preferred approach to managing coastal erosion risk at Umina-Ocean Beach is through beach nourishment – as developed through the Broken Bay Beach Nourishment Framework (see Action S6.CCC.N). However, Erosion Management Strategy also includes provision for the future construction of a terminal protection structure (TPS) - if coastal erosion reaches a trigger point where it significantly threatens critical infrastructure along the Esplanade. The strategy outlines a concept design for coastal protection, which features: > A rock-armoured revetment stretching from Kourung Street Boat Ramp to Ocean Beach SLSC and > A stepped concrete seawall in front of the Ocean Beach SLSC (RHDHV, 2019). As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be "activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Development of a trigger for installation of coastal protection works. This should be based on the proximity of observed (or predicted) coastal erosion to key assets and infrastructure – to a point where erosion is believed to place key assets and infrastructure at risk. It is Council's strong preference to maintain a natural dune profile in front of Ocean Beach SLSC for as long as this remains feasible. Council would endeavour to maintain and enhance the existing dune buffer by a combination of vegetation planting and maintenance, beach scraping to enhance beach recovery following storm erosion, and opportunistic beach nourishment campaigns using sand sourced from entrance maintenance dredging. As such, the installation of a TPS in the form of a stepped concrete seawall would only be considered as a last resort option if progressive erosion results in the complete loss of the foredune (RHDHV, 2020). The trigger to undertake the CPWs should also include any major upgrades of The Esplanade and associated foreshore amenities. > Preparation of a detailed engineering design report and detailed design by suitably qualified engineers – specifying key design parameters. Additionally, there will be community engagement to ensure public input and feedback are incorporated into the final design, promoting transparency and local support for the project. > Implementation of the Coastal Monitoring Program (see Action S2.CCC.A) – to determine when triggers for implementation may be reached. This action therefore includes the ongoing implementation of this strategy, which includes developing detailed designs for the coastal protection works – so that the works can be implemented if/when erosion triggers are reached at some point in the future. References: > Figure B-18 provides the location and indicative extent of the proposed CPW. > Figure C-14 and 15 provides a concept design cross-sections for the rock armoured revetment and the stepped concrete seawall respectively. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.					
Strategy 6: Coastal Hazard Resilience	S6.CCC.P	Broken Bay	Umina Beach	Monitoring and improvement of coastal stormwater outlets	The inspection of all coastal stormwater outlets to identify those at risk from coastal hazards and opportunities where upgrades can be implemented or retrofitted in order to protect assets, reduce erosion from stormwater scour and/or improve public safety. These locations would also be regularly monitored to assess performance and improvements.	CCC	N/A	Medium (14)	Within 4-8 years	Program for inspection of stormwater outlets developed, inspections undertaken and concept designs developed Improved public safety, water quality and amenity Reduced erosion at stormwater outlets

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
										and reduced impact on surrounding assets
Strategy 6: Coastal Hazard Resilience	S6.CCC.Q	Broken Bay	Pearl Beach	Coastal Protection Works at Pearl Beach	This action involves beach nourishment and the restoration and revegetation of 200 m of foreshore along Pearl Beach - from Emerald Ave to Tourmaline Ave. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be "activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Foreshore survey (if/where required) > Preparation of an engineering design report and detailed nourishment design by suitably qualified engineers – specifying key design parameters. > An ongoing program of beach scraping / beach nourishment to surcharge the upper beach profile and the foredune with additional sand > Revegetation and restoration works to extend the vegetated foredune areas landwards by around 10 m. These works would be intended to increase the natural resilience of the foreshore to coastal erosion and inundation. References: > Figure B-17 provides the location and indicative extent of the proposed CPW. > Figure C-8 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	CCC	DCCEEW, DPHI-Crown Lands,	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.CCC.R	Broken Bay	Patonga	Repair and renewal of Patonga Coastal Protection Works	Undertake the repair and renewal of the Patonga Seawall at the Boat Ramp Reserve - to ensure it effectively protects the coastline, surrounding infrastructure, and community from coastal erosion, storm surges, and rising sea levels. This initiative will address current structural deficiencies and future-proof the seawall to meet the challenges of a changing climate. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be "activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Structure Survey and coastal engineering condition inspection: To survey the structure and identify the nature of the required repair and renewal works > Repair and renewal design: To prepare a specific repair design - including the required armour materials, grades and levels. > Repair and renewal works: Implementation of the repair design, including a safety in design assessment, construction of the works and development of As-Constructed certification from a suitably qualified engineer for Council records. The works will likely comprise the installation of a filter layer and repacking of re-placement of sandstone block units. The renewal will ensure long-term protection against coastal hazards and improve the overall safety and resilience of the infrastructure. References: > Figure B-16 provides the location and indicative extent of the proposed CPW. > Figure C-9 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	CCC	DCCEEW	High (30)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal	S6.CCC.S	Broken Bay	Patonga	Patonga Sand Management Plan	Investigate and design a sand management plan for Patonga Beach and Patonga Creek. The action would contain the following key elements: > A detailed investigation of the local sediment transport processes. A key outcome of this	CCC	DCCEEW	Medium (12)	Within 4-8 years	Study completed.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Hazard Resilience					model would be an enhanced understanding of the local sediment dynamics - including a quantified sediment budget that includes sediment exchange between the creek and beach. This would include investigation erosive process currently occurring in the creek such as along Larkins Flat. > Development of a sand redistribution program to improve the coastal hazard resilience of key foreshore assets and infrastructure. This would involve an ongoing program of the redistribution of sand sourced from western beach and creek entrance shoals to be placed in front of Patonga Drive to provide a buffer against storm erosion. > This should also investigate opportunities for periodic maintenance dredging of sand from the creek entrance providing a viable source of sand.					
Strategy 6: Coastal Hazard Resilience	S6.CCC.T	Broken Bay	Patonga	Repair and renewal of the Patonga Creek Coastal Protection Works	The Patonga Creek foreshore protection works, which are constructed of stepped sandstone blocks, is in need of repair. It is recommended that a repair and renewal project is undertaken to maintain the function of the structure, extend the functional life, and adapt it for future sea level rise impacts. Repair and renewal works would likely comprise the re-packing of displaced or unstable sandstone block units, and the placement of additional sandstone block units to increase interlocking and hydraulic stability. It may also include incorporation of improved access arrangements for small watercraft – however this would be subject to a design process. Scope of Works: > Structure Survey and coastal engineering condition inspection: To survey the structure and identify the nature of the required repair and renewal works > Repair and renewal design: To prepare a specific repair design - including the required armour materials, grades and levels. > Repair and renewal works: Implementation of the repair design, including a safety in design assessment, construction of the works and development of As-Constructed certification from a suitably qualified engineer for Council records. The works will likely comprise the installation of a filter layer and repacking of re-placement of sandstone block units. The renewal will ensure long-term protection against coastal hazards and improve the overall safety and resilience of the infrastructure. References: > Figure B-16 provides the location and indicative extent of the proposed CPW. > Figure C-9 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	CCC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.CCC.U	Broken Bay	Patonga	Patonga Levee Feasibility Investigation and Design	Sea Level Rise (SLR) inundation mapping indicates that under a +0.5 m SLR scenario, some areas of Patonga will be exposed to sunny day king tide inundation. Under a future +1.0 m SLR scenario the potentially impacted areas increases significantly. Subsequently, Council should undertake a feasibility investigation of implementing a vegetated earthen levee along the western foreshore of Patonga, adjacent to Patonga Creek. The levee would be located on public reserve and would extend from approximately from Meroo Avenue to Jacaranda Avenue. The feasibility study would include: > Problem Definition and Objectives > Site Assessment (survey geotechnical assessment, hydrology, land ownership, and utilities) > Concept Design Options and Associated Cost Estimates > Environmental and Planning Constraints > Social and Community Considerations > Recommendations	CCC	DCCEEW	Medium (9)	Within 4-8 years	Study completed.
Strategy 6: Coastal Hazard Resilience	S6.CCC.V	Broken Bay	Broken Bay Beaches	Review and implement updated Beach Maintenance Program	Council's Beach Maintenance Program would be reviewed and implemented to improve public beach access, amenity and safety. The action would include prioritisation and upgrades to beach accessways in line with the Recreational Use Study and Council's Disability Inclusion Action Plan. The program would outline the management of post-storm beach access and safety, where small scale works such as beach scraping for amenity purposes may be undertaken and beach and dune fencing. It will also include an audit on beach maintenance operations to maximise inhouse efficiencies to ensure that the necessary plant and equipment is available to effectively implement the program.	CCC	DCCEEW	High (30)	Within 1-4 years	Beach Maintenance Program reviewed, updated and implemented in conjunction with Council's beach maintenance crews. Improved beach access, safety and

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
										amenity, improved dune environment
Strategy 6: Coastal Hazard Resilience	S6.CCC.W	Broken Bay	Broken Bay Beaches	Develop and implement a coastal vegetation and dune management strategy	This action would involve surveying coastal and dune vegetation to inform the development of a Coastal Vegetation Strategy aimed at supporting and enhancing coastal resilience, ecosystem integrity, beach amenity and conservation outcomes. The strategy will guide the on-ground management to achieve these outcomes and involve elements such as the management of priority weed species, dune stabilisation and planting, tree restoration and succession planting, education opportunities for the public and community groups and remediation actions required in instances of illegal clearing.	CCC	DCCEEW	High (27)	Within 1-4 years	Strategy developed, published and implemented
Strategy 6: Coastal Hazard Resilience	S6.CCC.X	Broken Bay	Broken Bay	Implement recommendations from Gosford Lagoons & Creek Entrance Management Review (Salients 2017) for Green Point Creek, Pearl Beach Lagoon and Ettalong Creek.	This action would include updating the Opening of Coastal Lagoons policy to include recommendations of the Gosford Lagoon and Creek Entrance Management Review (Salients 2017). These recommendations relate to Green Point Creek, Pearl Beach Lagoon and Ettalong Creek, and include the identification of triggers for entrance management intervention to mitigate flood impacts in low lying areas.	CCC	DCCEEW	High (27)	Within 1-4 years	Works implemented.
Strategy 7: Social and Recreational Amenity	S7.CCC.A	Broken Bay	Gosford	Support the Gosford Foreshore Masterplan	This action would seek to identify and support components of the Gosford Foreshore Masterplan that relate to estuary management. The intention of this action would be to embed the consideration of water quality outcomes and improvement to estuarine habitat as part of any future detailed design processes. This would also include embedding coastal hazard resilience into the development design (especially coastal inundation).	CCC	DCCEEW, Hunter Central Coast Development Corporation (HCCDC)	Medium (8)	Within 4-8 years	Masterplan design appropriately embeds water quality outcomes in design.
Strategy 7: Social and Recreational Amenity	S7.CCC.B	Broken Bay	Ocean Beach	Construction of an all-abilities beach access point at Ocean Beach SLSC	The project involves the construction of a dedicated all-abilities beach access point at Ocean Beach Surf Life Saving Club (SLSC). This initiative aims to enhance beach accessibility, ensuring that all members of the community, regardless of their physical abilities, can enjoy the beach and its amenities. This action is consistent with Council's Disability Inclusion Action Plan (Central Coast Council 2021) which has four focus areas, one of which is "2: Making the Central Coast more accessible, inclusive and liveable", and one of the objectives is "We will make it easier to access the places we love on the Central Coast – the beaches, waterways and bushland". It is also consistent with the Central Coast Recreational Use Study Stage 1: Open Coast and Coastal Lagoons - Improving and increasing disabled access with states that "Council should work with SLS clubs to ensure that they all have either beach access wheelchairs or beach mats".	CCC	N/A	Medium (9)	Within 4-8 years	Increased accessibility at Ocean Beach.
Strategy 7: Social and Recreational Amenity	S7.CCC.C	Broken Bay	Patonga	Develop and implement a foreshore masterplan for Patonga Creek	This master planning process would provide an holistic vision for the Patonga Creek foreshore. Key elements of the plan would include: > Parking and amenities > Safe and equitable foreshore access > Riparian vegetation management > Dingy/water craft storage > Road drainage and management of overland flow The master plan will be developed through stakeholder engagement, site analysis, and alignment with relevant coastal management policies. The outcome will be a clear, actionable strategy to ensure the long-term sustainability and enjoyment of the Patonga Creek foreshore.	CCC	N/A	Medium (16)	Within 4-8 years	Masterplan designed and implemented. Improved recreational amenity, environmental values, and foreshore resilience.
Strategy 7: Social and Recreational Amenity	S7.CCC.D	Broken Bay	Pearl Beach	Feasibility Investigation: Ambulant Access at Pearl Beach Rock Pool Access	This feasibility investigation will assess options for a low-impact handrail to assist ambulant access from the sand at Pearl Beach to the rock pool platform. The study will consider the environmental, structural, and accessibility requirements for a minimal-intervention solution that enhances safety while preserving the natural character of the area. Key elements of the investigation will include site assessments, design feasibility, regulatory considerations, and potential impacts on coastal processes.	CCC	N/A	Medium (12)	Within 4-8 years	Study completed.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					Community consultation will form an essential part of the study, ensuring that a range of viewpoints are considered in selecting the most suitable option. This will involve engaging local stakeholders to explore preferences for materials, positioning, and design. The investigation will result in a summary report outlining feasible design options, estimated costs, and implementation considerations for Council's review.					
Strategy 7: Social and Recreational Amenity	S7.CCC.E	Broken Bay	Broken Bay Beaches	Prioritise and upgrade beach life guard patrol towers and ancillary structures	This action would involve undertaking an audit of beach life guard patrol towers and ancillary structures to ensure their adequacy, performance and safety from coastal hazards. Necessary upgrades and improvements required would be prioritised and implemented to ensure required functions continue to be performed.	CCC	N/A	Low (7)	Opportunistic, within 8-10 Years	Vulnerable life guard patrol towers identified and improvements/upgrades implemented
Strategy 7: Social and Recreational Amenity	S7.CCC.F	Broken Bay	Broken Bay Beaches	Review waste collection assets and servicing in coastal public spaces	Work with internal business units and service providers to review the adequacy of waste collection assets and servicing along the coast. The review would be focused on ensuring that infrastructure and assets are sufficient to meet current demands, seasonal and event variations and opportunities for improvement to reduce the environmental and amenity impacts from marine litter and debris. This action should also include the management of post-storm and flood debris.	CCC	N/A	Medium (10)	Within 4-8 years	Waste collection assets identified and upgraded. Management plan for removal of post storm debris developed and implemented.
Strategy 7: Social and Recreational Amenity	S7.CCC.G	LGA Wide	LGA Wide	Prepare Central Coast Council Dinghy Management Plan	Dinghies and other small watercraft are a popular way to access the public foreshores across Council's waterways. However, better management is needed to balance accessibility with environmental protection and community use of foreshore reserves. A Strategic Dinghy Management Plan would guide the responsible storage and use of dinghies on public land, ensuring they are kept in designated areas and do not obstruct shared spaces. The goal of the plan would be to: > Establish and maintain designated dinghy storage facilities to support authorised vessels while aligning with Council's open space objectives. > Maintain high-quality foreshore reserves for the enjoyment of the whole community. > Minimise environmental impacts, safety hazards, and obstructions caused by unattended watercraft. > Provide a framework for the removal of unclaimed or improperly stored dinghies from public land. The development of the plan should consider alignment with the Central Coast Watercraft Storage on Public Land Policy (CCC086)	CCC	N/A	Medium (16)	Within 4-8 years	Plan developed.
Strategy 7: Social and Recreational Amenity	S7.CCC.H	Middle Estuary	Spencer	Develop and implement a foreshore masterplan for Spencer	This master planning process would provide a strategic and holistic vision for the Spencer foreshore - extending from the boat ramp in the south to the public swimming enclosure in the north. Key elements of the plan would include: > Parking and amenities > Safe vessel access to the waterway > Pedestrian access and safety > Renewal of the Spencer swimming enclosure > Riparian vegetation management > Road drainage and management of overland flow. The master plan will be developed through stakeholder engagement, site analysis, and alignment with relevant coastal management policies. The outcome will be a clear, actionable strategy to ensure the long-term sustainability and enjoyment of the Spencer foreshore.	CCC	N/A	Medium (14)	Within 4-8 years	Masterplan designed and implemented. Improved recreational amenity, environmental values, and foreshore resilience.
Strategy 7: Social and Recreational Amenity	S7.CCC.I	Brisbane Water	Estuary-Wide	Undertake strategic upgrades of Council owned boat ramps in Brisbane Water	This would include implementing boat ramp upgrades identified by Councils boat ramp action plan. Works may include improvements to ramp structures, associated car and trailer parking, lighting, signage, and accessibility features, ensuring facilities meet contemporary safety, usability, and environmental standards. Upgrades will be staged and prioritised to align with community demand, asset condition, and available funding.	CCC	TfNSW	Low (7)	Opportunistic, within 8-10 Years	Review completed. Priority upgrades established and implemented.
Strategy 7: Social and Recreational Amenity	S7.CCC.J	Brisbane Water	Estuary-Wide	Implement the St Huberts Island Canals maintenance program	The purpose of the St Huberts Island Canals maintenance program is to enable residents and Council to conduct maintenance and improvement activities within the St Huberts Island Drainage Reserves (canals) in an informed and consistent manner. The Guideline provides advice and direction for the undertaking of activities to protect and restore foreshores, seawalls and canal depths in a manner that minimises impacts on the hydraulic, sedimentary or ecological processes occurring within the canals, foreshores and surrounding water body (Brisbane Water).	CCC	N/A	Low (5)	Opportunistic, within 8-10 Years	Survey undertaken. Monitoring completed. Feasibility study completed.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					Whilst the program predominantly includes provision of guidelines for waterfront residents, there are a number of actions for Council, including the following: > Undertaking hydrographic surveying of the canals every 10 years > In conjunction with the surveying and monitoring of sedimentation program, a program of visual monitoring for foreshore management should be undertaken. Similarly, this should be undertaken every three to five years > Preparation of a dredging and disposal feasibility assessment & strategy. The strategy should be developed following consideration of the required dredging volume. This also includes a review available funds to determine whether dredging works are economically feasible					
Strategy 8: Cultural Heritage Protection	S8.CCC.A	Broken Bay	Entrance channel	Identify the location and condition of ship wrecks near the old bar via a maritime archaeological survey.	The project involves conducting a comprehensive maritime archaeological survey to identify the likely location and assess the condition of shipwrecks near the Old Bar. This initiative aims to uncover historical maritime artifacts, preserve cultural heritage, and contribute to the understanding of the region's maritime history.	CCC		Low (5)	Opportunistic, within 8-10 Years	Survey completed.

5.9 Local Implementation Plan: Northern Beaches Council LGA

A summary of the actions within the Northern Beaches Council Local Implementation Plan are provided in Table 5-8. Maps depicting relevant actions are provided in Appendix B.

Table 5-8 Action Table – The Northern Beaches Council Local Implementation Plan

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 2: Monitoring, Evaluation, and Reporting	S2.NBC.A	Pittwater	Pittwater-wide	Install a CoastSnap Camera Cradles at strategic locations across the LGA foreshore	Install CoastSnap Camera Cradles at strategic locations across the foreshores of Pittwater. CoastSnap is a global citizen science project to capture our changing coastlines. It allows citizens to capture and upload photos of their beaches in order to improve our scientific understanding of erosion and coastal shoreline change. These camera cradles are a low cost resource that enables citizen science to monitor the movement of the shoreline over time, and to identify when erosion at the reserve may represent an increased risk to land and infrastructure. Locations within Pittwater that may be suitable include: > Station Beach > Sandy Beach > Currawong Beach > Great Mackerel Council can liaise with CoastSnap to identify opportunities to install camera cradles at additional locations as funding and resourcing allow.	NBC	DCCEEW	Low (5)	Opportunistic, within 8-10 Years	Cradles installed, and data considered to be beneficial for coastal risk management and planning, and community engagement.
Strategy 2: Monitoring, Evaluation, and Reporting	S2.NBC.B	Pittwater	Pittwater-wide	Develop and Implement a Pittwater Beach Monitoring Program	Implement a foreshore monitoring program for the swell exposed beaches of Pittwater. These sites could include beach surveys of: > Great Mackerel Beach > Currawong Beach > Station Beach > Snapperman Beach > Sandy Beach > Paradise Beach > Additional beaches maybe be included in the monitoring over time as necessary These beach surveys are essential for improving our understanding of coastal erosion and shoreline changes. A critical aspect of this monitoring program is the calculation of the Beach Volume Index (BVI). The BVI is a key metric that quantifies the amount of sand and sediment on the beach.	NBC	DCCEEW, NPWS	High (24)	Within 1-4 years	Monitoring undertaken and recorded. Collected data is of tangible benefit from a risk and asset management perspective.
Strategy 2: Monitoring, Evaluation, and Reporting	S2.NBC.C	Entire HNRS	Pittwater, Cottage Point	Install permanent tide gauges at strategic locations around the waterway	Whilst there are a number of tide gauges located throughout the river system, there are still some locations where there is an absence of local tide recorded tide data that can assist to understanding localised impacts of tidal inundation, and the impacts of combined coastal and catchment flooding. This information will be particular important over future time frames as the impacts of Sea Level Rise become more severe. This action therefore involves the installation of a new tide gauges at strategic locations across the waterway, including: > The southern area of Pittwater > Cottage Point This list is not exhaustive, and additional gauges may be installed as deemed necessary by Council and the State Government.	NBC	DCCEEW	Medium (12)	Within 4-8 years	Gauge implemented and maintained, and data considered to be of tangible benefit for coastal management by Council.
Strategy 2: Monitoring, Evaluation, and Reporting	S2.NBC.D	Pittwater	Pittwater-wide	Develop and implement a program for regular and ongoing monitoring of public coastal assets and infrastructure	This action involves the development and implementation of a monitoring program designed to assess and track the condition of various public coastal assets and infrastructure, including: > Public coastal protection structures (revetments, seawalls, training walls) > Recreational assets including viewing platforms & coastal access tracks > Stormwater outlets. > Sewer and water infrastructure The program should be integrated into Councils broader asset management program	NBC	N/A	Medium (21)	Within 4-8 years	Monitoring undertaken and recorded. Collected data is of tangible benefit from a risk and asset management perspective.
Strategy 3: Resilience, Planning, and Adaptation	S3.NBC.A	Pittwater	Pittwater-wide	Develop and update coastal hazard information	Develop and update coastal hazard information including coastal erosion and coastal inundation considering climate change and sea level rise	NBC	N/A	Medium (9)	Within 4-8 years	Studies completed.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 3: Resilience, Planning, and Adaptation	S3.NBC.B	Pittwater	Pittwater-wide	Update planning certificates with coastal hazard information	Update coastal hazard information on 10.7 Planning Certificates including coastal erosion and estuarine inundation	NBC	DPHI-Planning and Assessment	High (27)	Within 1-4 years	Planning Certificates updated.
Strategy 3: Resilience, Planning, and Adaptation	S3.NBC.C	Pittwater	Pittwater-wide	Develop planning controls to ensure buildings are sited and designed to consider coastal hazard information including coastal erosion and estuarine inundation.	Undertake regular reviews and updates of existing planning controls in LEP, DCP and Policy's / Guidelines to ensure the controls are consistent with current best practice and consider contemporary information regarding climate change and sea level rise, and reflect best practice hazard and environmental management	NBC	DPHI-Planning and Assessment	Medium (8)	Within 4-8 years	Review completed. Planning controls updates as necessary.
Strategy 3: Resilience, Planning, and Adaptation	S3.NBC.D	Pittwater	Pittwater-wide	Long Term Adaptation Plan for Coastal Assets and Infrastructure	A comprehensive audit of coastal assets and infrastructure will be undertaken to assess their current condition, vulnerability to coastal hazards, and future adaptation needs. This audit will inform a structured approach to managing coastal infrastructure over the next 50–100 years, ensuring resilience to sea level rise, erosion, and extreme weather events. key components of this action include: > Auditing Coastal Assets: Conducting a detailed assessment of key coastal infrastructure, including seawalls, stormwater outlets, walkways, and public amenities. This will document asset condition, maintenance requirements, and exposure to coastal hazards. > Determining Adaptation Triggers: Identifying environmental and structural thresholds (e.g., erosion rates, inundation levels, structural degradation) that will signal when adaptation or intervention is required. These triggers will be based on climate change projections, historical trends, and asset vulnerability. > Developing a Long-Term Response Framework: Establishing a strategic framework for asset adaptation, including short-, medium-, and long-term management options such as maintenance, reinforcement, managed retreat, or realignment. > Prioritising Works: Developing a prioritised list of coastal asset management and adaptation works based on risk, urgency, and cost-effectiveness. These works will be incorporated into future Coastal Management Programs (CMPs) to ensure funding and implementation align with broader coastal planning objectives.	NBC	N/A	Medium (20)	Within 4-8 years	Plan developed.
Strategy 5: Estuary & Waterway Health	S5.NBC.A	Pittwater	Careel Bay	Naturalisation of Careel Creek: Design and Implementation	This naturalisation project aims to restore ecological function, improve waterway health, and enhance public access and amenity, while recognising the need to maintain flood conveyance capacity in the existing concrete-lined section. The project will include: Design Study: Assess technical, environmental, cultural, and community considerations to inform design options, staging, and investment priorities. Implementation: >Access Improvements: Enhance pedestrian access to improve safety and connectivity along the creek corridor. > Habitat Enhancement with Native Vegetation: Introduce and expand native wetland vegetation in suitable areas to increase biodiversity and habitat value. Extend salt marsh areas to support aquatic life and improve ecological resilience. These works would be considered 'Environmental protection works' (EPW) for mapped coastal wetlands and littoral rainforest in accordance with the R&H SEPP, and the Standard Instrument - Principal Local Environmental Plan (2006 EPI 155a). > Concrete Channel Improvements: Where the detailed design study indicates, implement opportunities to soften the channel environment (e.g., retrofitting with habitat features, planting in margins, or using textured surfaces) to improve ecological function while retaining flood conveyance > Installation of Water Quality Improvement Devices and WSUD: Integrate water-sensitive urban design (WSUD) elements such as biofiltration systems, sediment traps, and constructed	NBC	DCCEEW	Medium (10)	Within 4-8 years	Design and implementation completed. Increase in local extent of coastal wetlands and enhanced biodiversity values. No significant loss of flood conveyance.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					wetlands to naturally treat stormwater and reduce pollutant loads entering the creek and Pittwater. Outcomes: This action will improve flood resilience, support biodiversity, and enhance water quality through the creation of a functional wetland system that naturally treats pollutants before they reach downstream environments, while also maximising ecological and community benefits within the constraints of the existing channel.					
Strategy 5: Estuary & Waterway Health	S5.NBC.B	Pittwater	Careel Bay	Upgrade the Careel Bay litter trap	Upgrade the Careel Creek baramy trap to a more modern design that incorporates advanced technology for improved waste capture and environmental sustainability. This will involve adoption of a modern litter trap/boom design, ensuring minimal impact on local ecosystems, and implementing ongoing maintenance to keep the system operating efficiently.	NBC	N/A	High (24)	Within 1-4 years	Works completed.
Strategy 6: Coastal Hazard Resilience	S6.NBC.A	Pittwater	Station Beach	Coastal Protection Works at Station Beach	Undertake foreshore restoration and naturalisation works across Station Beach in order to improve erosion resilience and ecological values. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: The works would include: > Planting appropriate native foredune species along the foredune to promote natural foreshore building and recovery. > Formalisation of beach access points to protect dune vegetation The initial priority for the works would be the area of foreshore directly in front of the Car Park - but works could also extent to other areas across the Station Beach foreshore as needed. References: > Figure B-25 provides the location and indicative extent of the proposed CPW. > Figure C-7 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	NBC	DCCEEW	High (27)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.NBC.B	Pittwater	Sand Point Beach	Coastal Protection Works at the western end of Sand Point Beach	Undertake a program of beach scraping at the north-western end of Sand Point Beach. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: The works would include sand scraping and redistribution - sourcing sand from lower on the beach profile - to provide additional sand to the upper beach profile, and subsequently enhance the local dune system, offset the ongoing erosion / recession. The requirements and beach profile design for this work were assessed as part of a 2019 study (WRL, 2019). It is recommended that these works are undertaken as part of a monitored trial. References: > Figure B-26 provides the location and indicative extent of the proposed CPW. > Figure C-12 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	NBC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.NBC.C	Pittwater	Sand Point Beach	Coastal Protection Works along Sand Point Beach	Undertake foreshore restoration and naturalisation works across Station Beach (east of the boat ramp)in order to improve erosion resilience and ecological values. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and	NBC	DCCEEW	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Planting appropriate native foredune species along the foredune to promote natural foreshore building and recovery. > Formalisation of beach access points to protect dune vegetation References: > Figure B-26 provides the location and indicative extent of the proposed CPW. > Figure C-7 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.					
Strategy 6: Coastal Hazard Resilience	S6.NBC.D	Pittwater	Careel Bay	Investigate the feasibility of channel maintenance works within Careel Bay and Careel Creek	Investigate the feasibility of channel maintenance works within Careel Creek and Careel Bay to maintain effective drainage and reduce the risk of flooding in the surrounding areas. The investigation will assess the potential for removal of accumulated sediment, debris, and vegetation that may obstruct water flow and contribute to inundation during combined coastal and catchment flooding events. The study would consider environmental constraints and the requirements of relevant permits and approvals. If feasible, this action would also include the delivery of the works. The study area for in investigation is provided in Figure B-27.	NBC	DCCEEW	Medium (16)	Within 4-8 years	Study completed.
Strategy 6: Coastal Hazard Resilience	S6.NBC.E	Pittwater	Clareville Beach	Coastal Protection Works at Clareville Beach Reserve	Undertake foreshore restoration and naturalisation works along the foreshore south of Delecta Ave, in order to enhance erosion resilience and ecological values. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Planting appropriate native foredune species along the foredune to promote natural foreshore building and recovery. > Formalisation of beach access points to protect dune vegetation. References: > Figure B-27 provides the location and indicative extent of the proposed CPW. > Figure C-7 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	NBC	DCCEEW	Medium (14)	Within 4-8 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.NBC.F	Pittwater	Bayview	Coastal Protection Works at Bayview Park foreshore	Undertake foreshore restoration and naturalisation works across the eastern side of the Bayview Dog Park foreshore, in order to enhance erosion resilience and ecological values. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Planting appropriate native foredune species along the foredune to promote natural foreshore building and recovery. > Implementation of formalised access points to the beach from the park. References: > Figure B-28 provides the location and indicative extent of the proposed CPW. > Figure C-7 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	NBC	DCCEEW	Low (6)	Opportunistic, within 8-10 Years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 6: Coastal Hazard Resilience	S6.NBC.G	Pittwater	Currawong Beach	Coastal Protection Works at Currawong Beach	Undertake foreshore restoration and naturalisation works along Currawong Beach in order to enhance erosion resilience and ecological values. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Planting appropriate native foredune species along the foredune to promote nature dune building and recovery > Construction of a small swale running behind the foreshore to prevent overland flow exacerbating the current erosion issues. References: > Figure B-26 provides the location and indicative extent of the proposed CPW. > Figure C-7 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	NBC	DCCEEW	Medium (14)	Within 4-8 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.
Strategy 6: Coastal Hazard Resilience	S6.NBC.H	Pittwater	Great Mackerel Beach	Great Mackerel Beach Foreshore Master Plan	The Foreshore Masterplan for Great Mackerel Beach aims to provide a strategic framework for the sustainable management, enhancement, and protection of the foreshore area. The masterplan will address environmental, social, and recreational values while considering the unique constraints and opportunities of the site. The master plan will include key components these works would be classified as Coastal Protection Works (CPW) under the CM Act, as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: > Beach Nourishment and Foredune Building: Targeted sand replenishment will strengthen the upper beach and improve coastal resilience. This will involve small-scale beach scraping combined with beach nourishment using sand sourced from the flood tide delta at the northern end of the beach. Similar works carried out in 1989 and 1990 remained stable until the June 2016 storm event. The project will also include constructing a low foredune crest and swale to mitigate overland flow, which is contributing to ongoing erosion. > Foreshore Naturalisation: Strengthening the natural dune system by planting native foredune species to promote dune formation and stability. Protective fencing will be installed to support vegetation colonization and long-term dune recovery. > Formalisation of pedestrian access and connectivity: Establishing designated beach access points at regular intervals to reduce dune trampling and erosion. A shared pathway behind the dune crest will enhance connectivity while protecting sensitive coastal areas. > Dinghy Storage: Installing structured dinghy racks to eliminate on-ground storage, which currently contributes to localized erosion. This will provide a designated, organized solution that preserves the foreshore while maintaining access for boat users. Community engagement will be a key part of the process, ensuring local input shapes the plan and that proposed actions align with community values and priorities. References: > Figure B-25 and Figure B-26 provides the location and indicative extent of the proposed CPW. > Figure C-8 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	NBC	DCCEEW	High (30)	Within 1-4 years	Design prepared and works completed.
Strategy 6: Coastal	S6.NBC.I	Pittwater	Pittwater	Provide coastal hazard risk information to	This action involves Council sharing relevant coastal hazard information - such as technical studies, monitoring data, and hazard mapping - with public asset owners as new information becomes available. The aim is to improve awareness of current and future coastal hazard risks,	NBC	NPWS	High (24)	Within 1-4 years	Information provided and considered to be of tangible benefit to

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Hazard Resilience				public asset owners	and to support longer-term planning and risk management by asset owners. Where relevant, Council may also provide examples of potential adaptation responses - including nature-based solutions, coastal protection works, or asset relocation - to assist asset owners in understanding possible management pathways. Final decisions and implementation of any specific response remain the responsibility of the asset owner.					relevant asset owners for planning and decision making purposes.
Strategy 6: Coastal Hazard Resilience	S6.NBC.J	Pittwater	Pittwater	Pittwater dredging and beach nourishment feasibility investigation	This would include a detailed study investigating the feasibility of dredging and beach nourishment as a long term strategy for managing coastal hazard risk at key high risk beaches across the estuary. It would include: > A sand source investigation - identifying quantity and quality of suitable sources of sand within the estuary > Technical feasibility: An assessment of potential dredging methods (and equipment) and beach nourishment methods, volumes, and placement designs > Environmental impacts: An assessment of potential environmental impacts and associated environmental planning and approvals requirements > Economic feasibility: An economic assessment of potential costs associated with an ongoing program	NBC	DCCEW, NPWS	High (27)	Within 1-4 years	Study completed.
Strategy 6: Coastal Hazard Resilience	S6.NBC.K	Pittwater	Northern Estuary	Pittwater Wave Climate Study	A coastal engineering investigation should be undertaken to investigate the propagation of offshore swell energy into the Pittwater Estuary. The Stage 2 Coastal Hazard Study for Pittwater identified that there is currently very little information available to properly quantify this process with little recorded wave data and the most recent modelling studies very 20 years old. This currently represents a major data gap and has flow-on effects in terms of being able to prepare for coastal storm events, to adequately design coastal infrastructure to resist swell energy, and to understand sediment transport processes inside the estuary. The Stage 2 hazard study recommended that a comprehensive wave climate study be undertaken for the Pittwater Estuary. It would include the following elements: > Data Collection: Collection of wave data through the installation of field instrumentation (pressure transducers, ADCP, wave buoys) at various points within and outside the estuary to measure wave height, period, and direction. > Numerical modelling: Development wave models to simulate wave propagation into the estuary, using the wave buoy data to calibrate and validate the modelling. > Analysis and Reporting: Determination of design & operational wave conditions around the estuary, including an improved understanding of the penetration of swell wave energy into the estuary.	NBC	DCCEEW	Medium (14)	Within 4-8 years	Study completed.
Strategy 7: Social and Recreational Amenity	S7.NBC.A	Pittwater	Pittwater	Upgrade and repair of waterway access points	Undertake maintenance, repairs and upgrade works at public wharfs across Pittwater Estuary. Relevant wharfs and ramps may include: > Great Mackerel Beach > Currawong > Coasters Retreat (Bonnie Doon) > Lovett Bay > Church Point > Scotland Island (4 x wharfs) > Careel Bay Additional wharfs may be included as required. This Action will be delivered and funded through Northern Beaches Council's business-as-usual (BAU) asset management and delivery program, forming part of the ongoing renewal and upkeep of public maritime infrastructure	NBC	N/A	High (27)	Within 1-4 years	Assets maintain appropriate engineering and safety standards.
Strategy 7: Social and Recreational Amenity	S7.NBC.B	Pittwater	Sand Point	Boat Ramp Upgrade	The existing boat ramp at Sandy Point Lane is in need of significant upgrades due to ongoing structural deterioration. The ramp surface has developed visible cracking, which may be indicative of underlying structural weaknesses. Additionally, scour and undermining at the base of the ramp are compromising its stability, potentially creating safety hazards for users and increasing maintenance requirements. Upgrade work will consist of ramp resurfacing with the inclusion of appropriate engineering works for the ramp foundation. This Action will be delivered and funded through Northern Beaches Council's business-as-usual (BAU) asset management and delivery program, forming part of the ongoing renewal and upkeep of public maritime infrastructure.	NBC	TfNSW	High (24)	Within 1-4 years	Works completed.

5.10 Local Implementation Plan: NPWS

A summary of the actions within the NPWS Implementation Plan are provided in Table 5-9. Maps depicting relevant actions are provided in Appendix B.

Table 5-9 Action Table – The NPWS Implementation Plan

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 6: Coastal Hazard Resilience	S6.NPW.A	Pittwater	Station Beach	North Station Beach Coastal Protection Works - Sand Redistribution and Dune Building	Stage 2 coastal hazard mapping has indicated that key NPWS Assets at Station Beach are likely to be vulnerable to severe storm erosion over the coming decades - and 3 options have been considered and assessed as part of the Stage 3 Analysis. The preferred option involves the restoration and revegetation of 80m of foreshore in front of the assets. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be "activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters". These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: Subject to actual erosion/recession rates observed, detailed design, environmental assessments and approvals, the works would include: > An ongoing program of beach scraping and dune building. As the longshore sediment transport at the sites moves from North to South (as identified in the Stage 2 Hazard Study), this action would include a beach scraping process to move sand from farther south along Station Beach - returning it northwards to build the beach and increase the dune buffer in front of the at-risk assets. > The dune building and buffer in front of the assets is expected to provide a buffer from a 100-year ARI storm event, providing an additional ~18m3/m of sand in front of the assets. > Sand could be won from a 250 m long stretch of foreshore located to the south of the assets. This would involve a shallow scraping of ~0.2 m of surface sand from the intertidal zone across the borrow area. > Revegetation and restoration works could be undertaken to help build the local dune and trap the nourished sand in place. > Ongoing program of works, likely required around every 5 years given the relatively low rate of longshore drift. > Monitoring of the beach profile and sand movement to inform the required frequency of scraping events. References: > Figure B-25 provides the location and indicative extent of the proposed CPW. > Figure C-8 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	NPWS	NBC, DPHI-Crown Lands	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 6: Coastal Hazard Resilience	S6.NPW.B	Pittwater	The Basin	The Basin Coastal Protection Works - Sand Redistribution Program	Erosion along the western foreshore of The Basin impacting safe recreational and emergency access and placing heritage assets at risk. This action involves undertaking periodic sand redistribution program - transferring sand from the Basin sand delta to the upper beach profile to stabilise the foreshore. This could include the formation of a dune and swale in order to mitigate impacts of overland flow on foreshore erosion. As per the CM Act, these works would be classified as Coastal Protection Works (CPW), as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These coastal protection works form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: Subject to actual erosion/recession rates observed, detailed design, environmental assessments and approvals, including any required licences, the works would include: > A coastal process study and nourishment design - to confirm sediment transport dynamics, erosion rates, assess the suitability and sustainability of the sand source area, and determine optimal placement volumes and profile. > An ongoing program of sand redistribution - required a total volume of around 1,800m3 of sand to be sourced from the adjacent sand delta, and placed along the 180 m of foreshore to create an additional sand buffer-(10m3/m) along the foreshore to provide safe access and protection of trees. This would provide a 5 m width of dry beach sand at the current erosion scarp at high tide. Sand would be placed to match the existing foreshore slope for stability. > Ongoing works every 2-5 years. > A monitoring plan for the site to monitor beach profile, sand movement and existing seawall condition. Monitoring results will help inform the required frequency of scraping events, as well as assess the existing walls structural integrity and identify any areas requiring maintenance. > Revegetation and restoration works to help build the local dune and trap the nourished sand in place. References: > Figure B-25 provides the location and indicative extent of the proposed CPW. > Figure C-28 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	NPWS	DPHI-Crown Lands	Medium (21)	Within 4-8 years	Study completed, design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 6: Coastal Hazard Resilience	S6.NPW.C	Lower Estuary	Bobbin Head	Bobbin Head Foreshore Sea Level Rise Adaptation Study	Several low-lying areas around the Bobbin Head foreshore — including Orchard Park, Gibberagong Park, and the Wharf Area — are currently exposed to tidal inundation (commonly referred to as “sunny day flooding”). This issue was recognised in the Bobbin Head Masterplan (NPWS, 2006), which highlighted the negative impacts of saltwater inundation on the park’s aesthetic, recreational, and environmental values. The NSW Tidal Inundation Exposure Assessment (OEH, 2018g) also projects that the frequency and severity of tidal inundation will increase over time due to sea level rise. This action involves undertaking a detailed SLR adaptation options assessment followed by detailed investigations and design for key NPWS assets at Bobbin Head. This will include: 1. Detailed options assessment of potential sea level rise adaptation and coastal protection work options to replace the failing seawalls and investigate the need for raising the parkland, wharf area and seawalls to prevent continued inundation. This will recommend a preferred long-term solution, and be informed by: > Cowan Creek geomorphic and hydrodynamic assessment (Action S6.SGA.06) to inform hydrologic and geomorphic changes to the system with increased sedimentation and sea level rise. > Establish the rate of subsidence for the site through LiDAR and geotechnical assessments > Condition assessment of existing seawalls 2. Investigation and design for the preferred adaptation solution, including: > Concept design > Environmental assessments > Cultural and historic heritage assessments > Detailed design The investigation would build on and reassess concepts previously proposed in the Bobbin Head Masterplan (NPWS, 2006) in light of updated sea level rise projections, current infrastructure condition, and visitor use patterns. Outcomes will inform the prioritisation and planning of any future adaptation works.	NPWS	N/A	Medium (10)	Within 4-8 years	Study completed.
Strategy 6: Coastal Hazard Resilience	S6.NPW.D	Lower Estuary	Bobbin Head	Bobbin Head hydrodynamic assessment	The Cowan Creek system is experiencing ongoing direct, indirect, and cumulative impacts from riverine processes, flooding, bed and bank erosion, and geomorphological, hydrological, and hydraulic change – including the effects of sea level rise. An integrated assessment is required to better understand these processes and support effective precinct planning and adaptation responses. It would include the following: > Hydrodynamic modelling to simulate current and future flood behaviour under a range of climate and sea level rise scenarios. > Assessment of land raising and dredging options, including how these would affect flood storage, tidal exchange, and flow conveyance in the estuary. > Evaluation of sediment transport and erosion dynamics, including bank stability and the implications of any intervention on downstream or adjacent areas. > Assessment of cumulative impacts from past and potential future modifications (e.g. urban development, previous dredging, reclamation works). If feasible, this action could be undertaken in concurrently with Action S5.KRG.01 (Cowan Creek Catchment Study)	NPWS	KC	Medium (16)	Within 4-8 years	Study completed.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 6: Coastal Hazard Resilience	S6.NPW.E	Lower Estuary	Apple Tree Bay	Repair and renewal of the Bobbin Head Coastal Protection Works	The Bobbin Head foreshore is almost entirely flanked by seawalls, many of which are heritage-listed and dating from the original parkland in the early 1900s. Ongoing impacts from tidal inundation and flooding have resulted in numerous sections of the walls failing. These sections are posing a safety risk at the high visitation precinct with temporary fencing placed around the affected areas. NPWS will maintain and repair seawalls on a regular basis throughout the life of the CMP to maintain safety and functionality. Approximately 300m of the seawall requires immediate repair/replacement that is scoped in this Action, split into two separate repair design types: > 250 m of sandstone block work seawall requires repair. This is located along the immediate east and south of the creek bridge and comprises repacking/replacement of sandstone blockwork, with the additional of an aggregate filter layer, drainage features and geotextile underlay. This also include the raising of the crest level to mitigate tidal inundation impacts both under present day conditions and future SLR. > On the south-western bank of Cockle Creek, a section of cement grouted rock wall is failing, placing a footpath and carpark at risk. The proposed works include restoration of the existing rock protection and revegetation of planting new mangroves in the tidal flat in front of the structure. Scope of Works: > Structure Survey and coastal engineering condition inspection: To survey the structure and identify the nature of the required repair and renewal works > Repair and renewal design: To prepare a specific repair design - including the required armour materials, grades and levels. > Repair and renewal works: Implementation of the repair design, including a safety in design assessment, construction of the works and development of As-Constructed certification from a suitably qualified engineer for Council records. The works will likely comprise the installation of a filter layer and repacking of re-placement of sandstone block units. The renewal will ensure long-term protection against coastal hazards and improve the overall safety and resilience of the infrastructure. References for Sandstone Blockwork Upgrade: > Figure B-29 provides the location and indicative extent of the proposed CPW. > Figure C-29 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. References for Rockwall Upgrade: > Figure B-29 provides the location and indicative extent of the proposed CPW. > Figure C-30 provides a concept design cross-section. Note that key design parameters would be refined as part of detailed design investigations. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.	NPWS	N/A	High (24)	Within 1-4 years	Works completed.
Strategy 6: Coastal Hazard Resilience	S6.NPW.F	Lower Estuary	Coasters Retreat, Marramarra Creek, Cowan Creek, Gentlemans Halt, Berowra Creek, Mooney Mooney	Coastal Protection works for NPWS Bank Erosion Hotspot Sites	This Action involves implementing the finding of the NPWS Riverbank and Riparian Condition Assessment and Options Report (Alluvium, 2025). This erosion and bank condition assessment was undertaken across NPWS estate in the HNRS to identify erosion hotspots that are placing assets and infrastructure at risk, and to manage bank health. The NPWS assets at risk include a mix of walking tracks, cultural sites, heritage sites, campground infrastructure and mapped coastal wetlands. A total of 11 priority sites were identified for bank stabilisation works – of which 6 specific sites haven been selected for short term implementation through the CMP. Works at these sites are classified as Coastal Protection Works (CPW) under the CM Act, as they are considered to be “activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters”. These CPW form part of a strategic program to enhance the resilience and accessibility across the HNRS public foreshore. Beyond stabilising the site, they advance CMP objectives by protecting public assets, safeguarding public open space, and maintaining sustainable waterfront access. Scope of Works: The selected CPW are to be undertaken at the following locations: > Cowan Creek: Two approaches have been developed that each cover different	NPWS	DPHI-Crown Lands	High (24)	Within 1-4 years	Design prepared and works completed. Improved foreshore resilience to coastal hazards.

CMP Strategy	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
					areas of the NPWS foreshore. This includes a combination of (a) the re-construction of the existing walking track using sandstone blocks to create a new walking surface and sandstone retaining wall, and (b) the construction of a rock revetment to protect the bank from further erosion caused by tidal flows and wave action. Figure B-33 provides the location and indicative extent of the proposed CPW. Figures C-16 and C-17 provide associated concept designs. > Coasters Retreat: Works at this site comprises stabilising the segments of eroding shoreline threatening the track using riprap rock protection, combined with rebuilding failing portions of the track, incorporating drainage where any flow path crosses the track. Figure B-26 provides the location and indicative extent of the proposed CPW. Figures C-18 and C-19 provide associated concept designs. > Mooney Mooney Creek: This design involves two processes, one aimed at stabilising the existing creek bank and protecting nearby assets, and the other at realigning the Hawkesbury Track to move it away from the high-risk area and protecting it with a larger “buffer” zone between it and the waterway. Stabilisation and protection of the banks will involve the placement of two rows of rock parallel to the bank and approximately 3 m apart. On either end of the site, additional rock walls perpendicular to the bank will connect the longer rows, thereby creating a rectangular “box” structure. The area within this box will then be graded back up to create a gently sloping bank. This will be revegetated with mangroves, creating a mangrove bar that will act to dissipate energy coming in from tides or boat wash, and stabilise the sediments to prevent further erosion. Figure B-30 provides the location and indicative extent of the proposed CPW. Figures C-20 and C-21 provide associated concept designs. > Berowra Creek: Rock armoured CPW are to be constructed across a 100 m stretch of foreshore. The rocks should be placed in front of the existing trees to provide them with protection. The rock protection should be 2 m wide and 1 m high and follow the contour of the bank around the entire site; however, it should be noted that care needs to be taken not to disturb the historic boat foundations. It is recommended that rock protection is placed around the outside of this asset. Figure B-31 provides the location and indicative extent of the proposed CPW. Figures C-22 and C-23 provide associated concept designs. > Marramarra Creek: The design presented for the site includes a mix of three approaches: revegetation, coir logs and a riprap toe. These are to be applied throughout the site according to the needs and constraints at the time of construction. Figure B-32 provides the location and indicative extent of the proposed CPW. Figures C-24 and C-25 provide associated concept designs - including a concept reference of where each solution is most applicable, noting the high value toilet asset that needs protecting, and the beach access that need maintaining. > Gentlemans Halt: CPW at this location consists of a rock revetment being constructed on either side of the existing wharf structure. The rock material being used for this should be placed along both the upstream and downstream sides of the wharf where the existing protection is failing. Figure B-11 provides the location and indicative extent of the proposed CPW. Figures C-26 and C-27 provide associated concept designs. Approvals Pathway: The foreshore works are categorised as CPW and will be undertaken using the streamlined approval pathways under Section 2.16(2)(a) of the R&H SEPP during action implementation.					

5.11 HNRS Catchment Companion

The process of developing this CMP has included the identification of a number of actions located across the broader HNRS catchment area. Although these actions sit outside the legally defined coastal zone (see Section 1.2.3) and are therefore not part of the certifiable CMP, they are nonetheless integral to achieving the overarching objectives of estuary health and resilience. Many of the pressures that shape estuarine condition originate upstream in the catchment, through processes such as stormwater inflows, sediment delivery, riparian degradation, and nutrient loading. Addressing these drivers is essential if improvements within the coastal zone are to be sustained over the long term.

For this reason, the HNRS Catchment Companion has been retained in this document as a distinct but complementary set of actions. While delivery will occur outside the formal CMP certification framework, including these actions within this document ensures that critical system linkages are not lost, and that councils, agencies, and stakeholders are provided with a clear picture of the broader management context. By documenting the Catchment Companion within the CMP, this Plan recognises that estuary management cannot be isolated from its catchment context. Although not certifiable, these actions remain critical to the integrated management of the HNRS and to the long-term achievement of the CMP's strategic objectives. This approach aligns with the NSW Government's guidance on *Coastal Management Programs and Integration with Catchment Management* (DPE, 2022).

A summary of the actions within the Catchment Companion are provided in Table 5-10. Maps depicting relevant actions are provided in Appendix B.

Table 5-10 Action Table – The Catchment Companion

CMP Strategy	Implementation Plan	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 2: Monitoring, Evaluation, and Reporting	Collaborative System Implement Plan	S2.CMP.D	Entire HNRS	Upper catchments	Implement a bank stability and condition monitoring program across the creeks and waterways of the catchment	The objective of this action would be to collate and integrate existing bank stability and geomorphic condition monitoring information collected by the Partner Councils across the Hawkesbury River Estuary catchment. Rather than duplicating efforts, this action would focus on bringing together the existing datasets at a system-wide scale to better understand erosion patterns, riverbank health, and key risks across the entire estuary. The collation process would include use of the NSW SEED Portal as a central platform for data sharing and access. By adopting an integrated and coordinated approach, Partner Councils would gain a more holistic understanding of estuary health, identify system-wide priorities, and unlock opportunities for resource sharing and cost efficiencies	CCC, NBC, HSC, KC, THSC, HCC	DCCEEW, NPWS	High (24)	Within 1-4 years	Monitoring undertaken and recorded. Collected data is of tangible benefit from a risk and asset management perspective.
Strategy 3: Resilience, Planning, and Adaptation	Collaborative System Implement Plan	S3.CMP.F	Lower Estuary	Ku-ring-gai Chase National Park	Support the proposal for the development of the Ku-ring-gai GeoRegion	In October 2018, Friends of Ku-ring-gai Environment (FOKE) resolved to initiate a campaign advocating for the UNESCO World Heritage listing of Ku-ring-gai Chase National Park (KCNP). This campaign has since focussed on the development of a designated 'GeoRegion,' which will include the creation of geotrails, signage, and efforts to promote the region's geological significance. The proposal aims to leverage the area's existing recognised values, which include its biodiversity, natural and cultural heritage, as well as its exceptional geological and geomorphological features. These elements have shaped the landscape and created the distinctive traits that make the region globally significant. Once agreed upon by stakeholders, a defined area within the 'Ku-ring-gai GeoRegion' could be put forward for submission as an Aspiring UNESCO Global Geopark. Establishing this GeoRegion and pursuing UNESCO Global Geopark status will provide significant environmental benefits, particularly for downstream estuary health. By preserving and enhancing the region's geological and ecological integrity, the project will support the natural hydrological processes that flow downstream, ensuring better water quality and habitat conditions for estuaries. The protection of this vital landscape will help mitigate erosion, reduce sediment runoff, and preserve natural buffers, all of which contribute to healthier estuarine ecosystems and improve the overall resilience of coastal environments. Relevant stakeholders can offer continued support for the proposal through the provision of technical advice and political support. Note to reword, awaiting NPWS advice - might split into 2 actions?	KC, HSC, NBC	N/A	Low (5)	Opportunistic, within 8-10 Years	Proposal submission advanced with supporting technical and political advocacy.

CMP Strategy	Implementation Plan	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 4: Community & Stakeholder Engagement	Collaborative System Implement Plan	S4.CMP.C	Entire HNRS	Estuary-Wide	Develop and implement a Hawkesbury River school environmental education program focused on water quality, estuary health, and coastal hazards	This Action would be a specalised extension of the broader community and stakeholder education program (S4.CMP.01). It would involve the development and implementation of a coordinated school education program across the HNRS catchment that educates the local school students regarding the unique values of the river system and current and emerging stressors and risks. The program would focus on water quality, estuary health, and coastal hazards. The program may include a curriculum-based program, and/or excursion based learning modules - and could make of the existing environmental education centres that are active across the HNRS catchment.	NSW Department of Education	CCC, NBC, Hornsby Council, KC, THSC, HCC, First Nations Groups, GS LLS	High (24)	Within 1-4 years	Program and materials created, and program implemented.
Strategy 5: Estuary & Waterway Health	Collaborative System Implement Plan	S5.CMP.D	Entire HNRS	Estuary-Wide	Undertake a coordinated creek rehabilitation works program across the Partner Council's upper catchment waterways	This action includes the implementation of a targeted creek rehabilitation works program – with the aim of managing both the spread and introduction of weeds across the foreshore of the four estuaries, and improve the condition of riparian vegetation across the coastal zone. The works program would use this mapping and prioritise weed control in high value riparian areas - prioritising high value riparian areas, particularly those that overlay the presence of weeds with Threatened Ecological Communities (TEC's) using the most relevant Plant Community Type (PCT) mapping available at the time. This will require a "targeting multi-species" approach, along with both follow up control and planting of native vegetation suited to that PCT.	CCC, NBC, HSC, KC, THSC, HCC	DPHI-Planning and Assessment, GS LLS	High (24)	Within 1-4 years	Restoration works successfully implemented.
Strategy 5: Estuary & Waterway Health	Local Implementation Plan: Hawkesbury City Council	S5.HCC.C	Freshwater Tidal Pool	Richmond	Implement the recommendations of the Hawkesbury Floodplain Drainage Review	In 2023, a review was undertaken into the drainage network across the Hawkesbury River floodplains, within the Hawkesbury LGA boundary from Yarramundi bridge in the west down to Pitt Town in the east. The purpose of the study was to identify locations where drainage was inhibited and provide recommendations on site specific solutions for each drainage channel. The broader conclusion is that the condition of the drainage channels has deteriorated over time, resulting in poor drainage and giving rise to further damage to the area in flood events. The deterioration is partly due to failure by landowners or Council to maintain flood mitigation and drainage infrastructure, and partly due to farm works or practices which have changed the topography of the area. The review identified a number of specific Actions for Council to improve drainage across the floodplain. These Actions include: > Action 6: Investigate whether drainage improvements can be made upstream of Pughs Lagoon. > Action 7: Keep pipes clear of debris at Pughs Lagoon > Action 10: Repair or replace floodgates at Cooley Creek > Action 14: Investigate whether drainage improvements can be made at Cooleys Creek and Bakers Lagoon > Action 21: Replace floodgate and repair and stabilise levee at South Creek Implementation of these actions will help restore the functionality of the drainage network, improving water flow efficiency and reducing prolonged inundation following flood events. By addressing blockages, maintaining flood mitigation infrastructure, and ensuring effective drainage, the risk of water stagnation and back-flooding will be minimized. Enhancing drainage across the floodplain will also provide significant benefits to downstream estuary health. Improved water movement will help reduce sediment accumulation, nutrient buildup, and the risk of hypoxic conditions that can lead to fish kills and other ecological imbalances	HCC	N/A	Medium (12)	Within 4-8 years	Works completed.
Strategy 4: Community & Stakeholder Engagement	Local Implementation Plan: Ku-ring-gai Council	S4.KRG.A	Lower Estuary	LGA Wide	Support Community Engagement undertaken as part of the Ku-ring-gai Council – Water Sensitive City Strategy	Action 2.2 of the Ku-ring-gai Council – Water Sensitive City Strategy (WSCS) includes the extension of community engagement programs to educate the community regarding how they participate in environmental protection, advocacy, clean up and celebration, and act on climate change, extreme events, resilient and water sensitive neighbourhoods.	KC	N/A	Medium (12)	Within 4-8 years	Program and materials created, and program implemented.

CMP Strategy	Implementation Plan	S4 ID	Functional Zone	Locality	Action Name	Action Description	Lead	Support	Priority (Score)	Timing	Performance Criteria
Strategy 5: Estuary & Waterway Health	Local Implementation Plan: Ku-ring-gai Council	S5.KRG.A	Lower Estuary	Cowan Creek	Prepare and implement a catchment study and management plan for the Cowan Creek catchment	Catchment runoff from urban areas is a key issue for estuarine water quality across Cowan Creek. Therefore, this option involves undertaking a review of the Council's stormwater assets that discharge into the estuary, in order to identify and prioritise upgrading and maintenance of stormwater assets and infrastructure to improve estuarine health. The plan should analyse the local stormwater network, and identify strategic locations to minimise stormwater pollution using Water Sensitive Urban Design (WSUD) principles. The plan may also include the installation of stormwater infrastructure such as gross pollutant traps (GPTs) and detention basins. This plan should aim to reduce the impacts of urban stormwater runoff on water quality, marine litter, and siltation on the downstream coastal zone waters within Cowan Creek.	KC	NPWS	High (27)	Within 1-4 years	Plan prepared.
Strategy 5: Estuary & Waterway Health	Local Implementation Plan: Ku-ring-gai Council	S5.KRG.B	Lower Estuary	Cowan Creek	Update the catchment studies for Ku-ring-gai Creek and Lovers Jump Creek	This would involve Council undertaking a review and update of the catchment studies for Ku-ring-gai Creek and Lovers Jump Creek . The purpose of these updates will be to incorporate current information regarding catchment land usage, water quality, and the Ku-ring-gai Council – Water Sensitive City Strategy. The updated studies should identify management actions to reduce the impacts of urban stormwater runoff on water quality, marine litter, and siltation on the downstream coastal zone waters.	KC	N/A	High (24)	Within 1-4 years	Study completed.
Strategy 5: Estuary & Waterway Health	Local Implementation Plan: Northern Beaches Council	S5.NBC.C	Pittwater	Careel Bay	Investigate WSUD solutions within the Careel Creek Drainage catchment.	Undertake a planning investigation to identify opportunities to implement Water Sensitive Urban Design (WSUD) approaches within the Careel Creek drainage catchment. Identified WSUD opportunities can be used to help manage the quantity and quality of runoff, improve water quality in Pittwater, and enhance local ecological health around the waterway. This investigation will include site assessments, analysis of current drainage infrastructure, and the identification of opportunities for implementing WSUD solutions.	NBC	DCCEEW	High (27)	Within 1-4 years	Study completed.

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6 BUSINESS PLAN

DRAFT

Image Source: Choo Beng Chew

6.1 Overview

The business plan outlines the key components of the funding strategy for the CMP, including the cost of the proposed actions, proposed cost-sharing arrangements and other potential funding mechanisms. It has been prepared in accordance with the requirements of the NSW CM Manual (OEH, 2018e).

6.2 The Benefits of Implementing the CMP

The HNRS is one of the Greater Sydney and Central Coast's most significant environmental, social, and economic assets. The river system supports high environmental values and plays a vital role in the social and cultural wellbeing of surrounding communities.

The Stage 1 Scoping Study (Water Technology, 2020) identified the river system as a major contributor to the regional economy through various ways, including:

- An estimated $1 billion per annum in ecosystem services (high-level estimate)
- Approximately $270 million in the replacement value of fixed foreshore assets
- Around $45 million per annum in tourism and domestic day trips
- Approximately $8 million per annum in direct value from commercial fishing and aquaculture
- An estimated $500 million per annum in agriculture value within the Partner Council LGAs.

However, a range of threats and stressors identified in this CMP pose risks to the river system's environmental, social, and economic values. These pressures are expected to intensify over coming decades due to climate change, population growth, and urban development.

The core objective of this CMP is to identify, address, and mitigate these threats - both now and into the future - through a long-term, coordinated strategy for the management of the river system and its broader coastal zone. The CMP encompasses a diverse suite of actions, including physical works, monitoring programs, technical studies, and education and engagement initiatives.

Investment in the CMP presents an opportunity to strengthen and protect the region's natural hazard resilience, water quality, environmental habitats, cultural values, and recreational amenity, delivering broad public benefits.

This business plan focusses on mitigating coastal risks in the public interest, recognising the diverse settings, pressures, and priorities across the HNRS. As such, the plan does not allocate costs to private beneficiaries but rather focuses on public good outcomes across the catchment.

6.3 Potential Funding Mechanisms

A business plan has been developed for the CMP which outlines the key components of the funding strategy for the CMP, including the cost of proposed actions, proposed cost-sharing arrangements and other potential funding mechanisms.

Sustainable funding and financing arrangements for management actions will be established in consultation with key stakeholders. Funding for management actions may be gained from various sources, including the Partner Council's operational budgets, competitive State Government grant programs, and local third parties.

6.3.1 Council Funding

Funding for the Partner Councils is allocated based on their respective Resource Strategies and Long Term Financial Plan, which supports the Delivery Program (4-yearly) and the Operational Plan (yearly) under the IP&R Framework.

Key funding sources for the Partner Councils are statutory rates and charges (e.g., water, sewer, and waste), which can be applied to private landowners and businesses. Under the LG Act, ordinary rates can be applied to all rateable land within an LGA. Ordinary rates fund a range of Council operations and services and therefore may also be a key revenue stream to support the implementation of activities recommended in this CMP. The estimated annual revenue from ordinary rates and annual charges is provided in Table 6-1, based on information provided from the Partner Councils publicly reported financial statements.

Table 6-1 Estimated annual revenue for the Partner Councils from rates and annual charges

Partner Council	Estimated Annual Revenue from Rates ($ million)	Source
Hawkesbury City Council	$ 77.2	HCC Financial Statement – FY 23/24
The Hills Shire Council	$128.7	THSC Financial Statement – FY 23/24
Hornsby Shire Council	$116.6	HSC Financial Statement – FY 23/24
Ku-ring-gai Council	$98.3	KC Financial Statement – FY 23/24
Northern Beaches Council	$246.4	NBC Financial Statement – FY 23/24
Central Coast Council	$421.5	CCC Financial Statement – FY 23/24
Total	**$1.1 billion**	

Together, the Partner Councils generate over $1 billion annually in rates and charges, providing a substantial and stable revenue base to support their ongoing service delivery and infrastructure investment. While this funding is already allocated across a wide range of essential council services, it also presents an opportunity to strategically align existing financial resources with the implementation of priority actions outlined in this CMP. Moving forward, effective integration of CMP initiatives into each council's IP&R framework will be critical to ensuring that funding commitments are both realistic and sustainable over the long term.

6.3.2 External Sources of Funding

It will not be possible for the Partner Councils to implement all actions identified in this CMP without additional sources of funding. As such, the identification of grants and the submission of successful funding applications is an important component of this CMP.

There are a range of other funding mechanisms available for financing the implementation of the CMP. For example, the Partner Councils can take advantage of various state grant programs, as listed in Table 6-2. The value of this funding cannot be accurately quantified until such time as it is awarded. It should be noted that this is not an exhaustive list of all funding opportunities, and that over the ten-year lifecycle of the CMP additional or new funding sources may become available.

Table 6-2 Summary of potential funding sources of the CMP

Funding Source	Details / Description
State Government	
NSW Coastal and Estuary Grants Program	The costs associated with delivery of the CMP can be partly funded by the NSW Coastal and Estuary Grants Program administered by DCCEEW. The program supports coastal and estuary planning projects, and the implementation of works identified in certified CMPs. Funding is available under 5 funding streams: ▪ A planning stream: for planning and studies including investigation, design and cost-benefit analyses for infrastructure works recommended in a certified CMP.

Funding Source	Details / Description
	▪ Four implementation streams – one for each of the coastal management areas. The focus of these streams are projects that manage risks from coastal hazards, and improve the health of estuaries, wetlands and littoral rainforests across NSW. For projects that address a documented action in a certified CMP, funding is $2 from the State Government for every $1 provided by a Council. Certification of this CMP will facilitate eligibility for funding of many of the actions proposed in this CMP under the program. This grant funding program is contestable and prioritised to Council applications with certified CMPs and subject to State Government funding priorities and allocations.
NSW Estuary Asset Protection (NEAP) Program	As part of a two-year, National Emergency Management Authority approved $64 million Riparian Stabilisation Package, co-funded by the Australian and NSW Governments under Disaster Recovery Funding Arrangements, the NSW Estuary Asset Protection program will support the repair, restoration and regeneration of priority riparian and estuarine areas significantly affected by the February 2022 flooding. The aims of the NSW Estuary Asset Protection program are to: ▪ Assess the severity of flood impacts on estuarine and floodplain assets ▪ Identify priority areas for asset protection and increased resilience ▪ Implement actions that will provide increased resilience for estuarine and floodplain assets from flooding events.
Marine Estate Management Strategy (MEMS)	A number of management actions in the CMP may be eligible for funding under the NSW Marine Estate Management Strategy (MEMS). The MEMS provides an overarching, strategic approach to the coordination and management of the marine estate through to 2028. The management of priority threats is grouped into 9 management initiatives that summarise the objectives, benefits, threats, stressors and proposed management actions. An implementation plan (developed by the Authority's member agencies in consultation with key stakeholders) articulates the management actions in more detail. CMPs are key delivery mechanisms for the MEMS.
NSW Disaster Risk Reduction stream grants	Under 2 funding pathways, Discovery and Scale, the State Risk Reduction stream aims to reduce or enable the reduction of state-level risks, risks of state significance and systemic risks potentially impacting NSW (NSW Government, 2023). The Discovery Projects pathway offers funding of up to $500,000, for projects that will test and pilot new approaches to achieve breakthrough disaster risk reduction outcomes. The projects must have potential for state-wide significance or impact. The Scale Projects pathway offers funding of up to $2.5 million, for projects that aim to generate a new product, technology, platform, or approach that will have state-wide impact at a scale beyond piloting or testing.
Saving our Species (SoS) Program	Administered by DCCEEW, the Saving our Species (SoS) sets out the NSW Government's threatened species management plan. The main objectives of SoS are to increase the number of threatened species that are secure in the wild in NSW for 1 year and control the key threats facing the states threatened plants and animals.
NSW Heritage Grants	This program is administered by DCCEEW and aims to fund projects that provide sustainable, long-term heritage benefits and provide public benefit and enjoyment from heritage. Funding may be available for the management of heritage items in the coastal environment. Areas of interest include: ▪ Aboriginal Cultural Heritage grants ▪ Caring for State Heritage grants ▪ Community Heritage grants

Funding Source	Details / Description
	▪ Grants for local government.
NSW Environment Trust Grants	Funding is available under the NSW Environment Trust to a broad range of organisations for projects that enhance the environment of NSW. Grants may be awarded for on ground rehabilitation and improvement works, research applications, land acquisition, waste reduction and promotion of environmental education. The NSW Environment Trust is an independent statutory body established by the NSW Government to make and supervise the environment grants. The Trust is administered by DCCEEW. Suitable coastal management grant applications may relate to dune care, for example.
Crown Reserves Improvement Fund Program	Administered by Crown Lands, the Crown Reserves Improvement Fund Program provides financial support for the development, maintenance, and improvement of Crown reserves. Funding under this program is subject to a competitive grant application process and eligibility requirements which may change from year to year and in accordance with departmental priorities.
Federal Government	
Disaster Ready Fund	The Disaster Ready Fund (DRF) is the Australian Government's flagship disaster resilience and risk reduction initiative which will deliver projects that support Australians to manage the physical, social and economic impacts of disasters caused by climate change and natural hazards (NEMA, 2013). The DRF was established through the *Disaster Ready Fund Act 2019*. The DRF is intended to be an enduring fund, to provide all levels of government and affected stakeholders the certainty they need to plan for robust investments in resilience projects to reduce the impacts of disasters.
Urban Rivers and Catchments Program	The $200 million Urban Rivers and Catchments Program was established by the Federal Government to assist in restoring the health of urban waterways for native plants, animals, and local communities. The program is funding projects including, but not limited to (Australian Government, 2025): ▪ Creation of wildlife habitats and ecological corridors to support native species ▪ Replacement of concrete channels and drains with restored, vegetated stream environments ▪ Development of wetlands and interconnected ponds to slow and filter stormwater, enhance aquatic habitats, and improve water quality for native wildlife ▪ Removal of in-stream barriers (e.g., weirs) to facilitate fish passage ▪ Installation of litter and pollutant traps to prevent stormwater-borne plastics from entering aquatic and marine ecosystems.
Other funding opportunities	
Landcare Grants	Landcare Australia works with governments, corporate and philanthropic organisations, and donors to facilitate funding for good quality, hands on projects and programs that will improve environmental outcomes for the Landcare community (Landcare Australia, 2023).
Coastcare Grants	Coastcare grants support community groups working on projects across Australia. Grants support Landcare and Coastcare groups with projects like dune protection, revegetation of native coastal environments, protection of endangered coastal species habitats, collection and prevention of stormwater pollution, weed and non-native plant removal, and control of human access to sensitive and vulnerable areas (Landcare Australia, 2023).

Agencies responsible for the delivery of actions in this CMP have been consulted during its development and have indicated their support. However, delivery of the actions will depend on the availability of funding which

is yet to be confirmed. Despite the priority of each action listed in the CMP, the timeframe of implementation will be influenced by the availability of resources and funding.

6.4 Partner Council Co-funding Arrangements

6.4.1 Overview

Approximately $10.7 million in Actions are proposed under the Collaborative System Implement Plan, to be delivered over a 10-year period. Funding contributions will vary for each Action depending on its location, intent, and underlying rationale. Broadly, the Actions fall into three categories:

- **Collaborative Actions:** All 6 Partner Councils contribute funding.
- **Shared Actions:** Only a subset of Partner Councils contribute, reflecting localised benefits or responsibilities.
- **State-led Actions:** Delivered by State Agencies and do not require direct Council funding contributions.

For Actions requiring co-funding from one or more of the Partner Councils, proportionate cost-sharing arrangements have been applied, based on physical and economic parameters. Several cost-sharing models were first explored in the Stage 1 Scoping Study (Water Technology, 2020), considering equity, ratepayer distribution, foreshore and waterway area, and the spread of risks and pressures across the six LGAs.

While one model guided the transition from Stage 2 to Stage 4, the implementation phase (Stage 5) adopts a revised approach to better align financial contributions with the benefits, responsibilities, and pressures experienced by each council across the catchment

6.4.2 Co-funding Models

The CMP adopts a flexible and tailored funding approach, applying different co-funding models for different depending on:

- The cause and nature of the risk being addressed
- The distribution of potential/likely benefits across each council area
- The responsibilities held by each council.

Through a collaborative workshop, the Partner Councils agreed on 4 co-funding models to guide the allocation of council contributions. These are summarised in Table 6-3, along with the types of actions each model is best suited for, and their respective strengths and weaknesses. This approach allows funding to be matched to the risk drivers, beneficiaries, and responsibilities associated with each action.

None of these methods is perfectly equitable on its own - each has advantages and limitations depending on the Action type, risk drivers, and location. However, these models provide a practical, agreed framework for sharing costs, ensuring transparency and consistency while keeping the approach simple enough for councils to apply.

It is also important to note:

- The percentages apply only to the Council contribution component of project funding. They do not include the two-thirds funding expected from the NSW Government under the Coastal and Estuary Grants Program. To estimate the residual cost to each Council after State funding, these percentages can be divided by three.
- Where only a subset of councils contributes to an Action, the same proportions are pro-rated across the participating councils only, ensuring the funding split remains fair and consistent.

Table 6-3 Co-funding models for collaborative and shared responsibility actions

ID	Description	Most Appropriate For	Strengths	Weaknesses	CCC	NBC	KC	HSC	THSC	HCC
A	Equal Contribution	Actions where councils share responsibilities and benefits equally.	▪ Simple and transparent. ▪ Signals shared ownership and collective responsibility.	▪ Does not reflect differing levels of risk causation, management responsibility, or benefit distribution.	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
B	Weighted by the catchment population within each LGA (based on ABS 2021 Census SA1 data).	Actions related to catchment based stressors, water quality and estuary health	▪ Broadly reflects the relative distribution of urbanisation pressures linked to population density.	▪ Assumes population pressure is proportional to estuary health risk, which may not be appropriate for some actions. ▪ May not reflect the distribution or rural or semi-rural pressures on catchment health (e.g., agriculture)	26%	7%	8%	22%	24%	12%
C1	Weighted by the proportion of the legally defined CMP Study Area across each LGA.	Actions related to waterway and foreshore management – including as CPW or EPW	▪ Aligns funding with the geographic extent of waterways, foreshore, and sensitive environments. ▪ Suitable where area-based hazards (e.g., erosion, flooding) drive risk.	▪ Includes areas (e.g., NPWS land) where councils have no direct role in managing risks. ▪ May not fully capture differences between urban and rural risk drivers.	51%	6%	0.3%	9%	8%	26%
C2	Weighted by the proportion of the CMP Study Area excluding NPWS land tenure.	Actions related to waterway and foreshore management, which exclude NPWS estate	▪ Better aligns with actual council responsibilities by excluding public land outside council control.	▪ Still may not capture differences between urban and rural risk drivers. ▪ Private land contributions to risks (e.g., agriculture) remain under-represented.	46%	3%	0%	6%	10%	35%
C3	Weighted by the proportion of the Council managed foreshore within the CMP Study Area.	Actions related to waterway and foreshore management – specifically riparian restoration	▪ Aligns with extent of potential riparian restoration works	▪ Limited in application outside of riparian works	60.3%	3.4%	0.0%	22.3%	0.0%	14.0%

6.5 Cost-Benefit Distribution

As per the CM Manual (OEH, 2018d), an analysis of the distribution of costs and benefits to the public authorities, other stakeholders and the environment is recommended when preparing a CMP. During the Options Assessments undertaken in Stage 3 (Water Technology, 2025), a multi-criteria analysis was undertaken in order to assess the direct and indirect impact of each potential option on identified threats, weighted towards the level of threat. None of the recommended actions aim to benefit private interests, although they may do so indirectly as a consequence of improved estuary health (e.g., to commercial businesses in the nearby area including tourism operators and hospitality).

There are no actions within the CMP that aim to directly benefit private interests. Therefore, no public-private cost sharing arrangements are required.

6.6 Business Plan

6.6.1 Overview

This CMP has been prepared in good faith, with the intent that all actions be delivered in line with the schedule outlined in the accompanying Business Case and Implementation Plan. The sequencing and timing of actions have been developed to align with the strategic objectives of the CMP and to promote a logical, staged implementation.

However, it is important to note that many actions are dependent on external funding sources – including competitive grant programs – which are inherently uncertain and subject to change. Delivery timeframes may also be influenced by the availability of Council resources, competing priorities identified in Council's Operational and Delivery Plans, and the operational budgets of relevant State Agencies. As such, the timing and delivery of actions may not occur exactly as outlined in this CMP.

The cost estimates contained within this plan are presented in FY2026 dollars and are intended as high level figures for strategic budgeting and forward planning purposes only. They exclude allowances for future inflation, escalation, and market variability. These estimates are not suitable for detailed design, construction, or procurement purposes, and should be regarded as indicative values only, with an expected tolerance of approximately plus or minus 30%.

Both cost estimates and delivery timeframes are subject to a range of risks, including adverse weather events, legislative or regulatory changes, shifts in market conditions, and fluctuations in the availability of suitably qualified contractors or materials. These factors may materially influence the scope, sequencing, and budget requirements for specific actions.

6.6.2 Summary of Costs

A summary breakdown of the costs associated with implementing this CMP is provided in Table 6-4, with cost for the associated catchment companion provided in Table 6-5. These tables summaries the combined commitments required from State Agencies and Partner Councils to deliver both river-wide and locally focused actions over the next decade. They demonstrate the scale of resources needed not only to address immediate management priorities, but also to build adaptive capacity for future challenges such as climate change and population growth. Delivery of the CMP is estimated to cost $75 Million (2025 dollars) over 10 years.

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Table 6-4 Cost breakdown for CMP implementation

Certifiable CMP		Total 10-Year Funding Contributions							
		Total Cost	NSW State Agencies	Central Coast Council	Northern Beaches Council	Ku-ring-gai Council	Hornsby Shire Council	The Hills Shire Council	Hawkesbury City Council
Cost Breakdown by Implementation Plan	Collaborative System Implement Plan	$10,725,000	$7,283,333	$1,338,257	$485,153	$41,831	$704,362	$348,035	$524,029
	Local Implementation Plan: Central Coast Council	$39,622,500	$25,881,667	$13,740,833	$0	$0	$0	$0	$0
	Local Implementation Plan: Northern Beaches Council	$3,071,500	$2,047,667	$0	$1,023,833	$0	$0	$0	$0
	Local Implementation Plan: Ku-ring-gai Council	$0	$0	$0	$0	$0	$0	$0	$0
	Local Implementation Plan: Hornsby Shire Council	$12,455,000	$8,266,667	$0	$0	$0	$4,188,333	$0	$0
	Local Implementation Plan: The Hills Shire Council	$835,000	$556,667	$0	$0	$0	$0	$278,333	$0
	Local Implementation Plan: Hawkesbury City Council	$1,410,000	$840,000	$0	$0	$0	$0	$0	$570,000
	NPWS Implementation Plan	$6,950,000	$6,950,000	$0	$0	$0	$0	$0	$0
Total 10 Year Financial Commitment		$75,069,000	$51,826,000	$15,079,090	$1,508,987	$41,831	$4,892,695	$626,368	**$1,094,029**
Cost Breakdown by Type and Timing	Capital Costs	$57,147,500	$38,478,333	$13,347,027	$428,946	$3,333	$4,234,837	$202,667	$452,357
	Operational and Maintenance Costs	$17,921,500	$13,347,667	$1,732,063	$1,080,041	$38,498	$657,858	$423,701	$641,672
	Cost Total: Years 1 to 4	$31,054,750	$22,222,167	$5,036,098	$636,092	$16,944	$2,290,147	$343,230	$510,071
	Cost Total: Years 5 to 8	$20,097,250	$13,738,500	$2,822,251	$688,585	$13,333	$2,205,825	$193,344	$435,411
	Cost Total: Years 9 to 10	$23,917,000	$15,865,333	$7,220,741	$184,309	$11,553	$396,723	$89,794	$148,547

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Table 6-5 Cost breakdown for catchment companion implementation (non-certifiable)

Catchment Companion		Total 10-Year Funding Contributions							
		Total Cost	NSW State Agencies	Central Coast Council	Northern Beaches Council	Ku-ring-gai Council	Hornsby Shire Council	The Hills Shire Council	Hawkesbury City Council
Cost Breakdown by Implementation Plan	Collaborative System Implement Plan	$1,620,000	$1,186,667	$168,971	$25,344	$16,667	$36,565	$51,077	$134,710
	Local Implementation Plan: Central Coast Council	$0	$0	$0	$0	$0	$0	$0	$0
	Local Implementation Plan: Northern Beaches Council	$45,000	$30,000	$0	$15,000	$0	$0	$0	$0
	Local Implementation Plan: Ku-ring-gai Council	$130,000	$86,667	$0	$0	$43,333	$0	$0	$0
	Local Implementation Plan: Hornsby Shire Council	$0	$0	$0	$0	$0	$0	$0	$0
	Local Implementation Plan: The Hills Shire Council	$0	$0	$0	$0	$0	$0	$0	$0
	Local Implementation Plan: Hawkesbury City Council	$500,000	$333,333	$0	$0	$0	$0	$0	$166,667
	NPWS Implementation Plan	$0	$0	$0	$0	$0	$0	$0	$0
Total 10 Year Financial Commitment		**$2,295,000**	**$1,636,667**	**$168,971**	**$40,344**	**$60,000**	**$36,565**	**$51,077**	**$301,376**
Cost Breakdown by Type and Timing	Capital Costs	$0	$0	$0	$0	$0	$0	$0	$0
	Operational and Maintenance Costs	$2,295,000	$1,636,667	$168,971	$40,344	$60,000	$36,565	$51,077	$301,376
	Cost Total: Years 1 to 4	$1,035,000	$736,667	$67,588	$25,138	$50,000	$14,626	$20,431	$120,551
	Cost Total: Years 5 to 8	$840,000	$600,000	$67,588	$10,138	$6,667	$14,626	$20,431	$120,551
	Cost Total: Years 9 to 10	$420,000	$300,000	$33,794	$5,069	$3,333	$7,313	$10,215	$60,275

6.6.3 Detailed Implementation Plan

The Business Plan for the HNRS CMP translates the recommended management actions into a practical, costed pathway for delivery. The following tables present a structured summary of responsibilities, forward cost estimates, and potential funding arrangements across the Collaborative System Implementation Plan, Local Implementation Plans, and Catchment Companions:

- Table 6-7 summarises the business plan for the Collaborative System Implement Plan.
- Table 6-8 summarises the business plan for the various Local Implementation Plans.
- Table 6-9 summarises the business plan for the various Catchment Companion.

These tables provides the following information:

- **Action ID and Name** – as per the action implementation plans in Section 5.
- **Responsibilities** – including the lead agency for implementation and any supporting agencies. Shorthand is applied in this table for Central Coast Council (CCC), Hawkesbury City Council (HCC), Hornsby Shire Council (HSC), Ku-ring-gai Council (KC), Northern Beaches Council (NBC), and The Hills Shire Council (THSC).
- **Forward cost estimates** – including capital costs, and ongoing implementation and maintenance costs. These costs have been discretised into four year bands to assist with broader alignment with Delivery Program (DP) periods of the Partner Council IP&R frameworks. Where an action would only require Council in-kind staff time, assets, and services, these are noted as "$0". Definitions for cost categories include:
  - Capital Costs: Expenditure incurred to acquire, construct, or significantly upgrade physical assets. In the CMP context, capital costs typically relate to planning, design, and construction of new infrastructure or major upgrades intended to provide long-term service capacity and resilience. These costs are generally one-off and accounted for as fixed assets.
  - Operational Costs: Recurrent expenditures associated with the routine operation of programs, systems, or assets. This includes staffing, administration, utilities, and other resource inputs required to maintain functional delivery of CMP initiatives. Operational costs are ongoing and do not directly extend the service life of an asset
  - Maintenance Costs: Expenditures required to preserve the functional condition and performance of an asset over its design life. Maintenance costs include inspections, servicing, repairs, and minor renewals undertaken to mitigate deterioration, sustain safety and compliance, and avoid premature capital replacement.
- **Potential funding mechanisms** – refer to Section 6.3.
- **Co-funding model -** for actions in the Collaborative System Implement Plan (see 6.4.2)

Table 6-6 Legend for Funding Sources in Table 6-7 to 6-9

#	Funding Source
1	Council Operational and Delivery Plan Process.
2	NSW Coasts and Estuary Grants Program.
3	NSW Marine Estate Management Strategy.
4	NPWS Operating Budget.
5	NEAP Program.

#	Funding Source
6	NSW Heritage Grants Program.
7	Environmental Trust Grants.
8	TfNSW / MIDO Grants.
9	NSW Local Government Recovery Grants Program
10	Landcare / Coastcare Grants.
11	Commonwealth Urban Rivers and Catchments Program

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Table 6-7 Business Plan – Certifiable CMP: Collaborative System Implement Plan

S4 ID	Locality	Action Name	Lead	Support	Total 10 Yr Cost	Capital Costs	Operational / Maintenance Costs	Costs Years 1 to 4	Costs Years 5 to 8	Costs Years 9-10	Funding Mechan-isms	PC Co-funding Model
S1.CMP.A	Estuary-Wide	Implement the CMPs formal governance partnership for the river system	CCC, NBC, HSC, KC, THSC, HCC	DCCEEW, NPWS, Sydney Water, DPIRD-Fisheries, DPHI-Crown Lands, TfNSW,	$1,500,000	$0	$1,500,000	$600,000	$600,000	$300,000	1	A
S1.CMP.B	Estuary-Wide	Develop and execute a communications plan for Stage 5 of the CMP	CCC, NBC, HSC, KC, THSC, HCC	DCCEEW	$0	$0	$0	$0	$0	$0	1, 2	A
S2.CMP.A	Estuary-Wide	HNRS Water Quality Monitoring - Data Aggregation and Reporting	DCCEEW, CCC, NBC, HSC, KC, THSC, HCC	Sydney Water	$0	$0	$0	$0	$0	$0	1, 2	A
S2.CMP.B	Estuary-Wide	HNRS Water Quality Monitoring - Implement a Coordinated Monitoring Program	DCCEEW, CCC, NBC, HSC, KC, THSC, HCC	N/A	$250,000	$0	$250,000	$100,000	$100,000	$50,000	1, 2	C1
S2.CMP.C	Estuary-Wide	Implement a bank stability and condition monitoring program across the estuary foreshores	CCC, NBC, HSC, THSC, HCC	DCCEEW, NPWS	$300,000	$0	$300,000	$120,000	$120,000	$60,000	1, 2	C2
S3.CMP.A	Estuary-Wide	Review and update Partner Council planning instruments for alignment of a consistent best practice approach to managing stormwater and downstream estuarine water quality	CCC, NBC, HSC, KC, THSC, HCC	DPHI-Planning and Assessment, Sydney Water	$60,000	$0	$60,000	$60,000	$0	$0	1	A
S3.CMP.B	Estuary-Wide	Review and update Partner Council planning instruments for coastal hazard risk planning controls every 10 years	CCC, NBC, HSC, KC, THSC, HCC	DPHI-Planning and Assessment	$0	$0	$0	$0	$0	$0	1	A
S3.CMP.C	Estuary-Wide	Encourage eco-friendly features in seawall development applications	CCC, NBC, HSC, KC, THSC, HCC	DCCEEW, DPIRD-Fisheries	$0	$0	$0	$0	$0	$0	1	A
S3.CMP.D	Estuary-Wide	Develop Intertidal Marine Vegetation Strategy for Hawkesbury River estuary	DPIRD-Fisheries	DCCEEW, NPWS, CCC, NBC, HSC, KC, THSC, HCC	$65,000	$0	$65,000	$65,000	$0	$0	1, 2, 3	N/A
S3.CMP.E	Estuary-Wide	Develop Foreshore Stabilisation and Rehabilitation Guidelines for the HNRS	CCC, NBC, HSC, KC, THSC, HCC	DCCEEW, DPIRD-Fisheries, DPHI-Crown Lands	$0	$0	$0	$0	$0	$0	1, 2	C2
S3.CMP.G	Estuary-Wide	Undertake a Planning Proposal to adopt a CVA	CCC, NBC, HSC	NPWS, DPHI-Planning and Assessment	$75,000	$0	$75,000	$75,000	$0	$0	1, 2	A
S3.CMP.H	Estuary-Wide	Collaborate with local universities and research institutions to establish a list of research priorities for the Hawkesbury-Nepean River System	CCC, NBC, HSC, KC, THSC, HCC	GS LLS	$0	$0	$0	$0	$0	$0	1, 2	A
S4.CMP.A	Estuary-Wide	Design and Implement a Community Engagement and Education Program to support the vision and objectives of the CMP	CCC, NBC, HSC, KC, THSC, HCC	NPWS, TfNSW, GS LLS	$500,000	$0	$500,000	$200,000	$200,000	$100,000	1, 2	A
S4.CMP.B	Estuary-Wide	Community education and outreach program for estuary frontage communities	CCC, NBC, HSC, THSC, HCC	DCCEEW, GS LLS	$250,000	$0	$250,000	$100,000	$100,000	$50,000	1, 2, 7	A
S4.CMP.D	Upper Estuary	Implementing a community-based carp fishing initiative	CCC, HCC, THSC, HSC	N/A	$250,000	$0	$250,000	$100,000	$100,000	$50,000	1, 2, 7	A
S4.CMP.E	Estuary-Wide	Hawkesbury River Marine Compliance & Education Campaign	NBC, CCC, HSC	TfNSW, NSW EPA	$500,000	$0	$500,000	$200,000	$200,000	$100,000	1, 2, 7	C2
S5.CMP.A	Estuary-Wide	Undertake a coordinated riparian rehabilitation works program across the River System	CCC, NBC, HSC, HCC	DCCEEW, DPHI-Planning and Assessment, GS LLS, NPWS, KC, THSC,	$1,000,000	$0	$1,000,000	$400,000	$400,000	$200,000	1, 2, 3, 7, 11	C3

S4 ID	Locality	Action Name	Lead	Support	Total 10 Yr Cost	Capital Costs	Operational / Maintenance Costs	Costs Years 1 to 4	Costs Years 5 to 8	Costs Years 9-10	Funding Mechan-isms	PC Co-funding Model
S5.CMP.B	Estuary-Wide	Continue to support landcare networks across the river system	CCC, NBC, HSC, HCC	GS LLS, KC, THSC,	$0	$0	$0	$0	$0	$0	1, 2, 7, 10	C3
S5.CMP.C	Estuary-Wide	Fencing of riparian foreshores on high risk agricultural lands	GS LLS	CCC, HCC, THSC	$500,000	$0	$500,000	$200,000	$200,000	$100,000	1, 2, 3	N/A
S6.CMP.A	Broken Bay, Pittwater	Activate the “Coastal Hazard Emergency Action Sub-Plans” (CZEAS) for each beach as required after storm events	CCC, NBC, HSC, NPWS	DCCEEW, NSW SES	$1,000,000	$0	$1,000,000	$400,000	$400,000	$200,000	1, 2	A
S6.CMP.B	Estuary-Wide	Develop a Tide Alert Calendar Tool for the low lying communities of the river system to encourage citizen science in monitoring tidal inundation	CCC, NBC, HSC,	DCCEEW	$200,000	$0	$200,000	$0	$160,000	$40,000	1, 2	C2
S7.CMP.A	Estuary-Wide	Prepare and implement an Environmental Tourism Strategy for the Hawkesbury River System	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	NPWS First Nations Groups	$60,000	$0	$60,000	$0	$0	$60,000	1, 3, 6	B
S8.CMP.A	Estuary-Wide	Engage First Nations teams where appropriate to undertake bush regeneration works including weeding and revegetation	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	GS LLS, NPWS	$1,000,000	$0	$1,000,000	$400,000	$400,000	$200,000	1, 2, 3, 5, 7, 11	A
S8.CMP.B	Estuary-Wide	Further develop and implement community education programs for awareness and appreciation of Indigenous cultural heritage	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	GS LLS, NPWS	$485,000	$0	$485,000	$185,000	$200,000	$100,000	1, 2, 3, 5, 6	A
S8.CMP.C	Estuary-Wide	Support cultural education and awareness of estuary health issues for First Nations Groups	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	GS LLS, NPWS	$500,000	$0	$500,000	$200,000	$200,000	$100,000	1, 2, 3, 5, 7	A
S8.CMP.D	Estuary-Wide	Develop a Hawkesbury heritage central display	CCC, NBC, HSC, THSC, HCC	First Nations Groups, KC	$60,000	$30,000	$30,000	$0	$0	$60,000	1, 6	A
S8.CMP.E	Estuary-Wide	Identify opportunities for, and undertake cultural land management practices, including cultural burning	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	NPWS, RFS, GS LLS,	$50,000	$0	$50,000	$50,000	$0	$0	1, 2, 3, 5, 7, 11	C1
S8.CMP.F	Estuary-Wide	Engage with local First Nations Groups to protect and preserve cultural heritage items across the coastal zone	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	NPWS	$2,000,000	$2,000,000	$0	$800,000	$800,000	$400,000	1, 2, 3, 5, 6, 11	C3
S8.CMP.G	Estuary-Wide	Identify locations for cultural connections across the HNRS	First Nations Groups, CCC, NBC, HSC, KC, THSC, HCC	NPWS	$120,000	$60,000	$60,000	$60,000	$40,000	$20,000	1	A

Table 6-8 Business Plan – Certifiable CMP: Local Implementation Plans

S4 ID	Locality	Action Name	Lead	Support	Total 10 Yr Cost	Capital Costs	Operational & Maintenance Costs	Costs Years 1 to 4	Costs Years 5 to 8	Costs Years 9-10	Funding Mechanisms
Local Implementation Plan: Hawkesbury City Council LGA											
S3.HCC.A	LGA Wide	Write a specific WSUD chapter in Hawkesbury City Council DCP	HCC	N/A	$0	$0	$0	$0	$0	$0	1
S3.HCC.B	LGA Wide	Environmental Conservation zoning for coastal wetland areas	HCC	DPHI-Planning and Assessment	$0	$0	$0	$0	$0	$0	1,2
S4.HCC.A	LGA Wide	Establish an environmental program for Agricultural Operators across the Hawkesbury LGA	HCC	WSU, GS LLS, Sydney Water	$250,000	$0	$250,000	$100,000	$100,000	$50,000	1,2,3
S5.HCC.A	LGA Wide	Supporting private landowners to undertake best practice management of their riparian zones	HCC	GS LLS	$0	$0	$0	$0	$0	$0	1,2,7
S5.HCC.B	LGA Wide	Continue Council's Yabby Trap Round-Up Program	HCC	N/A	$200,000	$0	$200,000	$80,000	$80,000	$40,000	1,2
S6.HCC.A	Cumberland Reach	Coastal Protection Works at Holmes Drive Reserve	HCC	DCCEEW	$300,000	$300,000	$0	$300,000	$0	$0	1,2
S6.HCC.B	Sackville	Coastal Protection Works at Churchills Wharf Reserve	HCC	DCCEEW	$280,000	$280,000	$0	$280,000	$0	$0	1,2
S6.HCC.C	Ebenezer	Provide technical advice to utilities providers regarding infrastructure risk at Argyle Bailey Memorial Reserve	HCC	N/A	$0	$0	$0	$0	$0	$0	1,2
S6.HCC.D	Windsor	Coastal Protection Works Investigation and Design: The Terrace, Windsor	HCC	DCCEEW	$150,000	$0	$150,000	$150,000	$0	$0	1,2
S6.HCC.E	Windsor	Coastal Protection Works at Governor Phillip Park	HCC	DCCEEW	$80,000	$20,000	$60,000	$0	$80,000	$0	1,2,7
Local Implementation Plan: The Hills Shire Council LGA											
S7.HCC.A	Pitt Town	Punt Road Public Boat Ramp - Upgrade Feasibility Study	HCC	N/A	$150,000	$150,000	$0	$0	$150,000	$0	1,2,8
S6.THC.A	Lower Portland	Implement the outcomes of the Blundells Swamp Inundation Mitigation Study	THSC	DCCEEW	$55,000	$0	$55,000	$55,000	$0	$0	1,2
S6.THC.B	Wisemans Ferry	Coastal Protection Works at Wisemans Ferry	THSC	DCCEEW	$230,000	$230,000	$0	$230,000	$0	$0	1,2
S6.THC.C	Wisemans Ferry	Coastal Protection Works at Webbs Creek Ferry Foreshore	THSC	DCCEEW	$150,000	$150,000	$0	$150,000	$0	$0	1,2
S6.THC.D	Leets Vale	Erosion investigation and design at River Road, Leets Vale	THSC	DCCEEW	$200,000	$0	$200,000	$200,000	$0	$0	1,2,9
S6.THC.E	Lower Portland	Coastal Protection Works at River Road, Lower Portland	THSC	DCCEEW	$200,000	$200,000	$0	$0	$200,000	$0	1,2
Local Implementation Plan: Hornsby Shire Council LGA											
S5.HSC.A	Parsley Bay	Installation of Stormwater Quality Improvement Devices at Parsley Bay	HSC	DCCEEW	$500,000	$500,000	$0	$500,000	$0	$0	1,2

S4 ID	Locality	Action Name	Lead	Support	Total 10 Yr Cost	Capital Costs	Operational & Maintenance Costs	Costs Years 1 to 4	Costs Years 5 to 8	Costs Years 9-10	Funding Mechanisms
S5.HSC.B	Brooklyn	Installation of Stormwater Quality Improvement Devices at The Gateway	HSC	DCCEEW	$500,000	$500,000	$0	$500,000	$0	$0	1,2
S5.HSC.C	Brooklyn	Installation and upgrade of Stormwater Quality Improvement Devices at Brooklyn Park	HSC	DCCEEW	$530,000	$530,000	$0	$530,000	$0	$0	1,2
S6.HSC.A	Parsley Bay	Repair and Renewal of the Parsley Bay Breakwater (Coastal Protection Works)	HSC	DCCEEW	$2,750,000	$2,750,000	$0	$0	$2,750,000	$0	1,2,8
S6.HSC.B	Parsley Bay	Repair and renewal of the Loading Dock Access Road Coastal Protection Works	HSC	DCCEEW	$1,250,000	$1,250,000	$0	$0	$1,250,000	$0	1,2
S6.HSC.C	Brooklyn	Brooklyn Road Sea Level Rise Adaptation Planning	HSC	DCCEEW	$150,000	$150,000	$0	$0	$0	$150,000	1
S6.HSC.D	Brooklyn	Coastal Protection Works at Wharf Street	HSC	DCCEEW	$350,000	$350,000	$0	$0	$350,000	$0	1,2
S6.HSC.E	Bar Island	Repair and renewal of the Bar Island jetty Coastal Protection Works	HSC	DCCEEW	$310,000	$310,000	$0	$310,000	$0	$0	1,2
S6.HSC.F	Dangar Island	Bradleys Beach Coastal Protection Works	HSC	DCCEEW	$170,000	$0	$170,000	$170,000	$0	$0	1,2,7
S6.HSC.G	Dangar Island	Repair and renewal of Coastal Protection Works from Brooklyn to Parsley Bay	HSC	DCCEEW	$1,330,000	$1,330,000	$0	$1,330,000	$0	$0	1,2
S7.HSC.A	Parsley Bay	Parsley Bay Loading Dock Upgrade	HSC	N/A	$1,400,000	$1,400,000	$0	$1,400,000	$0	$0	1,2
S7.HSC.B	Parsley Bay	Upgrade of public pontoons at Parsley Bay	HSC	N/A	$380,000	$380,000	$0	$380,000	$0	$0	1,2,8
S7.HSC.C	Brooklyn	Upgrade of McKell Park Tidal Pool	HSC	N/A	$560,000	$560,000	$0	$0	$0	$560,000	1,2
S7.HSC.D	Brooklyn	Design and install boardwalk from Brooklyn Public Wharf to Lower McKell Park	HSC	DCCEEW	$850,000	$850,000	$0	$0	$850,000	$0	1,2
S7.HSC.E	Brooklyn	Bayden Powell Avenue Dinghy and Foreshore Access improvement	HSC	N/A	$200,000	$200,000	$0	$0	$200,000	$0	1,2
S7.HSC.F	Brooklyn	Cost-Benefit Assessment of Kangaroo Point Pumpout Pontoon	HSC	N/A	$55,000	$0	$55,000	$55,000	$0	$0	1,2,8
S7.HSC.G	Dangar Island	Dangar Island Loading Dock Upgrade	HSC	N/A	$770,000	$770,000	$0	$770,000	$0	$0	1,2
S7.HSC.H	Wisemans Ferry	Upgrade of the Wisemans Ferry old public wharf	HSC	N/A	$400,000	$400,000	$0	$0	$400,000	$0	1,2
Local Implementation Plan: Central Coast Council LGA											
S2.CCC.A	Broken Bay Beaches	Develop and implement a Broken Bay Coastal Monitoring Program	CCC	DCCEEW	$250,000	$0	$250,000	$100,000	$100,000	$50,000	1,2
S2.CCC.B	Broken Bay Brisbane Water	Develop and implement a program for regular and ongoing monitoring of public coastal assets and infrastructure	CCC	N/A	$0	$0	$0	$0	$0	$0	1
S2.CCC.C	Green Point Creek Ettalong Creek	Install permanent water level gauges at key locations within Brisbane Water and Broken Bay	CCC	DCCEEW	$60,000	$60,000	$0	$0	$60,000	$0	1,2

S4 ID	Locality	Action Name	Lead	Support	Total 10 Yr Cost	Capital Costs	Operational & Maintenance Costs	Costs Years 1 to 4	Costs Years 5 to 8	Costs Years 9-10	Funding Mechanisms
	Pearl Beach Lagoon										
S3.CCC.A	Brisbane Water	Environmental Conservation zoning for coastal wetland areas	CCC	DPHI-Planning and Assessment	$0	$0	$0	$0	$0	$0	1,2
S3.CCC.B	Hardys Bay	Implement the Hardys Bay Foreshore Master Plan	CCC	N/A	$500,000	$500,000	$0	$500,000	$0	$0	1,2
S3.CCC.C	Phegans Bay	Implement the Phegans Bay Waterfront Foreshore Master Plan	CCC	N/A	$500,000	$500,000	$0	$500,000	$0	$0	1,2
S3.CCC.D	Brisbane Water	Undertake a Planning Proposal to update RH SEPP Coastal Wetlands Mapping for Brisbane Water	CCC	DPHI-Planning and Assessment	$0	$0	$0	$0	$0	$0	1,2
S3.CCC.E	LGA Wide	Review and update Council's Development Control Plan	CCC	DPHI-Planning and Assessment	$0	$0	$0	$0	$0	$0	1
S3.CCC.F	LGA Wide	Compliance auditing of private development encroachment onto public land	CCC	N/A	$0	$0	$0	$0	$0	$0	1
S3.CCC.G	LGA Wide	Investigate opportunities to purchase saltmarsh areas for incorporation into Council's reserve system.	CCC	N/A	$0	$0	$0	$0	$0	$0	1
S5.CCC.A	Brisbane Water	Water Quality Improvement Plan for Brisbane Water	CCC	DCCEEW	$250,000	$0	$250,000	$250,000	$0	$0	1,2,3,11
S5.CCC.B	Woy Woy	Investigate the feasibility of Naturalisation of the Austin Butler Drainage Channel	CCC	DCCEEW	$40,000	$0	$40,000	$0	$0	$40,000	1,2,11
S5.CCC.C	Estuary-Wide	Implement a wetland monitoring, management and restoration program	CCC	DCCEEW	$35,000	$0	$35,000	$35,000	$0	$0	1,2,3,7,11
S5.CCC.D	Davistown	Green and Golden Bell Frog Key Population Management Plan	CCC	DCCEEW	$25,000	$0	$25,000	$25,000	$0	$0	1,2,3,7,11
S6.CCC.A	Green Point	Coastal Protection Works at Bayside Drive Reserve	CCC	DCCEEW	$1,406,250	$1,406,250	$0	$1,406,250	$0	$0	1,2
S6.CCC.B	Green Point	Coastal Protection Works at Edgewater Avenue Reserve	CCC	DCCEEW	$2,500,000	$2,500,000	$0	$2,500,000	$0	$0	1,2
S6.CCC.C	Davistown	Coastal Protection Works at Illoura Reserve	CCC	DCCEEW	$656,250	$656,250	$0	$0	$656,250	$0	1,2
S6.CCC.D	Koolewong	Coastal Protection Works at Lara Street	CCC	DCCEEW	$2,187,500	$2,187,500	$0	$0	$2,187,500	$0	1,2
S6.CCC.E	Phegans Bay	Coastal Protection Works at Phegans Bay Road	CCC	DCCEEW, DPHI-Crown Lands,	$1,187,500	$1,187,500	$0	$0	$1,187,500	$0	1,2
S6.CCC.F	Booker Bay	Coastal Protection Works at Rip Road Reserve	CCC	DCCEEW	$625,000	$625,000	$0	$625,000	$0	$0	1,2
S6.CCC.G	Hardys Bay	Coastal Protection Works at the Hardys Bay extension wharf	CCC	DCCEEW	$375,000	$375,000	$0	$0	$375,000	$0	1,2
S6.CCC.H	Hardys Bay	Investigate the potential inclusion of RSL Creek and Mudflat Creek in the Central Coast Council Priority Creek Program	CCC	N/A	$0	$0	$0	$0	$0	$0	1,2
S6.CCC.I	Hardys Bay	Coastal Protection Works at Araluen Drive Reserve	CCC	DCCEEW	$1,125,000	$1,125,000	$0	$1,125,000	$0	$0	1,2

S4 ID	Locality	Action Name	Lead	Support	Total 10 Yr Cost	Capital Costs	Operational & Maintenance Costs	Costs Years 1 to 4	Costs Years 5 to 8	Costs Years 9-10	Funding Mechanisms
S6.CCC.J	Pretty Beach	Coastal Protection Works at Pretty Beach Road	CCC	DCCEEW	$1,937,500	$1,937,500	$0	$1,937,500	$0	$0	1,2
S6.CCC.K	Wagstaffe	Coastal Protection Works at Wagstaffe Wharf	CCC	DCCEEW	$125,000	$125,000	$0	$0	$125,000	$0	1,2
S6.CCC.L	Ettalong	Repair and renewal of the Lance Webb Reserve Coastal Protection Works	CCC	DCCEEW	$2,437,500	$2,437,500	$0	$2,437,500	$0	$0	1,2
S6.CCC.M	Ettalong	Ettalong Beach Foreshore Stabilisation Investigation	CCC	DCCEEW, DPHI-Crown Lands,	$65,000	$0	$65,000	$0	$65,000	$0	1,2
S6.CCC.N	Umina Beach	Prepare and Implement a Broken Bay Beach Nourishment Framework	CCC	DCCEEW, TfNSW	$205,000	$0	$205,000	$85,000	$80,000	$40,000	1,2
S6.CCC.O	Umina Beach	Implement the Umina-Ocean Beach Erosion Management Strategy	CCC	DCCEEW	$19,500,000	$19,500,000	$0	$0	$0	$19,500,000	1,2
S6.CCC.P	Umina Beach	Monitoring and improvement of coastal stormwater outlets	CCC	N/A	$0	$0	$0	$0	$0	$0	1,2
S6.CCC.Q	Pearl Beach	Coastal Protection Works at Pearl Beach	CCC	DCCEEW, DPHI-Crown Lands,	$50,000	$0	$50,000	$50,000	$0	$0	1,2
S6.CCC.R	Patonga	Repair and renewal of Patonga Coastal Protection Works	CCC	DCCEEW	$480,000	$480,000	$0	$480,000	$0	$0	1,2
S6.CCC.S	Patonga	Patonga Sand Management Plan	CCC	DCCEEW	$80,000	$0	$80,000	$0	$80,000	$0	1,2
S6.CCC.T	Patonga	Repair and renewal of the Patonga Creek Coastal Protection Works	CCC	DCCEEW	$285,000	$285,000	$0	$285,000	$0	$0	1,2
S6.CCC.U	Patonga	Patonga Levee Feasibility Investigation and Design	CCC	DCCEEW	$65,000	$0	$65,000	$0	$65,000	$0	1,2
S6.CCC.V	Broken Bay Beaches	Review and implement updated Beach Maintenance Program	CCC	DCCEEW	$550,000	$0	$550,000	$250,000	$200,000	$100,000	1,2
S6.CCC.W	Broken Bay Beaches	Develop and implement a coastal vegetation and dune management strategy	CCC	DCCEEW	$350,000	$0	$350,000	$140,000	$140,000	$70,000	1,2,7,10
S6.CCC.X	Broken Bay	Implement recommendations from Gosford Lagoons & Creek Entrance Management Review (Salients 2017) for Green Point Creek, Pearl Beach Lagoon and Ettalong Creek.	CCC	DCCEEW	$0	$0	$0	$0	$0	$0	1,2
S7.CCC.A	Gosford	Support the Gosford Foreshore Masterplan	CCC	DCCEEW, Hunter Central Coast Development Corporation (HCCDC)	$0	$0	$0	$0	$0	$0	1,2
S7.CCC.B	Ocean Beach	Construction of an all-abilities beach access point at Ocean Beach SLSC	CCC	N/A	$20,000	$20,000	$0	$0	$20,000	$0	1,2
S7.CCC.C	Patonga	Develop and implement a foreshore masterplan for Patonga Creek	CCC	N/A	$250,000	$250,000	$0	$0	$250,000	$0	1,2
S7.CCC.D	Pearl Beach	Feasibility Investigation: Ambulant Access at Pearl Beach Rock Pool Access	CCC	N/A	$0	$0	$0	$0	$0	$0	1,2

S4 ID	Locality	Action Name	Lead	Support	Total 10 Yr Cost	Capital Costs	Operational & Maintenance Costs	Costs Years 1 to 4	Costs Years 5 to 8	Costs Years 9-10	Funding Mechanisms
S7.CCC.E	Broken Bay Beaches	Prioritise and upgrade beach life guard patrol towers and ancillary structures	CCC	N/A	$250,000	$0	$250,000	$100,000	$100,000	$50,000	1,2
S7.CCC.F	Broken Bay Beaches	Review waste collection assets and servicing in coastal public spaces	CCC	N/A	$0	$0	$0	$0	$0	$0	1
S7.CCC.G	LGA Wide	Prepare Central Coast Council Dinghy Management Plan	CCC	N/A	$0	$0	$0	$0	$0	$0	1
S7.CCC.H	Spencer	Develop and implement a foreshore masterplan for Spencer	CCC	N/A	$400,000	$400,000	$0	$0	$400,000	$0	1,2
S7.CCC.I	Estuary-Wide	Undertake strategic upgrades of Council owned boat ramps in Brisbane Water	CCC	TfNSW	$750,000	$750,000	$0	$250,000	$250,000	$250,000	1,8
S7.CCC.J	Estuary-Wide	Implement the St Huberts Island Canals maintenance program	CCC	N/A	$50,000	$0	$50,000	$0	$0	$50,000	1,2
S8.CCC.A	Entrance channel	Identify the location and condition of ship wrecks near the old bar via a maritime archaeological survey.	CCC		$50,000	$0	$50,000	$0	$0	$50,000	1,6
Local Implementation Plan: Northern Beaches Council LGA											
S2.NBC.A	Pittwater-wide	Install a CoastSnap Camera Cradles at strategic locations across the LGA foreshore	NBC	DCCEEW	$100,000	$100,000	$0	$40,000	$40,000	$20,000	1,2
S2.NBC.B	Pittwater-wide	Develop and Implement a Pittwater Beach Monitoring Program	NBC	DCCEEW, NPWS	$300,000	$0	$300,000	$120,000	$120,000	$60,000	1,2
S2.NBC.C	Pittwater, Cottage Point	Install permanent tide gauges at strategic locations around the waterway	NBC	DCCEEW	$40,000	$40,000	$0	$0	$40,000	$0	1,2
S2.NBC.D	Pittwater-wide	Develop and implement a program for regular and ongoing monitoring of public coastal assets and infrastructure	NBC	N/A	$0	$0	$0	$0	$0	$0	1
S3.NBC.A	Pittwater-wide	Develop and update coastal hazard information	NBC	N/A	$50,000	$0	$50,000	$0	$50,000	$0	1,2
S3.NBC.B	Pittwater-wide	Update planning certificates with coastal hazard information	NBC	DPHI-Planning and Assessment	$0	$0	$0	$0	$0	$0	1
S3.NBC.C	Pittwater-wide	Develop planning controls to ensure buildings are sited and designed to consider coastal hazard information including coastal erosion and estuarine inundation.	NBC	DPHI-Planning and Assessment	$0	$0	$0	$0	$0	$0	1
S3.NBC.D	Pittwater-wide	Long Term Adaptation Plan for Coastal Assets and Infrastructure	NBC	N/A	$150,000	$0	$150,000	$0	$150,000	$0	1,2
S5.NBC.A	Careel Bay	Naturalisation of Careel Creek: Design and Implementation	NBC	DCCEEW	$800,000	$800,000	$0	$160,000	$640,000	$0	1,2,11
S5.NBC.B	Careel Bay	Upgrade the Careel Bay litter trap	NBC	N/A	$150,000	$150,000	$0	$150,000	$0	$0	1,2,7,11
S6.NBC.A	Station Beach	Coastal Protection Works at Station Beach	NBC	DCCEEW	$177,500	$0	$177,500	$117,500	$40,000	$20,000	1,2,7
S6.NBC.B	Sand Point Beach	Coastal Protection Works at the western end of Sand Point Beach	NBC	DCCEEW	$160,000	$0	$160,000	$64,000	$64,000	$32,000	1,2
S6.NBC.C	Sand Point Beach	Coastal Protection Works along Sand Point Beach	NBC	DCCEEW	$80,000	$0	$80,000	$80,000	$0	$0	1,2,7

S4 ID	Locality	Action Name	Lead	Support	Total 10 Yr Cost	Capital Costs	Operational & Maintenance Costs	Costs Years 1 to 4	Costs Years 5 to 8	Costs Years 9-10	Funding Mechanisms
S6.NBC.D	Careel Bay	Investigate the feasibility of channel maintenance works within Careel Bay and Careel Creek	NBC	DCCEEW	$200,000	$0	$200,000	$80,000	$80,000	$40,000	1,2
S6.NBC.E	Clareville Beach	Coastal Protection Works at Clareville Beach Reserve	NBC	DCCEEW	$62,500	$0	$62,500	$0	$62,500	$0	1,2,7
S6.NBC.F	Bayview	Coastal Protection Works at Bayview Park foreshore	NBC	DCCEEW	$33,000	$0	$33,000	$0	$0	$33,000	1,2,7
S6.NBC.G	Currawong Beach	Coastal Protection Works at Currawong Beach	NBC	DCCEEW	$98,500	$0	$98,500	$0	$98,500	$0	1,2,7
S6.NBC.H	Great Mackerel Beach	Great Mackerel Beach Foreshore Master Plan	NBC	DCCEEW	$340,000	$100,000	$240,000	$280,000	$40,000	$20,000	1,2
S6.NBC.I	Pittwater-wide	Provide coastal hazard risk information to public asset owners	NBC	NPWS	$0	$0	$0	$0	$0	$0	1
S6.NBC.J	Pittwater-wide	Pittwater dredging and beach nourishment feasibility investigation	NBC	DCCEW, NPWS	$250,000	$0	$250,000	$250,000	$0	$0	1,2
S6.NBC.K	Northern Estuary	Pittwater Wave Climate Study	NBC	DCCEEW	$80,000	$0	$80,000	$0	$80,000	$0	1,2
S7.NBC.A	Pittwater-wide	Upgrade and repair of waterway access points	NBC	N/A	$0	$0	$0	$0	$0	$0	1,8
S7.NBC.B	Sand Point	Boat Ramp repair and upgrade	NBC	TfNSW	$0	$0	$0	$0	$0	$0	1,8
Local Implementation Plan: NPWS											
S6.NPW.A	Station Beach	North Station Beach Coastal Protection Works - Sand Redistribution and Dune Building	NPWS	NBC, DPHI-Crown Lands	$114,000	$0	$114,000	$72,000	$0	$42,000	4
S6.NPW.B	The Basin	The Basin Coastal Protection Works - Sand Redistribution Program	NPWS	DPHI-Crown Lands	$350,000	$0	$350,000	$290,000	$0	$60,000	4
S6.NPW.C	Bobbin Head	Bobbin Head Foreshore Sea Level Rise Adaptation Study	NPWS	N/A	$300,000	$0	$300,000	$0	$300,000	$0	4
S6.NPW.D	Bobbin Head	Bobbin Head hydrodynamic assessment	NPWS	KC	$300,000	$0	$300,000	$300,000	$0	$0	4
S6.NPW.E	Apple Tree Bay	Repair and renewal of the Bobbin Head Coastal Protection Works	NPWS	N/A	$3,000,000	$3,000,000	$0	$3,000,000	$0	$0	4
S6.NPW.F	Coasters Retreat, Marramarra Creek, Cowan Creek, Gentlemans Halt, Berowra Creek, Mooney Mooney	Coastal Protection works for NPWS Bank Erosion Hotspot Sites	NPWS	DPHI-Crown Lands	$2,886,000	$0	$2,886,000	$1,165,000	$1,321,000	$400,000	4,5

Table 6-9 Business Plan – Catchment companion (non-certifiable)

S4 ID	Locality	Action Name	Lead	Support	Total 10 Yr Cost	Capital Costs	Operational & Maintenance Costs	Costs Years 1 to 4	Costs Years 5 to 8	Costs Years 9-10	Funding Mechanisms
S2.CMP.D	Upper catchments	Implement a bank stability and condition monitoring program across the creeks and waterways of the catchment	CCC, NBC, HSC, KC, THSC, HCC	DCCEEW, NPWS	$300,000	$0	$300,000	$120,000	$120,000	$60,000	1,2
S3.CMP.F	Ku-ring-gai Chase National Park	Support the proposal for the development of the Ku-ring-gai GeoRegion	KC, HSC, NBC	N/A	$0	$0	$0	$0	$0	$0	1
S4.CMP.C	Estuary-Wide	Develop and implement a Hawkesbury River school environmental education program focused on water quality, estuary health, and coastal hazards	NSW Department of Education	CCC, NBC, HSC, KC, THSC, HCC, First Nations Groups, GS LLS	$320,000	$0	$320,000	$140,000	$120,000	$60,000	12
S5.CMP.D	Estuary-Wide	Undertake a coordinated creek rehabilitation works program across the Partner Council's upper catchment waterways	CCC, NBC, HSC, KC, THSC, HCC	DPHI-Planning and Assessment, GS LLS	$1,000,000	$0	$1,000,000	$400,000	$400,000	$200,000	1,2,3,7,10,11
S5.HCC.C	Richmond	Implement the recommendations of the Hawkesbury Floodplain Drainage Review	HCC	N/A	$500,000	$0	$500,000	$200,000	$200,000	$100,000	1,2,9
S4.KRG.A	LGA Wide	Support Community Engagement undertaken as part of the Ku-ring-gai Council – Water Sensitive City Strategy	KC	N/A	$20,000	$0	$20,000	$20,000	$0	$0	1,2,7
S5.KRG.A	Cowan Creek	Prepare and implement a catchment study and management plan for the Cowan Creek catchment	KC	NPWS	$65,000	$0	$65,000	$65,000	$0	$0	1,2
S5.KRG.B	Cowan Creek	Update the catchment studies for Ku-ring-gai Creek and Lovers Jump Creek	KC	N/A	$45,000	$0	$45,000	$45,000	$0	$0	1,2
S5.NBC.C	Careel Bay	Investigate WSUD solutions within the Careel Creek Drainage catchment.	NBC	DCCEEW	$45,000	$0	$45,000	$45,000	$0	$0	1,2,11

7 WHETHER THE CMP IDENTIFIES RECOMMENDED CHANGES TO THE RELEVANT PLANNING CONTROLS, INCLUDING ANY PROPOSED MAPS

Image Source: Kerry Jones

7.1 Overview

There are 2 specific actions identified in this CMP that relate to updating and amending the R&H SEPP coastal management area (CMA) mapping across the HNRS. These updates are necessary to:

- Incorporate the latest technical studies, coastal hazard mapping, and coastal wetland mapping
- Address gaps in current R&H SEPP mapping coverage
- Support long-term land use planning and risk management across multiple LGAs.

The following sections summarise the recommended updates relating to Coastal Vulnerability Area (CVA) mapping and Coastal Wetland (CW) mapping.

7.2 CVA Mapping

At present, no R&H SEPP CVA mapping exists for the HNRS. To address this, each of the 3 Partner Councils significantly impacted by coastal hazards - Central Coast Council, Northern Beaches Council, and Hornsby Shire Council - intend to prepare planning proposals seeking adoption of CVA mapping within their LGAs.

The CVA mapping may be comprised of a combination of the following hazards within each LGA, which are identified in the CM Act:

- Beach erosion
- Shoreline recession
- Estuary entrance instability
- Coastal cliff and slope instability
- Coastal inundation
- Tidal inundation
- Erosion and inundation of foreshores caused by tidal waters and the action of waves, including the interaction of those waters with catchment floodwaters.

This is outlined in Action ***S3.CMP.G Undertake a Planning Proposal to adopt a R&H SEPP CVA***. This process is summarised in Table 7-1 which outlines the technical basis for the proposed CVA updates, and opportunities for Northern Beaches and Central Coast Councils to coordinate planning proposals within their LGAs to include the outputs of other relevant neighbouring CMPs.

Table 7-1 CVA mapping updates – technical basis and potential alignment with other CMPs

Council	Technical Basis	Alignment with other CMPs
Central Coast Council	▪ Coastal Inundation Mapping from the Hawkesbury River Estuary Coastal Inundation Study (Rhelm and Baird, 2023) ▪ Beach Erosion, Coastal Inundation, and Geotechnical Slope Instability Mapping from the Open Coast and Coastal Lagoons Coastal Hazard Assessment (Bluecoast Consulting Engineers, 2024)	Potential to combine with hazard mapping from all CMPs within the LGA to prepare a single CVA planning proposal – including: ▪ The Open Coast Central Coast Open Coast CMP ▪ The Tuggerah Lakes CMP ▪ The Central Coast Lagoons CMP ▪ The Lake Macquarie CMP

Council	Technical Basis	Alignment with other CMPs
Northern Beaches Council	▪ Coastal Inundation Mapping from the Hawkesbury River Estuary Coastal Inundation Study (Rhelm and Baird, 2023) ▪ Pittwater Beach Erosion and Shoreline Recession Assessment (WRL, 2023)	Potential to combine with hazard mapping from all CMPs within the LGA to prepare a single CVA planning proposal – including: ▪ The Northern Beaches Open Coast CMP ▪ The Collaroy-Narrabeen CMP
Hornsby Shire Council	▪ Coastal Inundation Mapping from the Hawkesbury River Estuary Coastal Inundation Study (Rhelm and Baird, 2023)	N/A

7.3 Coastal Wetland Mapping

In addition to CVA mapping, this CMP recommends updating R&H SEPP Coastal Wetland Mapping for Brisbane Water within the Central Coast Council LGA. This recommendation is captured under Action ***S3.CCC.D Undertake a Planning Proposal to update R&H SEPP Coastal Wetlands Mapping for Brisbane Water***.

This update would be based on the mapping provided in the *Brisbane Waters Coastal Wetland Mapping* study (ELA, 2022), which provides contemporary mapping of wetland boundaries and ecological values.

To improve efficiency and reduce administrative burden, this planning proposal could:

- Be submitted in conjunction with the CVA planning proposal (Action S3.CMP.G), or
- Be combined with any future CMA mapping proposals arising from other CMPs within the Central Coast LGA.

A coordinated approach would streamline the planning proposal process while delivering consistent, up-to-date mapping across multiple CMP study areas.

Figure 7-1 Coastal Wetlands located in Brisbane Water at Empire Bay (top) and Bensville (bottom) (source: Chris Drummond)

8 MONITORING, EVALUATION, AND REPORTING PROGRAM

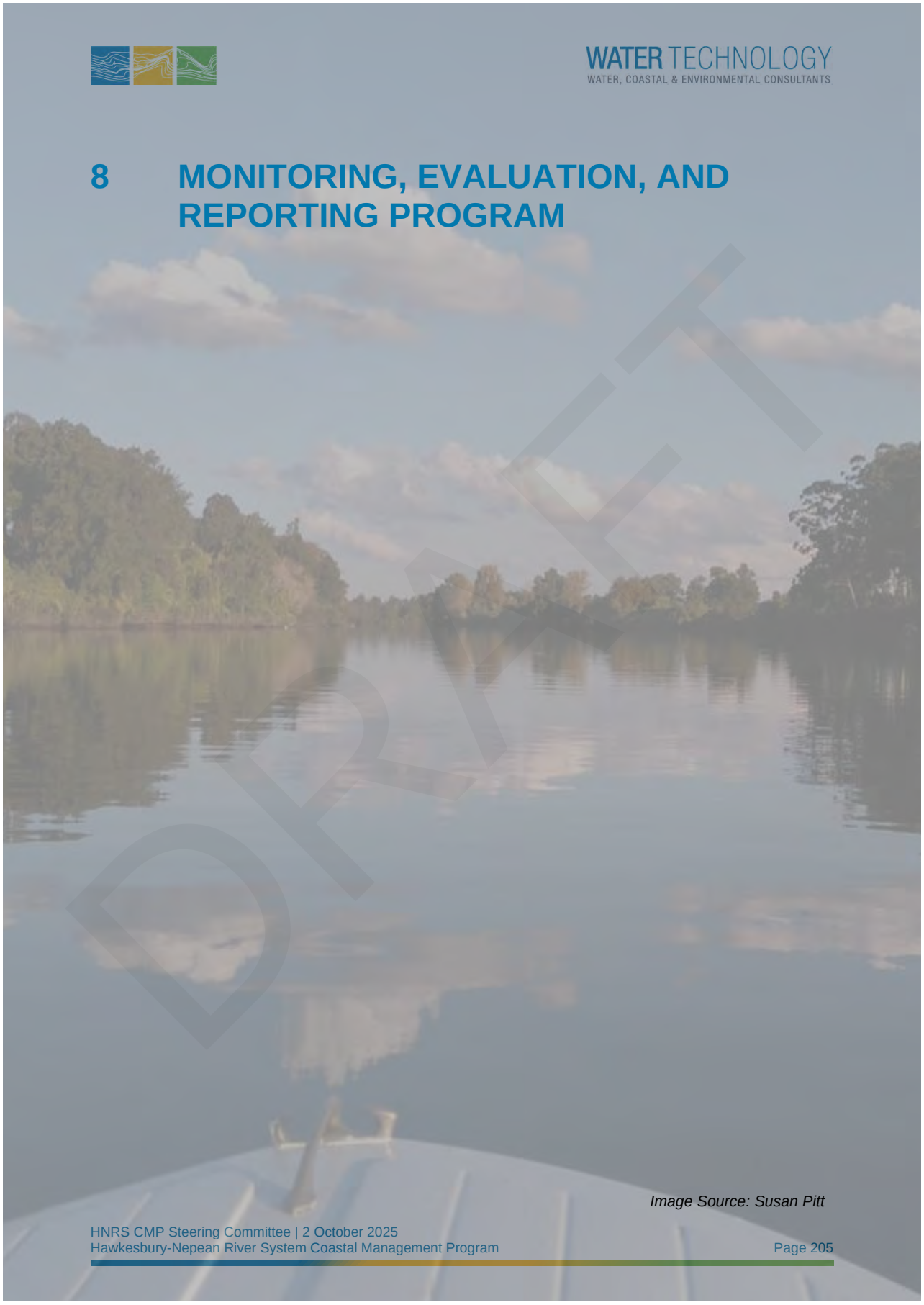

Image Source: Susan Pitt

8.1 Purpose and Approach

Monitoring, evaluation, and reporting (MER) for the CMP is both a mandatory requirement of the CM Act, and a critical tool to assess the performance of the CMP in achieving its intended outcomes over the short, medium, and long term (OEH, 2018f). The purpose of the MER is to enable:

- Accountability – to track progress in implementing the CMP's management actions
- Performance assessment - assessing whether actions achieve their intended objectives
- Adaptive management - using evidence to refine future actions and priorities.

The MER framework for this CMP has been designed to be fit-for-purpose, systematic, and pragmatic. It follows the "Program Logic Model" approach, that links CMP management actions with outputs, intermediate impacts and longer-term outcomes. The program logic model supports a systematic and integrated approach to CMP planning, implementation, and evaluation. There is a logical flow to this process, which is summarised in Figure 6-1 below and contains three key elements described in Table 8-1.

Table 8-1 Components of the HNRS CMP MER Program

Component	Purpose	Key Evaluation Questions
Component 1: Implementation status	Tracks whether CMP management actions are being delivered as planned and on schedule.	▪ Have actions been implemented in accordance with the implementation plan?
Component 2: Environmental Outcomes	Monitors key environmental and social indicators to assess whether CMP actions are improving estuary health and values.	▪ Has the implementation of individual management actions, and the integrated CMP more generally, resulted in an improvement in the health of the coastal environment and the social / cultural values of the study area?
Component 3: Overall CMP Performance	Reviews the CMP's long-term effectiveness in meeting its objectives and the CM Act requirements.	▪ Has the CMP more broadly achieved its intended objectives? ▪ How has the CMP made a difference? ▪ Has the level of risk associated with the various stressors and hazards facing the HNRS been reduced?

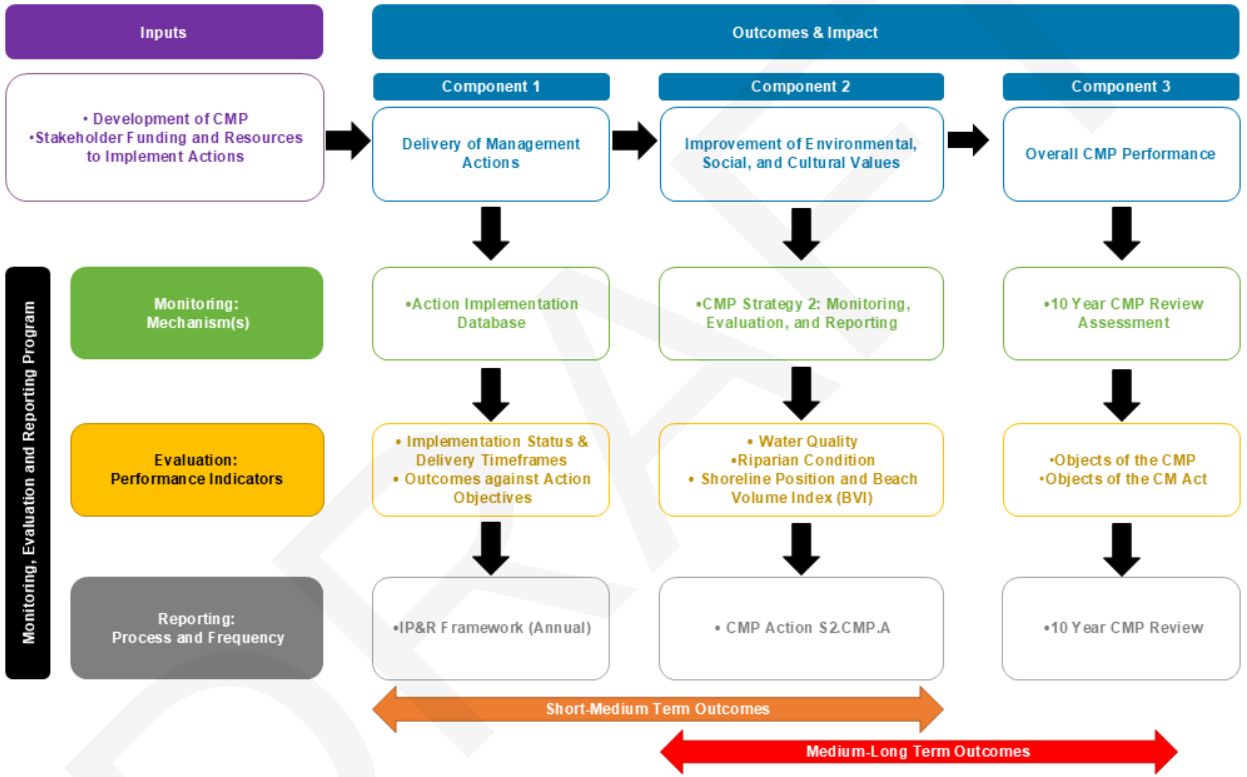

Figure 8-1 Overview of MER program for the CMP

8.2 Component 1: Delivery of Management Actions

The CMP Project Coordinator and the Partner Councils will monitor the implementation status of the various CMP actions – including which actions have been implemented, the progress of actions, barriers and issues, allocated funding and resources, and timeline of implementation.

It is recommended that an *Action Implementation Database* (AID) be maintained to monitor the status of the various CMP actions and support the CMP requirements. The fields include information relating the practical implementation of the works, and the overall status of the action:

- Implementation Status: For each action, a monitoring designation should be provided regarding the current status of that action using one of 5 categories:
  - *Completed:* Where discrete (one-off) actions items have been completed and no further actions are required.
  - *Implemented and Ongoing:* Where actions have an ongoing component and are currently being implemented.
  - *In progress/Incomplete:* This includes actions that are in progress or not yet finalised.
  - *Not Yet Commenced/Outstanding:* Where outstanding actions have not yet commenced - but have been marked for future implementation.
  - *No Longer Applicable:* Where actions are no longer applicable due to changed circumstances or superseding actions from other management plans.
- Dates of commencement and practical completion.
- Links to supporting documentation or evidence of completion.

Each action itemised in this CMP has been assigned a corresponding performance indicator(s). Each CMP action should be evaluated for its performance in achieving its objectives, using the established indicator(s). These should be recorded in the AID.

The IP&R reporting system of each Partner Council (including annual operational reporting and longer interval strategic reporting) provides the opportunity to formally report on monitoring of coastal management and its outcomes. Each Partner Council delivers an Annual Report to document its progress in implementing its 4 Year Delivery Program and Annual Operational Plan activities over each financial year. This provides for a yearly evaluation of the implementation status of each action in the CMP.

Where actions have not been included in the IP&R Framework, a yearly evaluation of those CMP actions by the officer(s) responsible for facilitating implementation of the CMP is recommended. This may be undertaken through the annual review of the Business Plan, or as a separate process.

8.3 Component 2: Environmental Parameters and Indicators

A key component of the MER process will be to utilise physical datasets that can provide an indication of key physical and environmental parameters and track the progress of the CMP towards key achieving intended outcomes.

It should be noted that while the monitoring of environmental indicators is important to ascertain the health state and/or condition of the coastal zone, it cannot always be reliably used to determine the short term "success" of individual management actions. This is because:

- The physical processes affecting the coastal zone act over a wide range of timeframes including short term (storm erosion and recovery, seasonal effects), medium term (beach rotation and impacts related to

the El Niño Southern Oscillation) and long term (such as responses to sediment budget imbalances and climate change impacts such as SLR).

- The ecological and chemical processes affecting estuary health and water quality respond to both short term stressors across the catchment, as well as to longer term historical legacy impacts.

For this reason, environmental indicators can demonstrate variability over short-, medium- and long-term cycles that may range from several days, to years or even decades. Furthermore, the cause and effect of such variability may not always be readily understood, nor easily detected in short-term datasets. In this context, linking short to medium term changes in environmental indicators to specific stressors, or the impact of CMP management actions, can often be fraught with complexity.

Nonetheless, over the *long term*, the monitoring of key environmental indicators is the most efficient and practical way to assess the overall performance of the CMP at achieving its outcomes. Assessing outcomes over the short to medium term will require consideration of the physical process context, and expert technical judgement.

With this in mind, a pragmatic approach to monitoring and evaluation is proposed for the CMP. Strategy 2 of the CMP includes a range of management actions that are inherently linked to the MER process, including those listed in Table 8-2.

Table 8-2 Key management actions linked to the MER

Monitoring Type	Action ID	Action Name
Water Quality	S2.CMP.A	HNRS Water Quality Monitoring - Data Aggregation and Reporting
Water Quality	S2.CMP.B	HNRS Water Quality Monitoring - Implement a Coordinated Monitoring Program (see Figure 8-2)
Foreshore Condition	S2.CMP.C	Implement a bank stability and condition monitoring program across the estuary foreshores
Beach Monitoring	S2.NBC.B	Develop and Implement a Pittwater Beach Monitoring Program
Beach Monitoring	S2.CCC.A	Develop and implement a Broken Bay Coastal Monitoring Program

There are also a number of monitoring programs external to the CMP process that can provide physical datasets to support the MER, including:

- The NSW Beachwatch Programs (DCCEEW, 2025).
- Annual State of the Beaches Reporting (DCCEEW, 2024).

Using Indicators to Inform Management

The 'environmental indicators' proposed to be monitored through action S2.NBC.B and S2.CCC.A (which include shoreline position, beach volume, dune vegetation condition, and water quality) may be applied to inform and 'trigger' certain management actions such as beach scraping or post storm re-profiling etc. This information may also be applied to facilitate an adaptive approach to defining when coastal protection works are constructed at specific locations. An example of this trigger based approach is provided in Action S6.CCC.O (Implementation of the Umina-Ocean Beach Erosion Management Strategy).

Importance of Vertical Integration

This component of the MER framework will be vertically integrated with statewide monitoring and evaluation systems to ensure consistency, comparability, and transparency. This means that:

- Data collected under the CMP will be structured and reported in a way that aligns with state-level frameworks, including the NSW Government's Statewide MER for Estuaries (DCCEEW, 2025) and the MEMS Environmental Condition Monitoring Framework (Aither, 2019; Thornborough, et al., 2023).
- Consistent indicators, metrics, and reporting formats will allow the condition of the HNRS to be rolled up into broader regional and statewide assessments, providing a clear line of sight from local action to state priorities.
- This alignment will reduce duplication, strengthen data sharing across agencies, and enable evidence-based planning at multiple levels of government.

By embedding vertical integration into the MER process, the CMP ensures that local monitoring contributes to a cohesive, statewide understanding of estuary and coastal health, supporting both local decision-making and state-level policy development.

Figure 8-2 Water Quality Monitoring in Lower Hawkesbury – an example of key monitoring element of the MER (source: Ana Rubio)

8.4 Component 3: Achievement of Objects of the CMP and CM Act

The CMP should be treated as a living document, reviewed and updated over time to ensure it remains relevant and effective. While annual reviews track implementation progress through the IP&R framework of the respective Partner Councils, the MER program also requires a strategic review at set intervals to evaluate the CMP's overall performance.

The CM Act (Section 18(1)) and CM Manual requires Council to ensure that the CMP is reviewed at least once every 10 years. However, it should be noted that it may be reviewed and/or updated sooner for any reason, including if there are significant new circumstances which need to be considered.

The Purpose of the Review

The review of the CMP should be undertaken through a formalised process and represents a significant opportunity to:

- Assess the extent to which the CMP has achieved its stated objectives, providing an evidence base for whether the program is delivering on its promises.

- Examine how well the CMP has contributed to meeting the broader objectives of the CM Act, ensuring alignment between local implementation and legislative intent.
- Reflect on what has worked well, where challenges have arisen, and what lessons can be carried forward into future CMP cycles.

Key Issues for Evaluation

The review should focus on 3 main areas:

- Risk Assessment: The primary mechanism for gauging whether the CMP has been successful should be the re-evaluation of the threats and risks across the study area through a repeat of the CMP's Stage 1 (first pass) and Stage 2 (detailed) risk assessment process. Controls that assist with managing the threats should be included when assessing the level of risk, particularly those actions that have or are being implemented through the CMP. There are 3 specific questions to be answered:
  - Has the level of risk changed?
  - Have the very high or high threats been adequately managed?
  - Are there any new or emerging threats that need to be captured? – including those associated with climate change. These emerging and evolving risks include the impacts of sea level rise on inundation risk, and habitat squeeze and migration.
- CMP Performance: This will include a formal review of the implemented management actions. The review should include a granular assessment of:
  - The status of CMP actions, including the extent to which actions proposed to be wholly implemented within that 10-year period have been implemented.
  - Identification of the CMP's successes, highlights, limitations, and any barriers to the effective implementation.
- Future Improvements: Finally, the review should identify opportunities to strengthen the effectiveness of the CMP moving forward. This might include:
  - Refining existing actions, incorporating new priorities or emerging issues, or adapting management approaches in response to evolving risks.
  - Consideration of any new or updated scientific knowledge, including data garnered and compiled from the monitoring programs included in the CMP.
  - The progress of any actions and commitments which continue beyond the original 10-year timeframe.

If the need arises, new actions or items can also be added to the CMP as part of the review process. Any such changes to the CMP would need to be endorsed by stakeholders and relevant government agencies, as well as the communities of the river system.

Outcomes

The strategic review ensures the CMP remains current, evidence-based, and responsive to evolving risks and priorities. It provides a foundation for the next CMP cycle, integrating lessons learned with emerging challenges and opportunities.

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Image Source: Gary Harris

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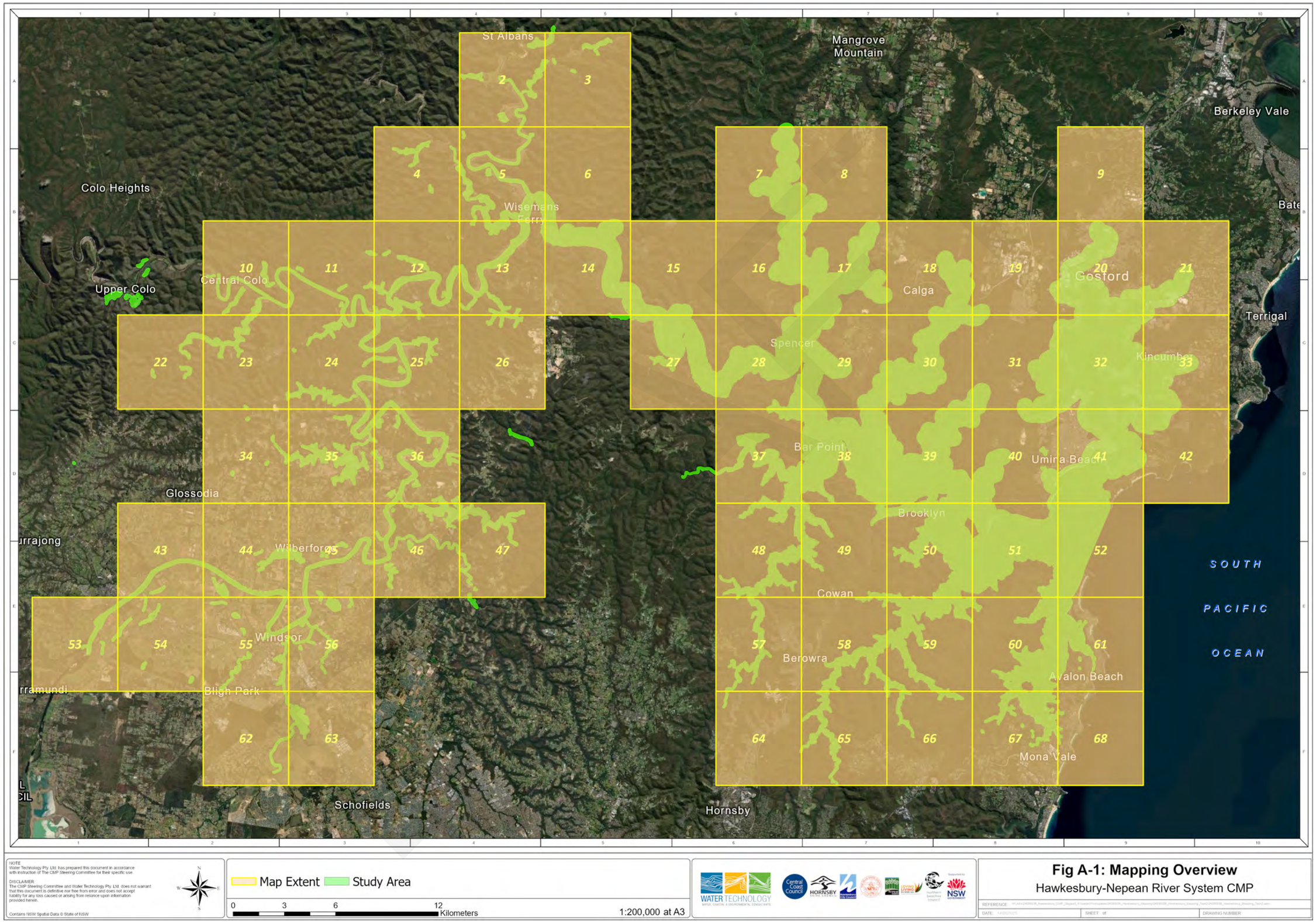
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

APPENDIX A
STUDY AREA MAPPING COMPENDIUM

DRAFT



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Map Extent Study Area

0 3 6 12 Kilometers

1:200,000 at A3

Fig A-1: Mapping Overview

Hawkesbury-Nepean River System CMP

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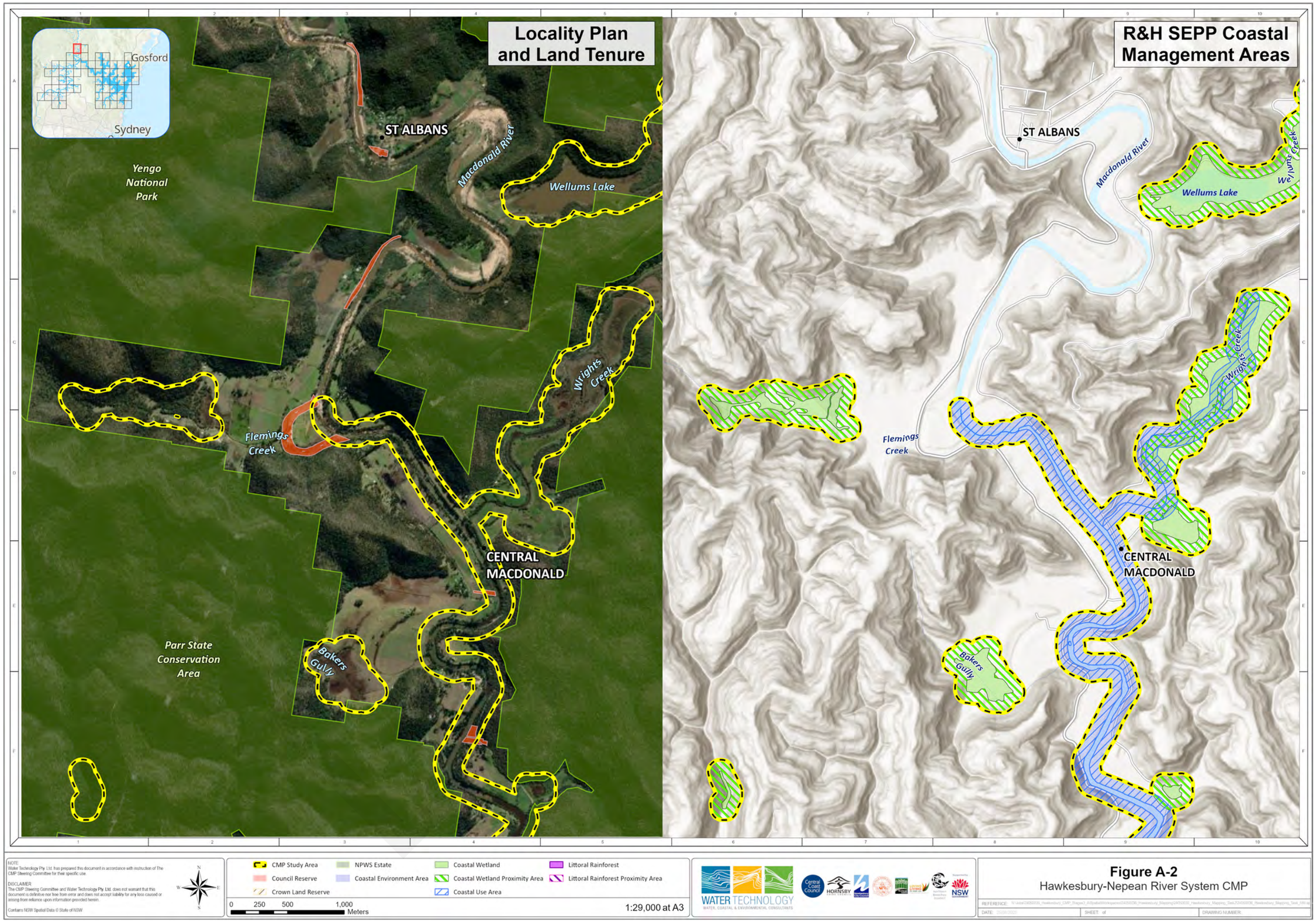
Locality Plan and Land Tenure
Gosford
Sydney
Yengo National Park
ST ALBANS
Macdonald River
Wellums Lake
Wrights Creek
Flemings Creek
CENTRAL MACDONALD
Parr State Conservation Area
Bakers Gully
R&H SEPP Coastal Management Areas
ST ALBANS
Macdonald River
Wellums Lake
Wrights Creek
Flemings Creek
CENTRAL MACDONALD
Bakers Gully
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-2
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure
Wellums Creek
Wellums Lake
WRIGHTS CREEK
Wrights Creek
Yengo National Park
Dharug National Park
Gosford
Sydney
R&H SEPP Coastal Management Areas
Wellums Creek
Wellums Lake
WRIGHTS CREEK
Wrights Creek
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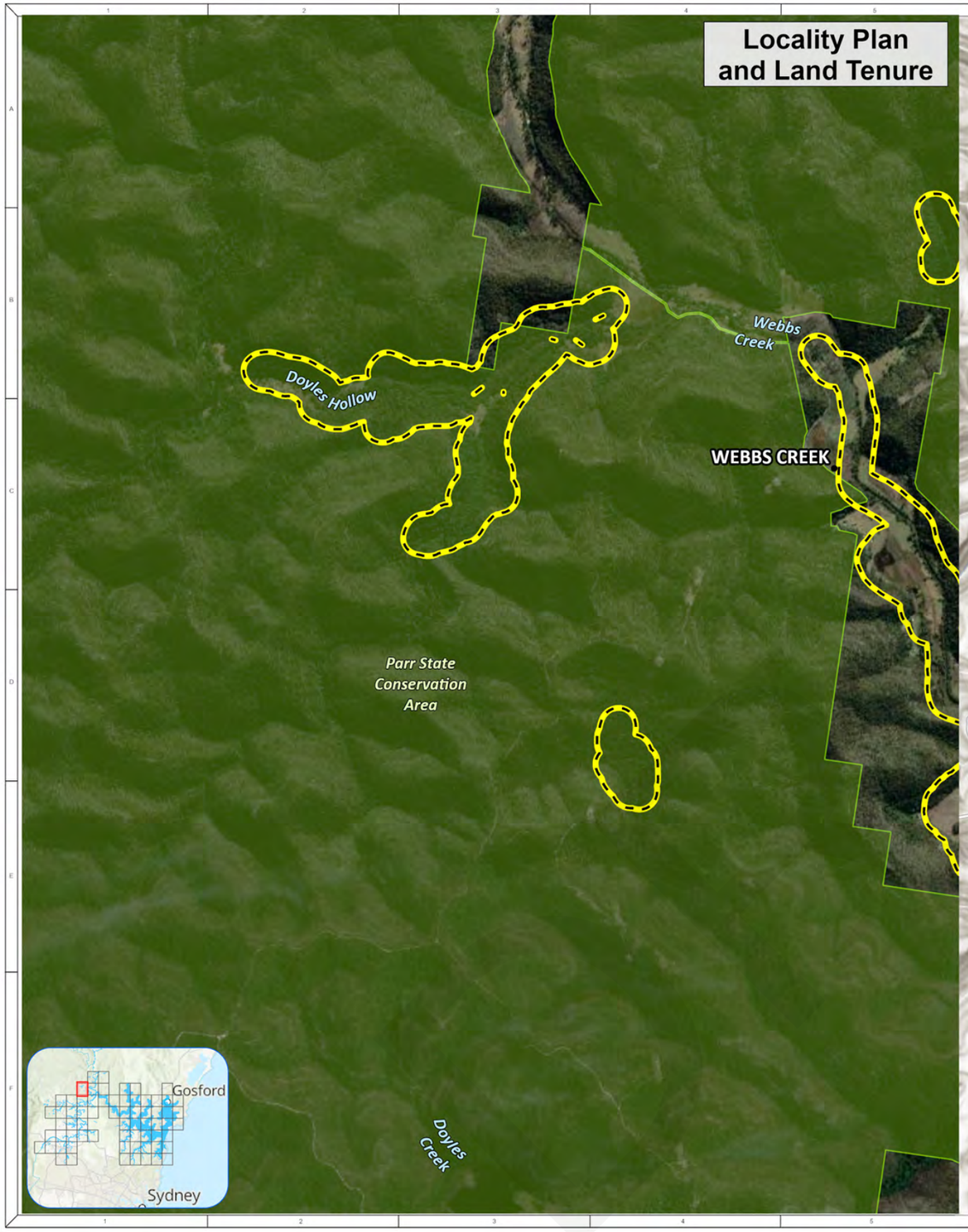
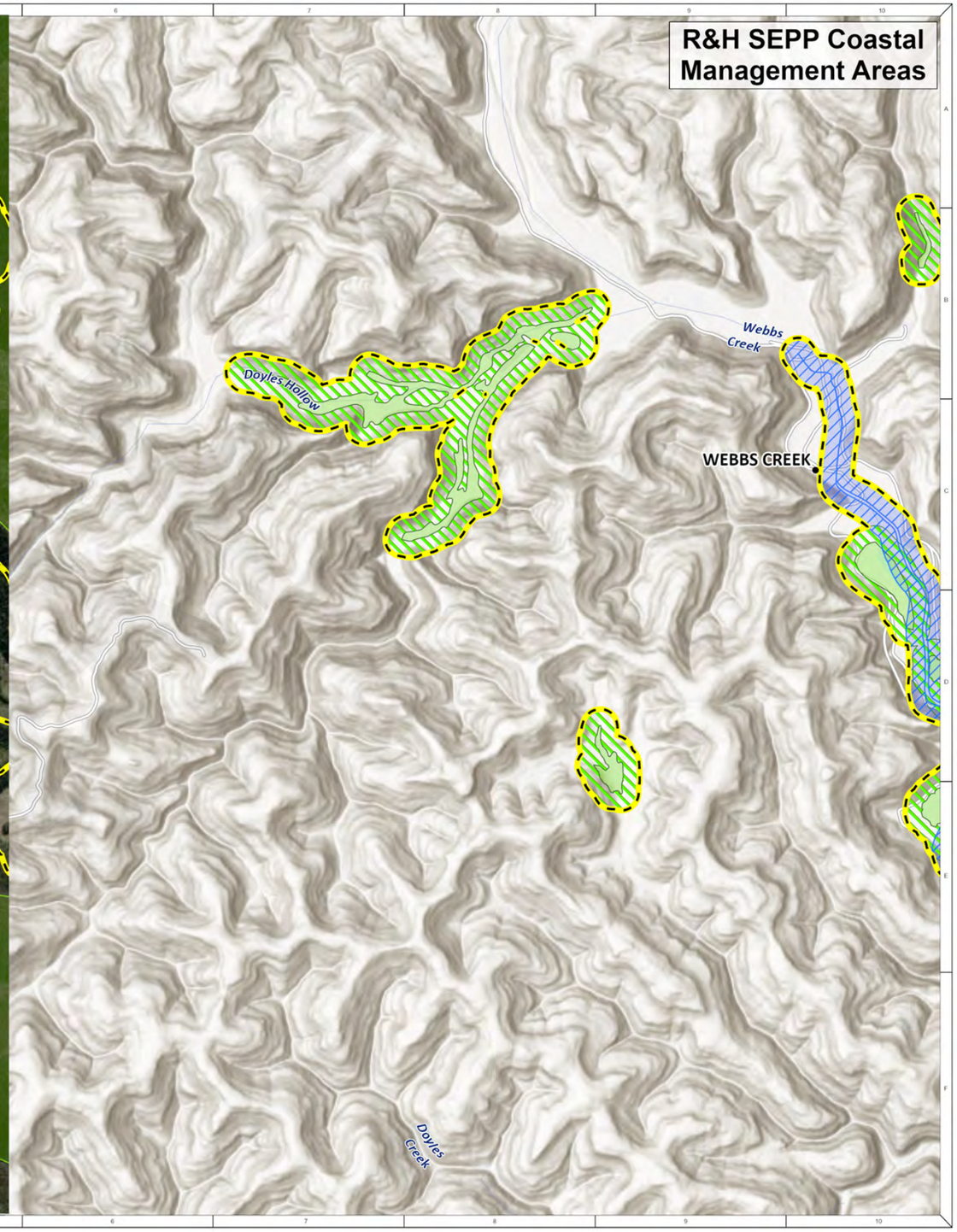
Contains NSW Spatial Data © State of NSW
N
W
E
S
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000
Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-3
Hawkesbury-Nepean River System CMP
REFERENCE
DATE
SHEET of
DRAWING NUMBER

Locality Plan and Land Tenure



R&H SEPP Coastal Management Areas



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CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-4
Hawkesbury-Nepean River System CMP

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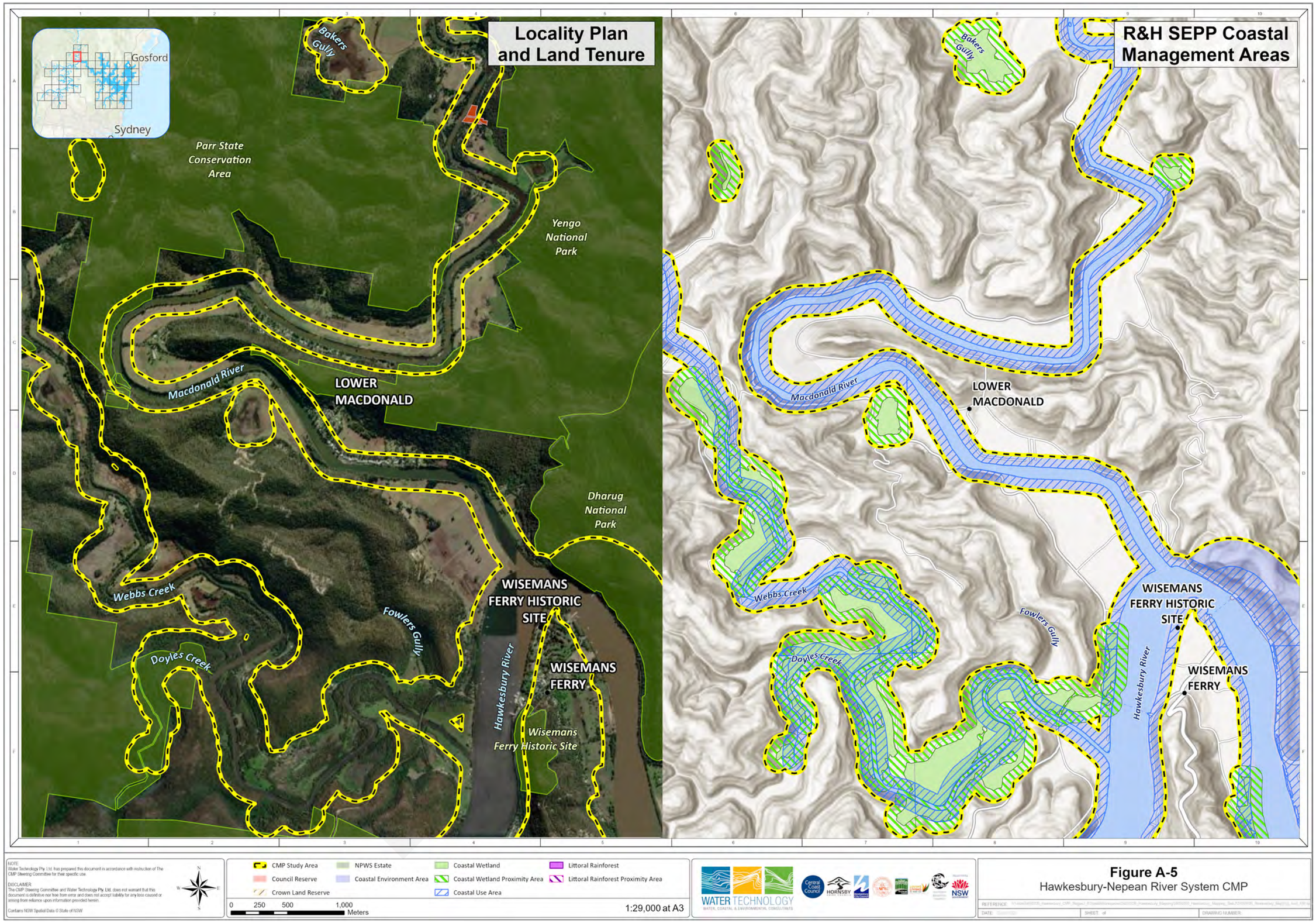

Figure A-5
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure
Gosford
Sydney
Yengo National Park
Dharug National Park
Hawkesbury River
Roses Creek
Mill Creek
R&H SEPP Coastal Management Areas
Hawkesbury River
Roses Creek
Mill Creek
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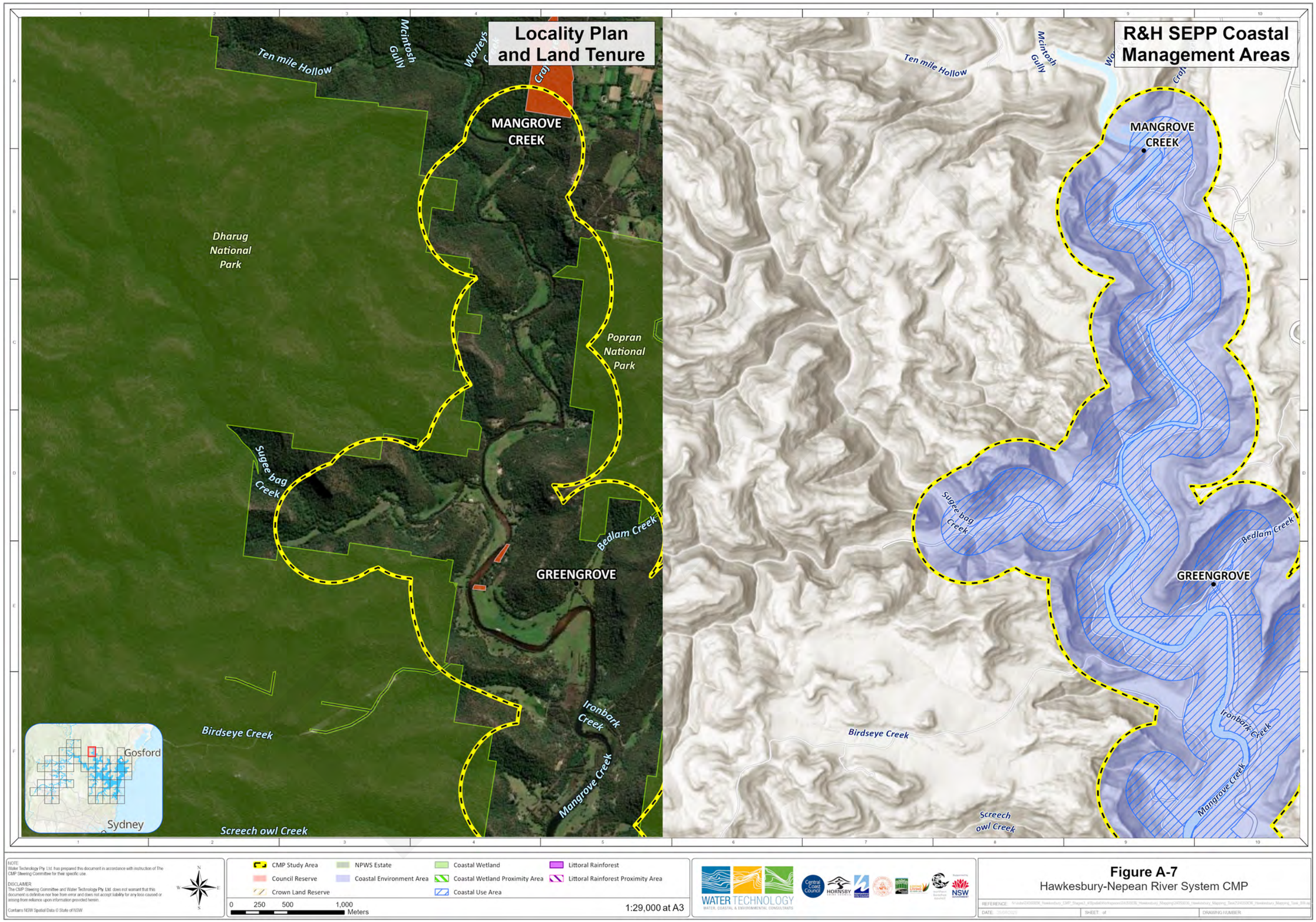
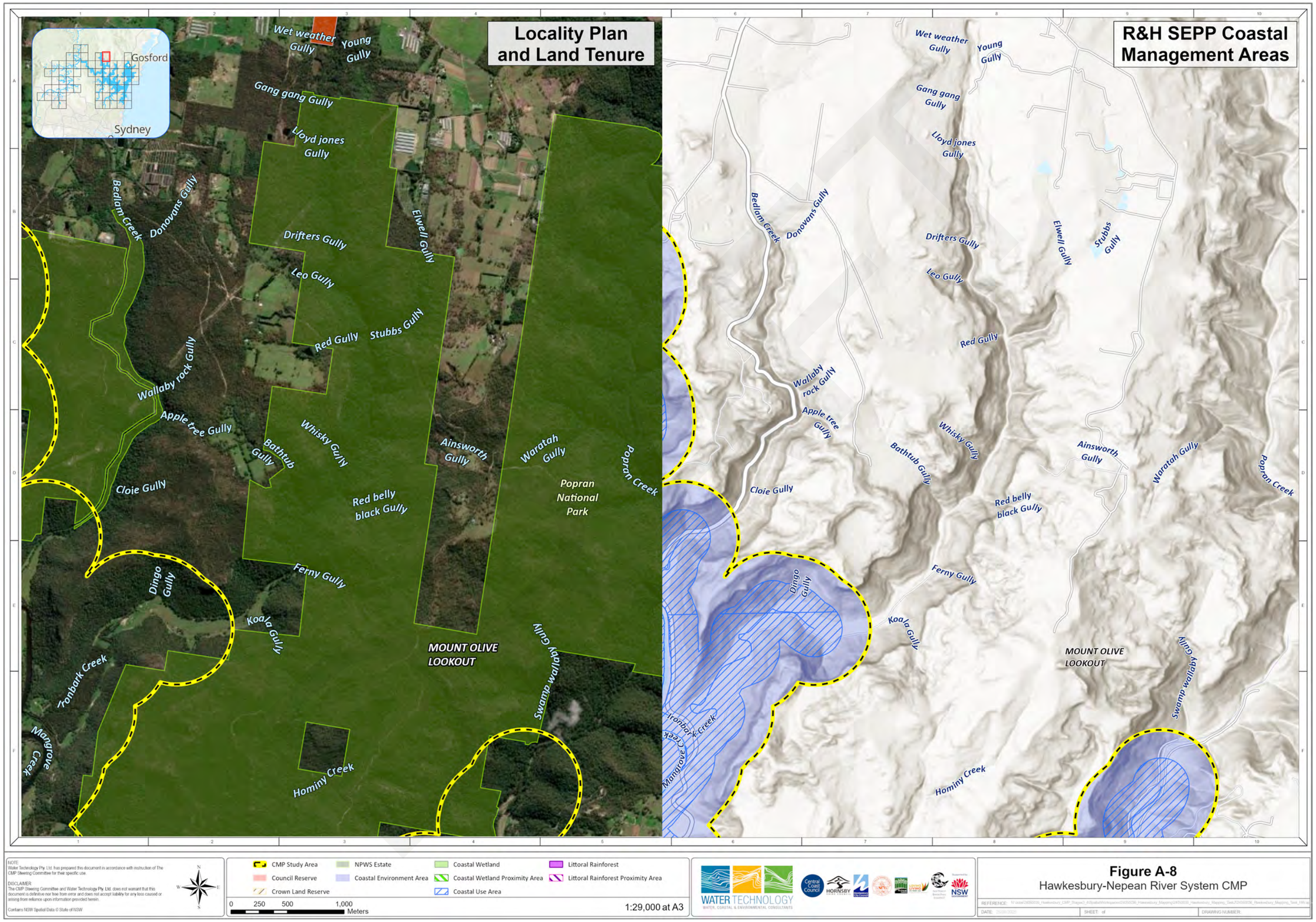
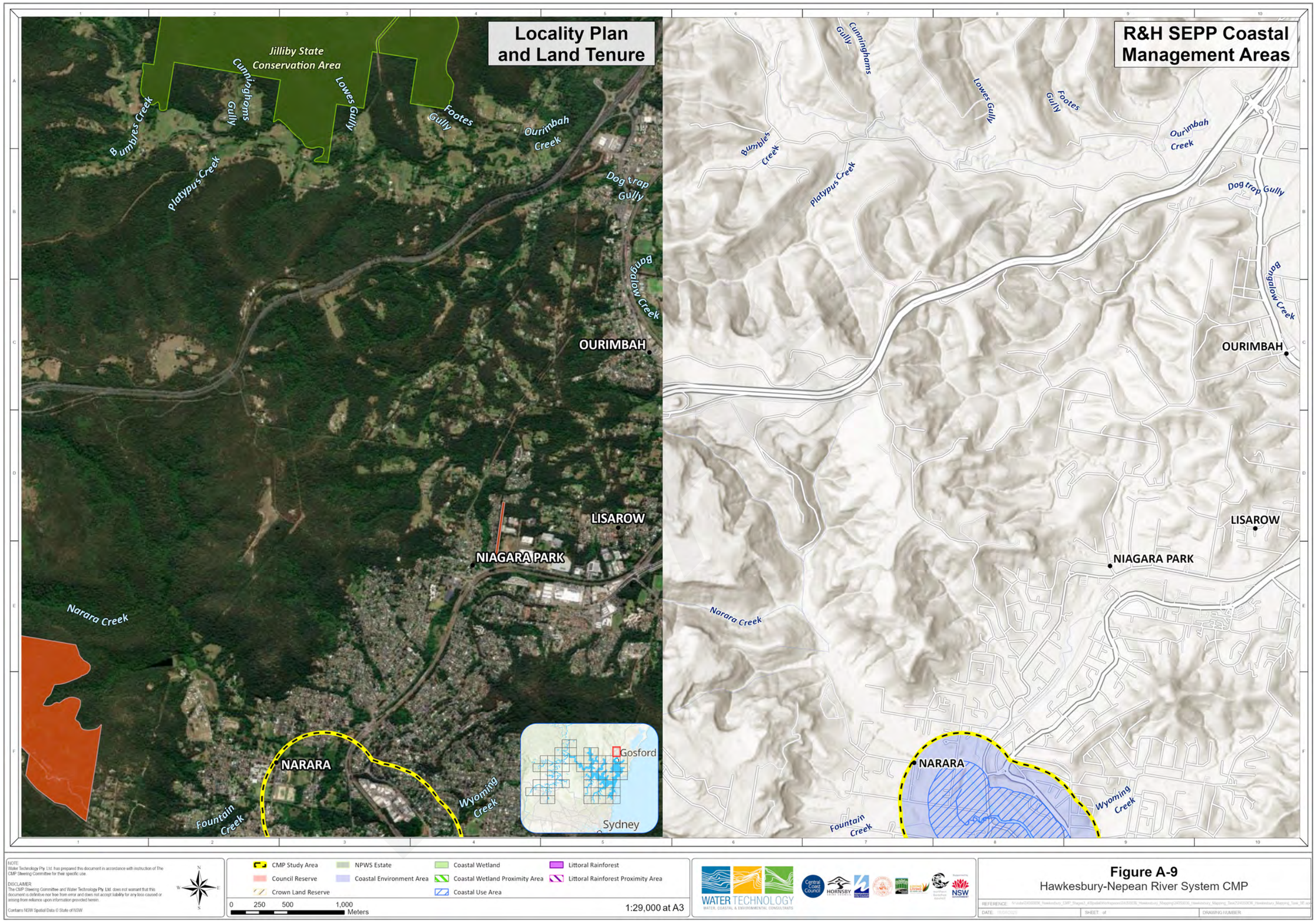
Contains NSW Spatial Data © State of NSW
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000
Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-6
Hawkesbury-Nepean River System CMP
REFERENCE
DATE
SHEET
DRAWING NUMBER


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Ten mile Hollow
Mcintosh Gully
MANGROVE CREEK
Dharug National Park
Popran National Park
Sugee bag Creek
Bedlam Creek
GREENGROVE
Ironbark Creek
Birdseye Creek
Mangrove Creek
Screech owl Creek
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-7
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Gosford
Sydney
Wet weather Gully
Young Gully
Gang gang Gully
Lloyd jones Gully
Bedlam Creek
Donovans Gully
Drifters Gully
Elwell Gully
Leo Gully
Red Gully
Stubbs Gully
Wallaby rock Gully
Apple tree Gully
Whisky Gully
Bathtub Gully
Ainsworth Gully
Waratah Gully
Popran Creek
Popran National Park
Cloie Gully
Red belly black Gully
Ferny Gully
Dingo Gully
Koala Gully
MOUNT OLIVE LOOKOUT
Swamp wallaby Gully
Ironbark Creek
Mangrove Creek
Hominy Creek
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-8
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
Jilliby State Conservation Area
Cunninghams Gully
Lowes Gully
Footes Gully
Bumbles Creek
Platypus Creek
Ourimbah Creek
Dog trap Gully
Bangalow Creek
OURIMBAH
LISAROW
NIAGARA PARK
Narara Creek
NARARA
Fountain Creek
Wyoming Creek
Gosford
Sydney
R&H SEPP Coastal Management Areas
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Contains NSW Spatial Data © State of NSW
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-9
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

Gosford

Sydney

Conservation Area

CENTRAL COLO

Colo River

Whatleys Creek

Gees Arm

Wollemi National Park

COLO

Wheeny Creek

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CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-10
Hawkesbury-Nepean River System CMP

REFERENCE:
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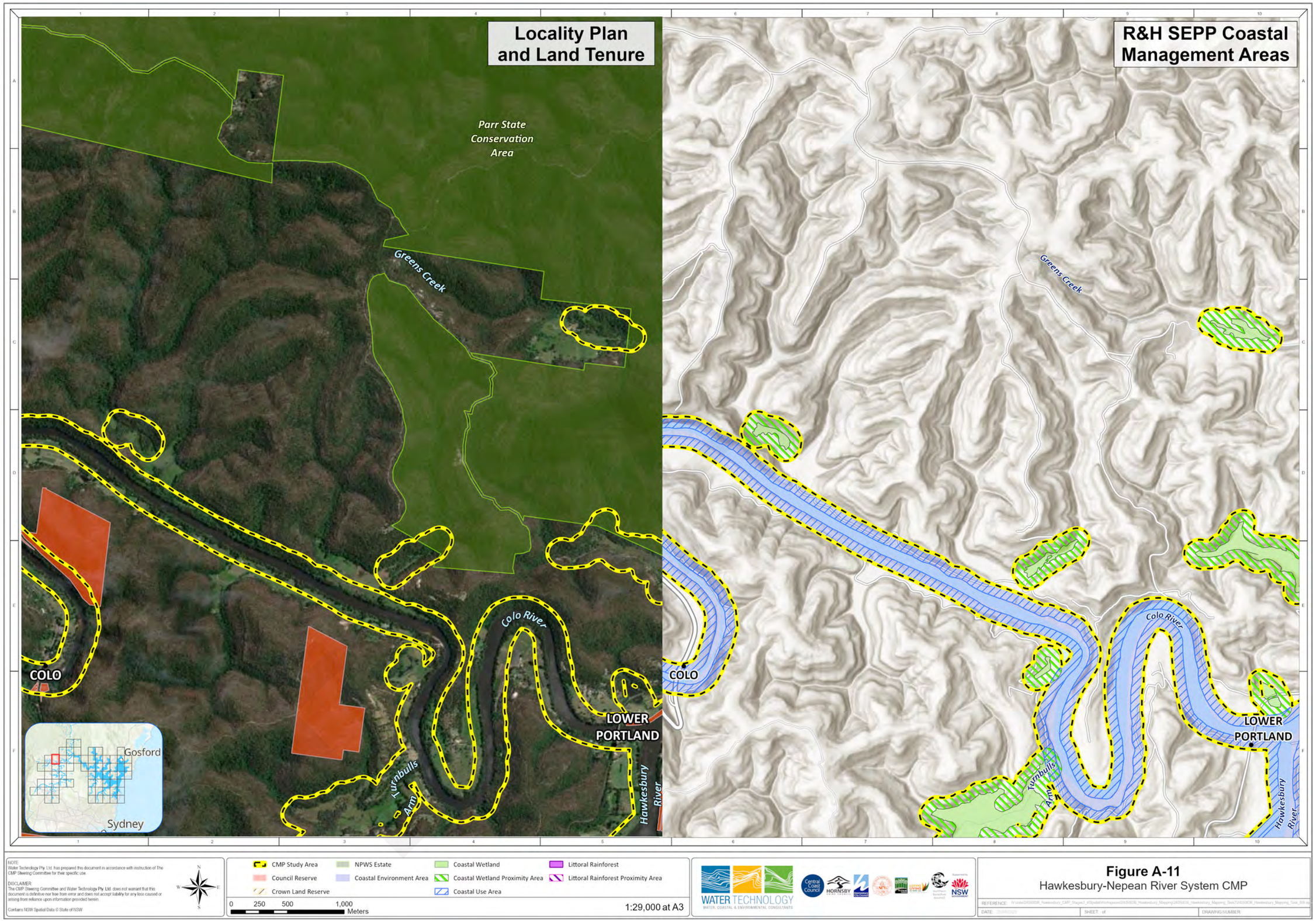
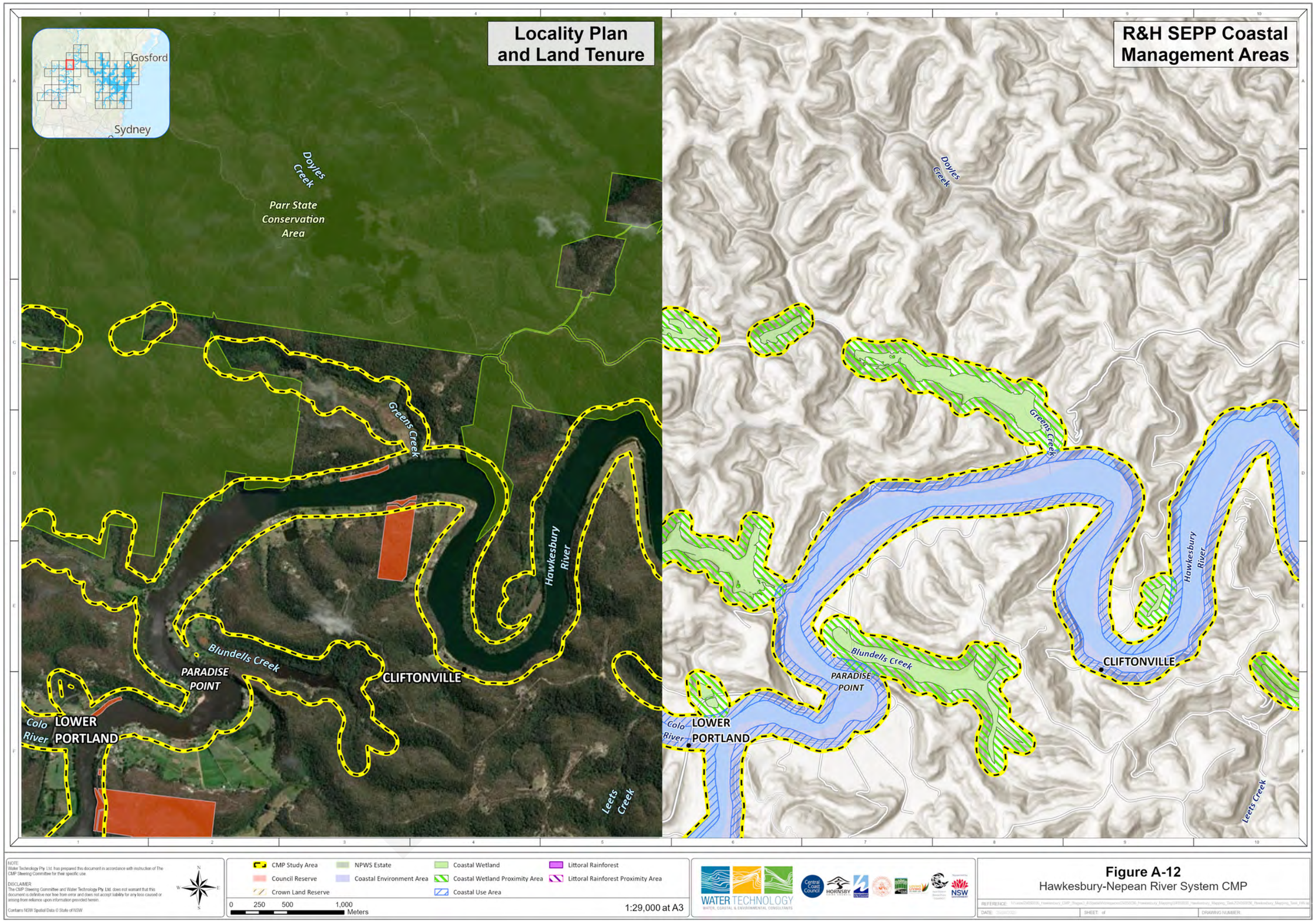
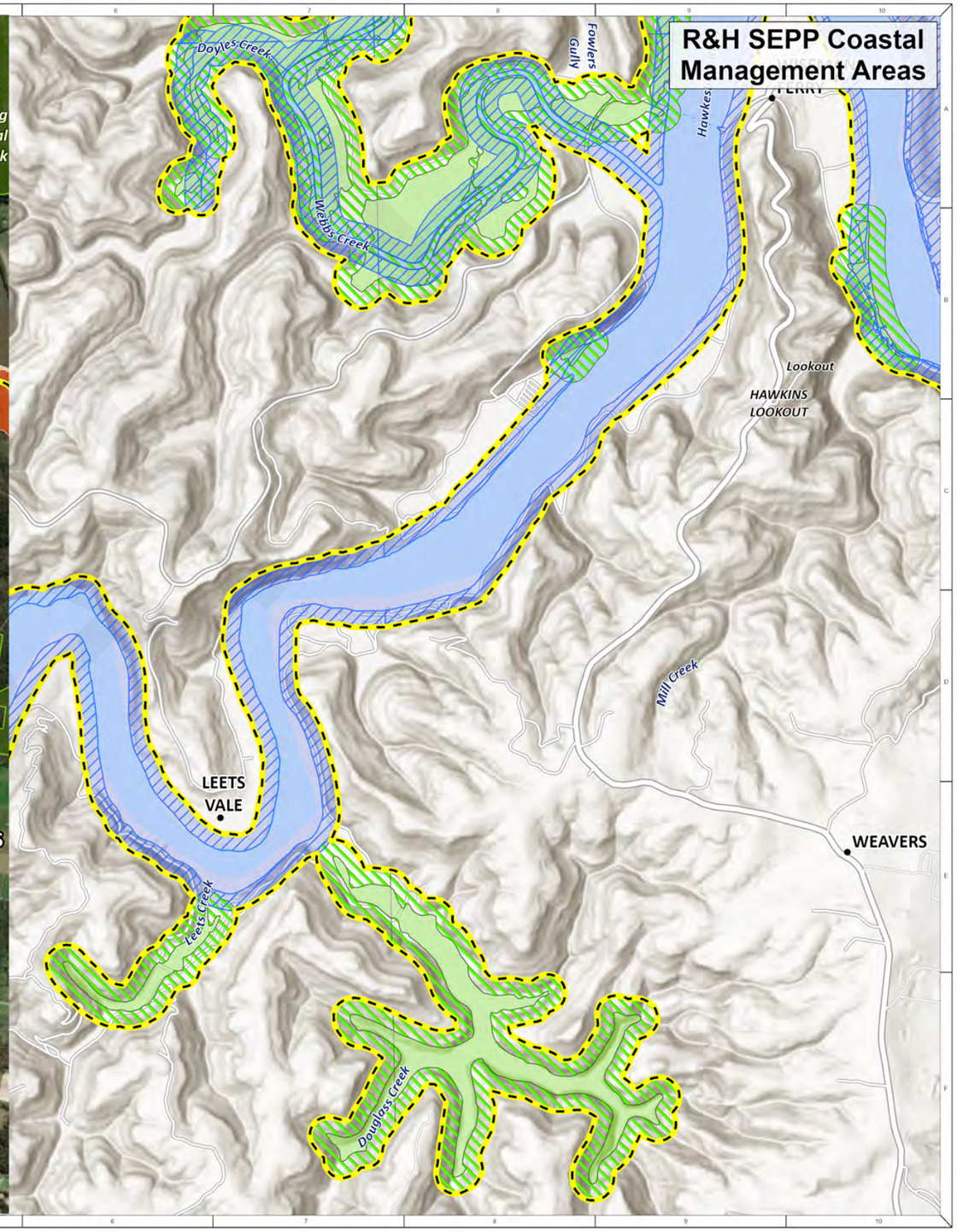

Locality Plan and Land Tenure
Parr State Conservation Area
Greens Creek
Colo River
COLO
LOWER PORTLAND
Turnbulls Arm
Hawkesbury River
Gosford
Sydney
R&H SEPP Coastal Management Areas
Greens Creek
Colo River
COLO
LOWER PORTLAND
Turnbulls Arm
Hawkesbury River
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-11
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Gosford
Sydney
Doyles Creek
Parr State Conservation Area
Greens Creek
Hawkesbury River
Blundells Creek
PARADISE POINT
CLIFTONVILLE
Colo River
LOWER PORTLAND
Leets Creek
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-12
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas



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CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-13
Hawkesbury-Nepean River System CMP

REFERENCE: I:\Gosford\24050036_Hawkesbury_CMP_Stage4_R\Gosford\Components\24050036_Hawkesbury_Mapping\24050036_Hawkesbury_Mapping_Task\24050036_Hawkesbury_Mapping_Task_MXD.zip

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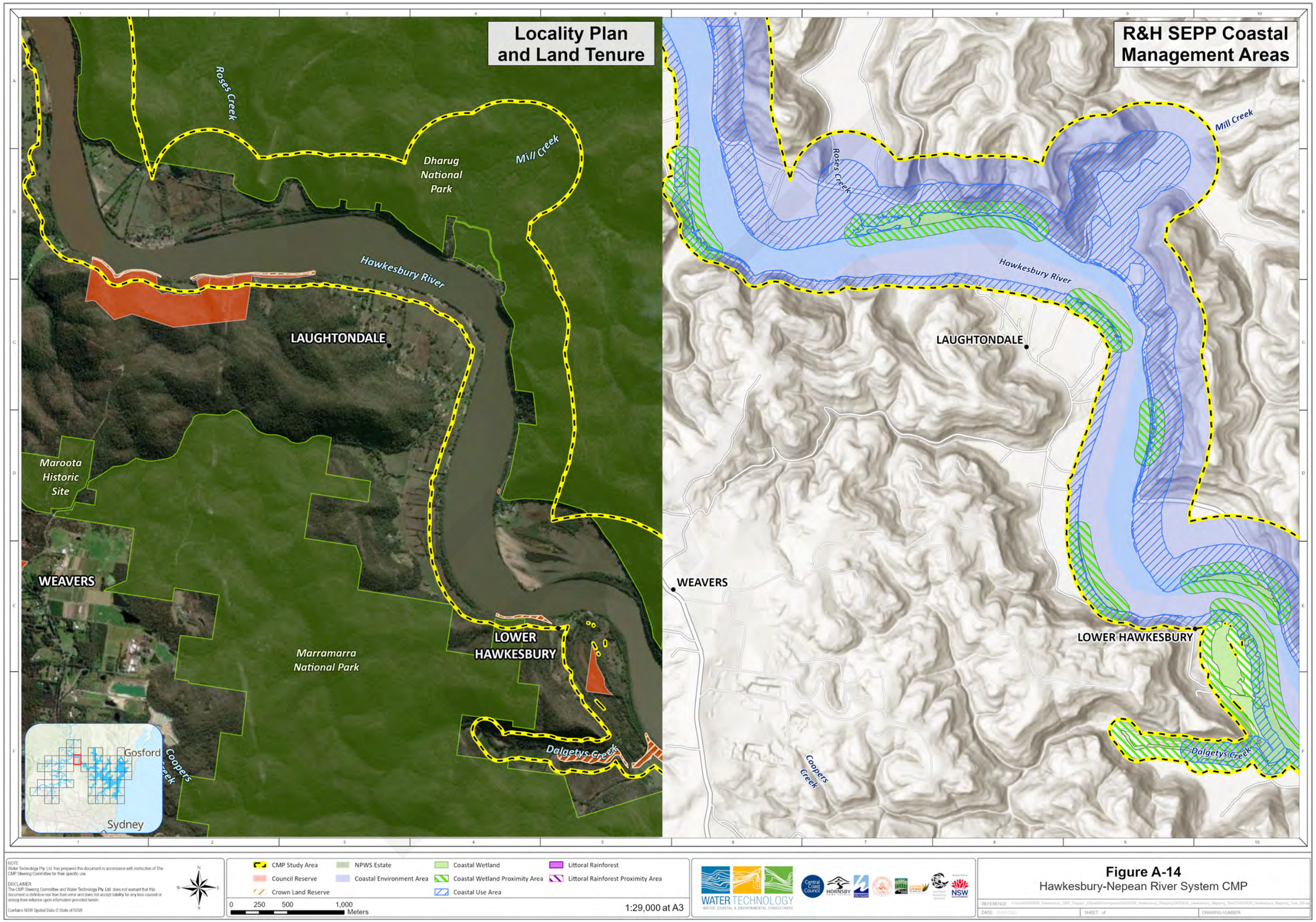

Locality Plan and Land Tenure
Roses Creek
Dharug National Park
Mill Creek
Hawkesbury River
LAUGHTONDALE
Maroota Historic Site
WEAVERS
Marramarra National Park
LOWER HAWKESBURY
Dalgetys Creek
Coopers Creek
Gosford
Sydney
R&H SEPP Coastal Management Areas
Mill Creek
Roses Creek
Hawkesbury River
LAUGHTONDALE
WEAVERS
LOWER HAWKESBURY
Dalgetys Creek
Coopers Creek
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-14
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure
Gosford
Sydney
Dinner Creek
Dharug National Park
Hawkesbury River
Gunderman Creek
Dalgetys Creek
GUNDERMAN
Marramarra National Park
Allens Creek
R&H SEPP Coastal Management Areas
Mill Creek
Dinner Creek
Gunderman Creek
Dalgetys Creek
Hawkesbury River
GUNDERMAN
Allens Creek
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Central Coast Council
HORNSBY
NSW
Figure A-15
Hawkesbury-Nepean River System CMP

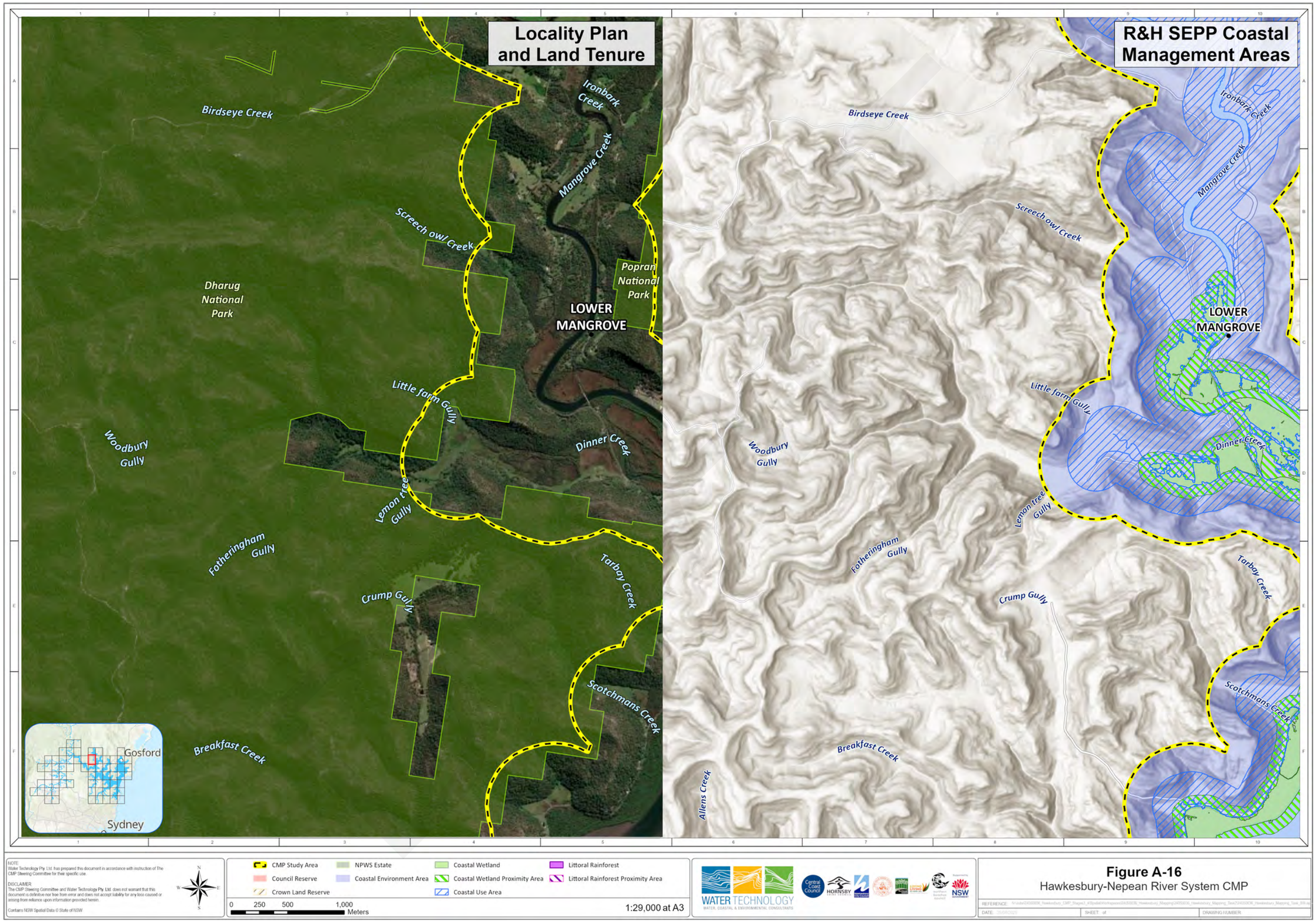


Figure A-16
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

Tonbark Creek
Koala Gully
MOUNT OLIVE LOOKOUT
Swamp
Hominy Creek
Popran National Park
Hospital Gully
GLENWORTH VALLEY
LOWER MANGROVE
Singleton Gully
Toomey Gully
Cabbage tree Creek
Dinner Creek
Popran Creek
Kellys Creek
Dharug National Park
Tarbay Creek
Tarbay Gully
Mangrove Creek
NEVER FAIL ISLAND
Scotchmans Creek
NEVER FAIL
Calverts Creek
MOUNT WHITE
Gosford
Sydney

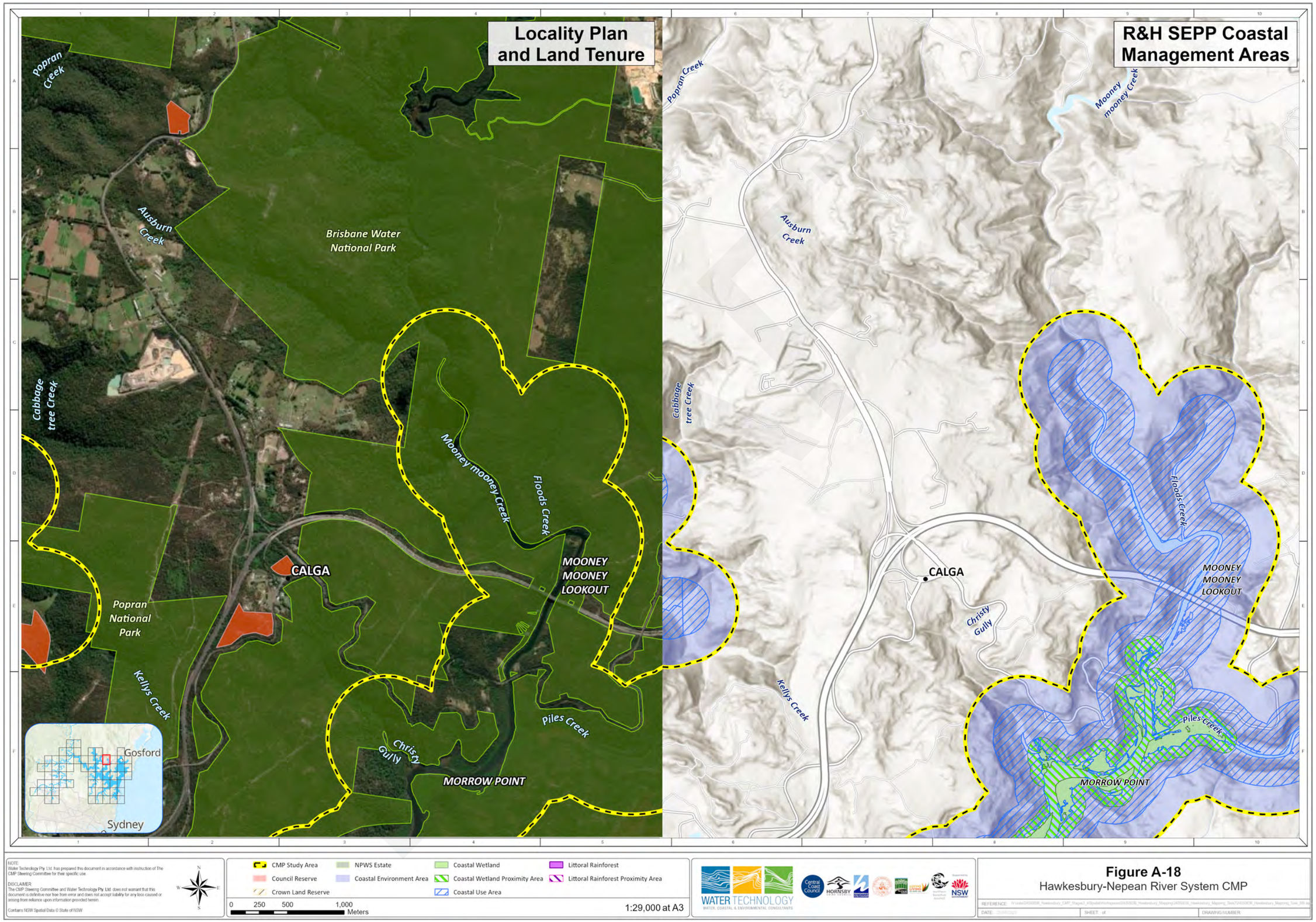
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

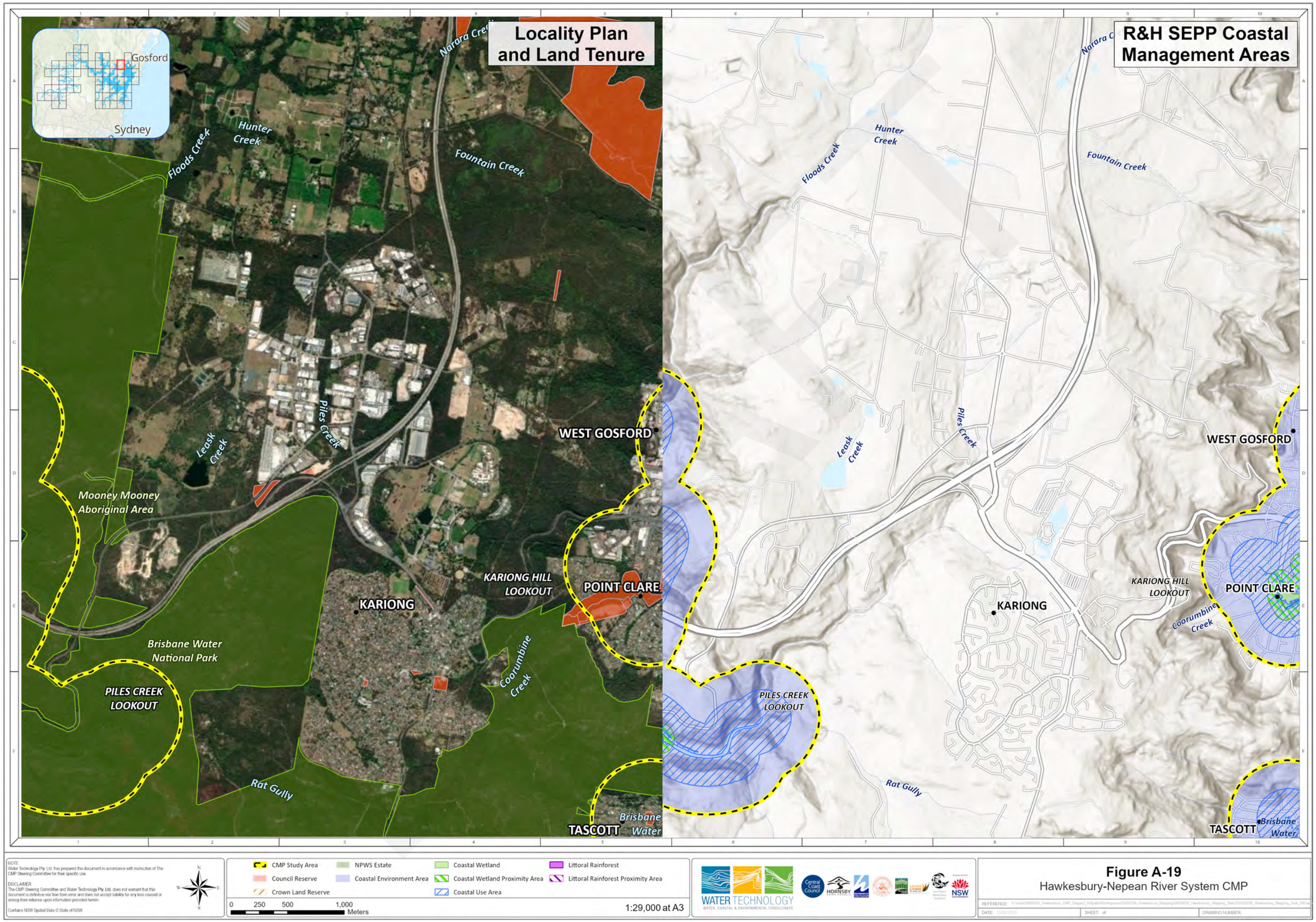
0 250 500 1,000 Meters

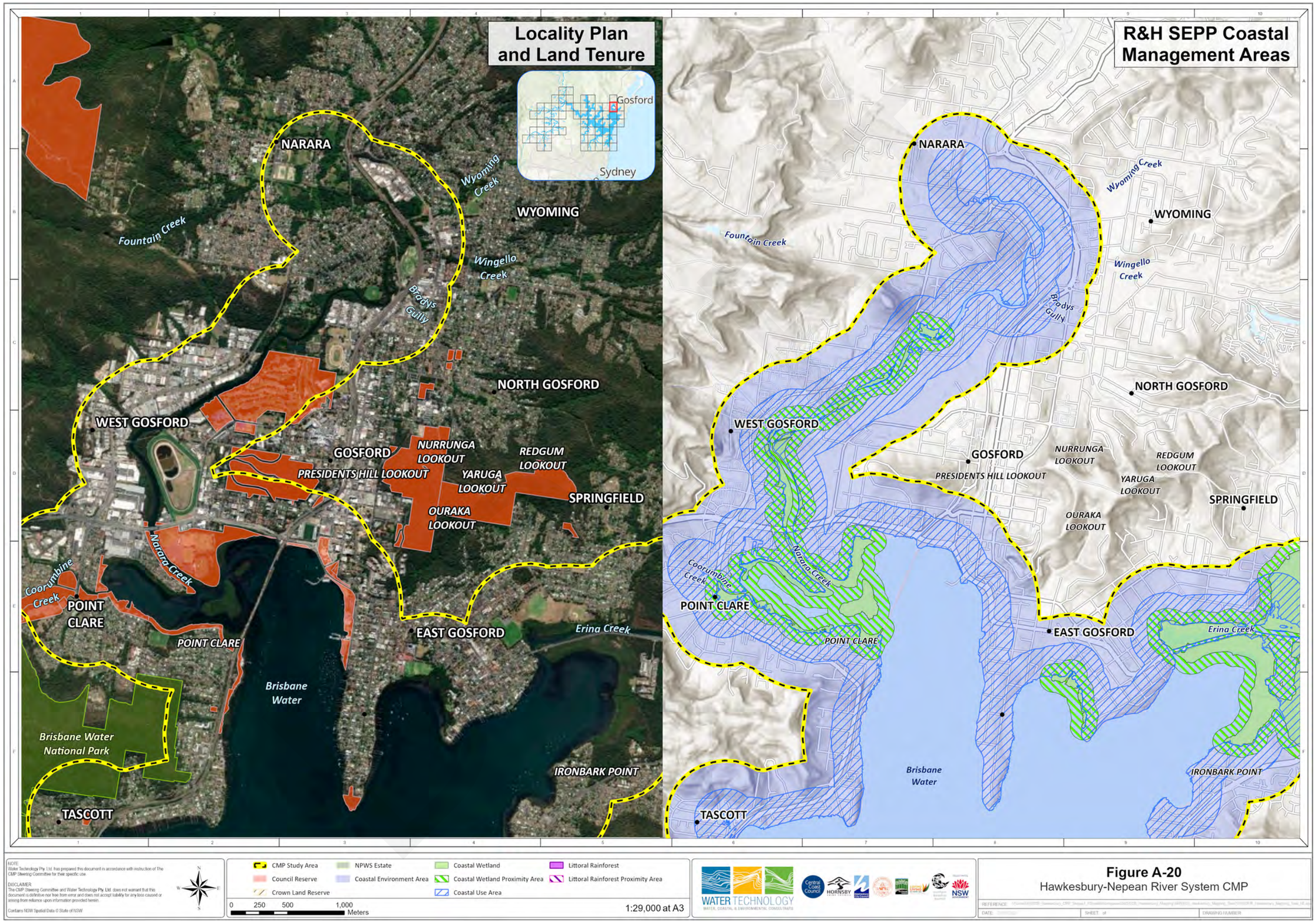
1:29,000 at A3

WATER TECHNOLOGY

Figure A-17
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Popran Creek
Ausburn Creek
Brisbane Water National Park
Cabbage tree Creek
Mooney mooney Creek
Floods Creek
CALGA
MOONEY MOONEY LOOKOUT
Popran National Park
Kellys Creek
Piles Creek
Christy Gully
MORROW POINT
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-18
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Gosford
Sydney
Floods Creek
Hunter Creek
Fountain Creek
Narara Creek
Leask Creek
Piles Creek
WEST GOSFORD
Mooney Mooney Aboriginal Area
KARIONG HILL LOOKOUT
POINT CLARE
KARIONG
Brisbane Water National Park
Coorumbine Creek
PILES CREEK LOOKOUT
Rat Gully
TASCOTT
Brisbane Water
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-19
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
Gosford
Sydney
R&H SEPP Coastal Management Areas
NARARA
WYOMING
NORTH GOSFORD
WEST GOSFORD
GOSFORD
NURRUNGA LOOKOUT
REDGUM LOOKOUT
PRESIDENTS HILL LOOKOUT
YARUGA LOOKOUT
OURAKA LOOKOUT
SPRINGFIELD
EAST GOSFORD
POINT CLARE
TASCOTT
IRONBARK POINT
Wyoming Creek
Fountain Creek
Wingello Creek
Brodys Gully
Narara Creek
Coorumbine Creek
Erina Creek
Brisbane Water
Brisbane Water National Park
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-20
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

MOUNT ELLIOT
Wingello Creek
ST JOHN LOOKOUT
HOLGATE
Seymour Pond
Maddens Creek
Fires Creek
Bradys Gully
ERINA HEIGHTS
SPRINGFIELD
ERINA
Erina Creek
Brisbane Water
Nunns Creek
NYARI LOOKOUT
COLIN WATTERS LOOKOUT
WARRIWARRI LOOKOUT

R&H SEPP Coastal Management Areas

Wyoming Creek
MOUNT ELLIOT
Wingello Creek
ST JOHN LOOKOUT
HOLGATE
Seymour Pond
Maddens Creek
Fires Creek
Bradys Gully
ERINA HEIGHTS
SPRINGFIELD
ERINA
Erina Creek
Brisbane Water
Nunns Creek
NYARI LOOKOUT
COLIN WATTERS LOOKOUT
WARRIWARRI LOOKOUT

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CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-21
Hawkesbury-Nepean River System CMP

REFERENCE: N:\AUS\WW2050\05_Hawkesbury_CMP_Stage3_4\2Spatial\Workspaces\WW2050_Hawkesbury_Mapping\GIS\WW2050_Hawkesbury_Mapping_Task_FIG\WW2050_Hawkesbury_Mapping_Task_FIG.qpt

DATE: 29/09/2025 SHEET: of DRAWING NUMBER:

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

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Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

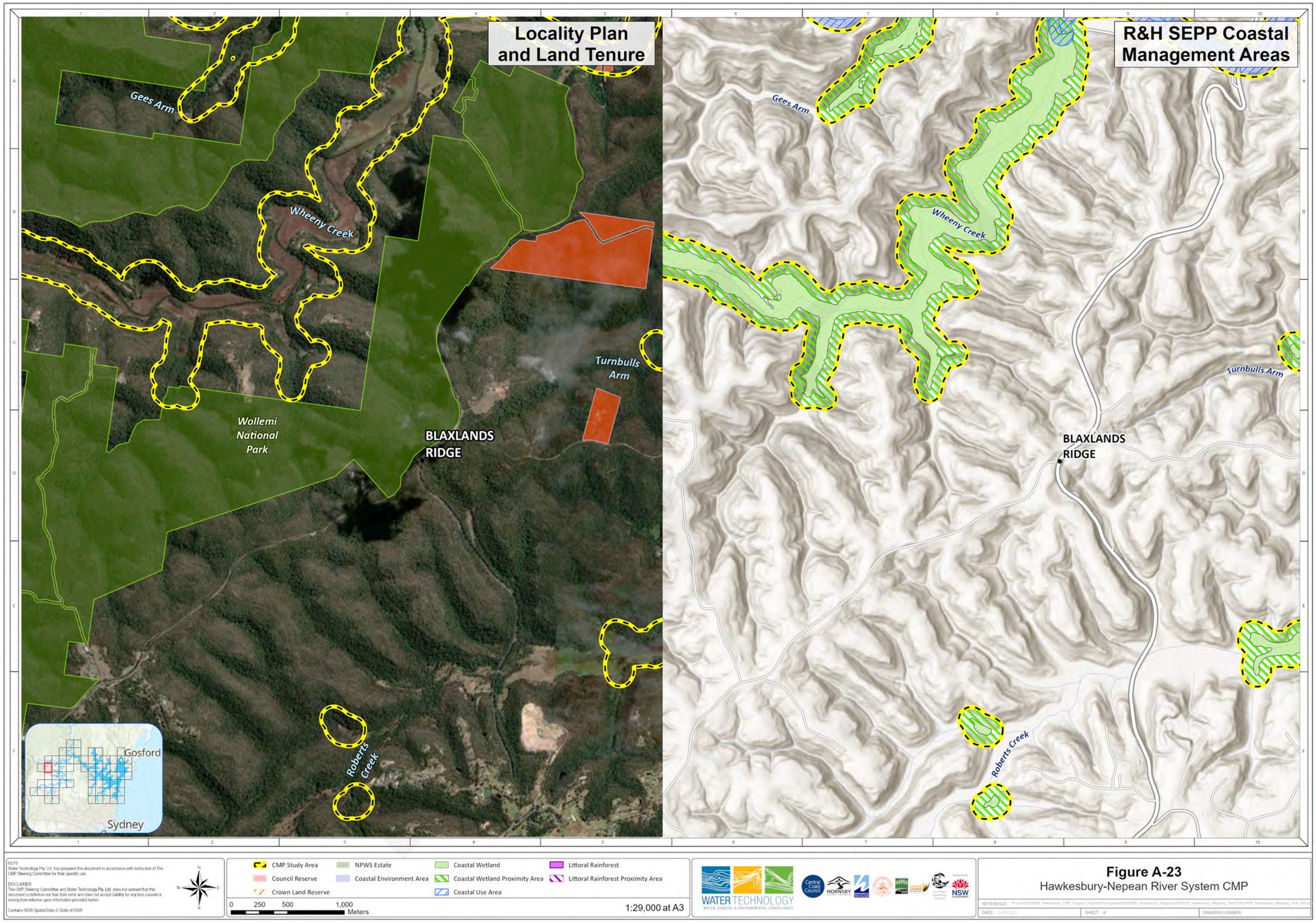
0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-22
Hawkesbury-Nepean River System CMP

REFERENCE: N:\Jobs\24050036_Hawkesbury_CMP_Stage3_4\SpatialWorkspaces\24050036_Hawkesbury_Mapping\24050036_Hawkesbury_Mapping_Task2\24050036_Hawkesbury_Mapping_Task_000.mxd
DATE: 29/08/2025 SHEET: of DRAWING NUMBER:


Locality Plan and Land Tenure
Gees Arm
Wheeny Creek
Wollemi National Park
BLAXLANDS RIDGE
Turnbulls Arm
Roberts Creek
Gosford
Sydney
R&H SEPP Coastal Management Areas
Gees Arm
Wheeny Creek
Turnbulls Arm
BLAXLANDS RIDGE
Roberts Creek
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Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000
Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-23
Hawkesbury-Nepean River System CMP
REFERENCE
DATE
SHEET of
DRAWING NUMBER

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

COLO

Colo River

LOWER PORTLAND

Turnbulls Arm

Roberts Creek

Hawkesbury River

Gosford

Sydney

CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

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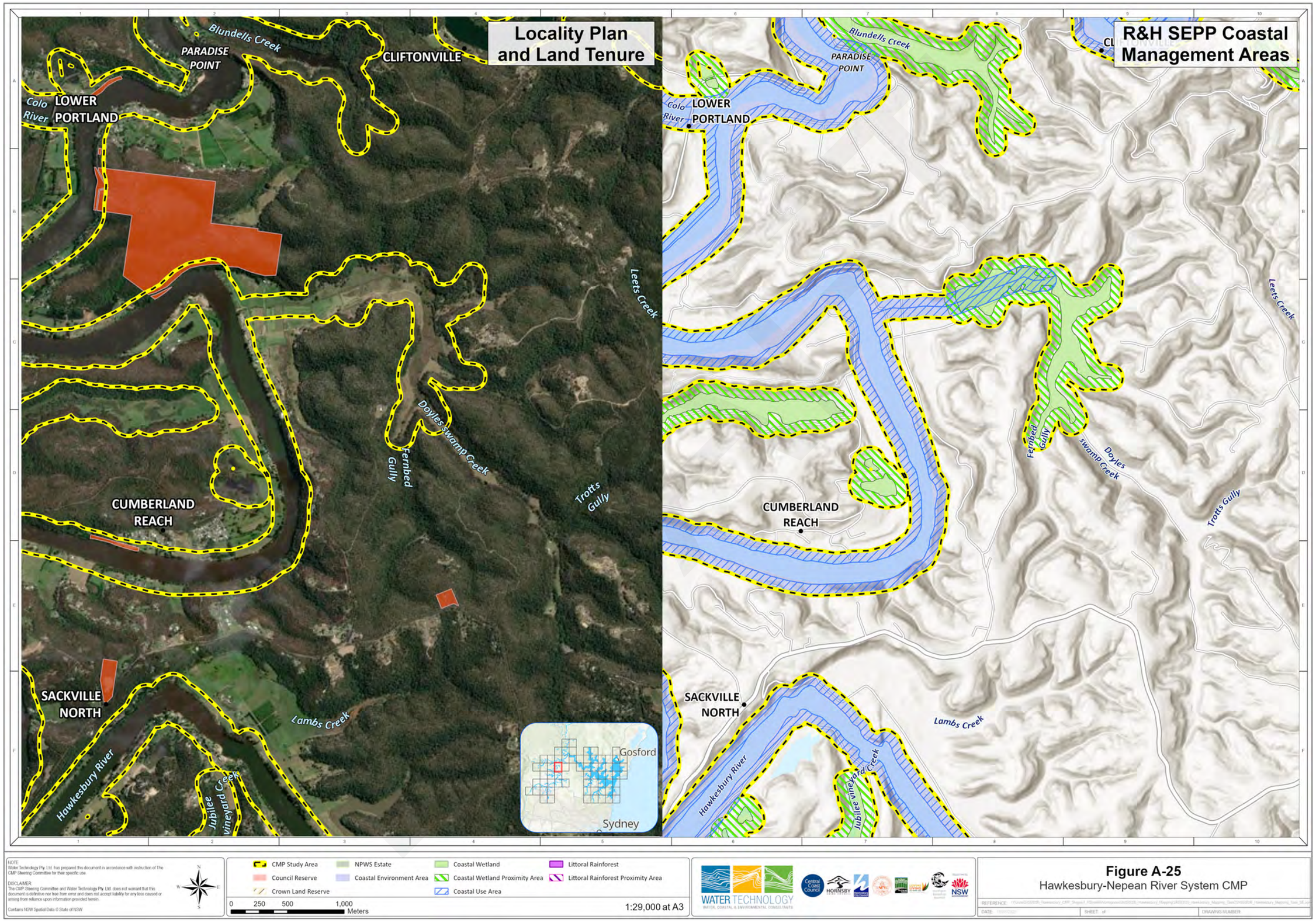
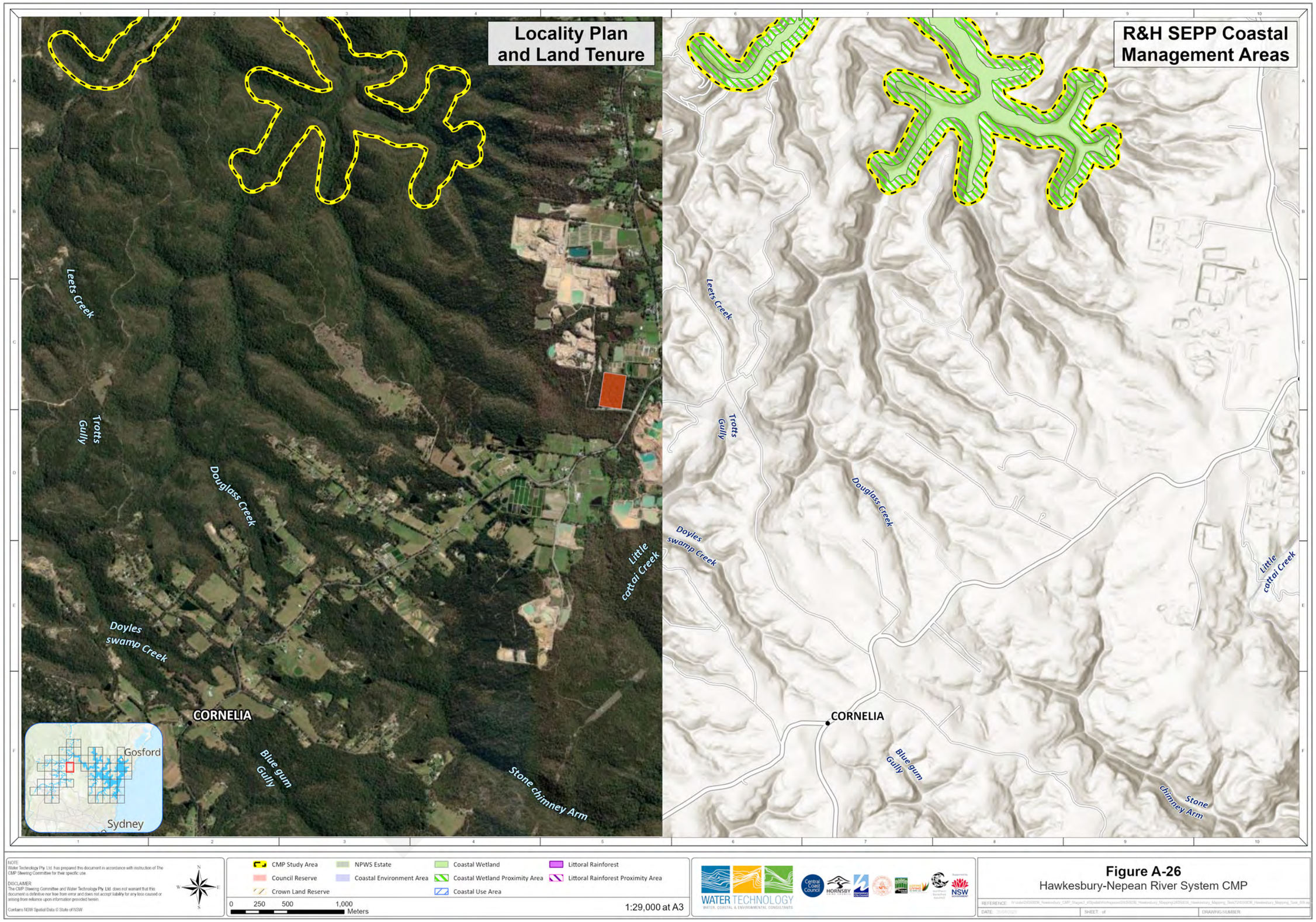
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

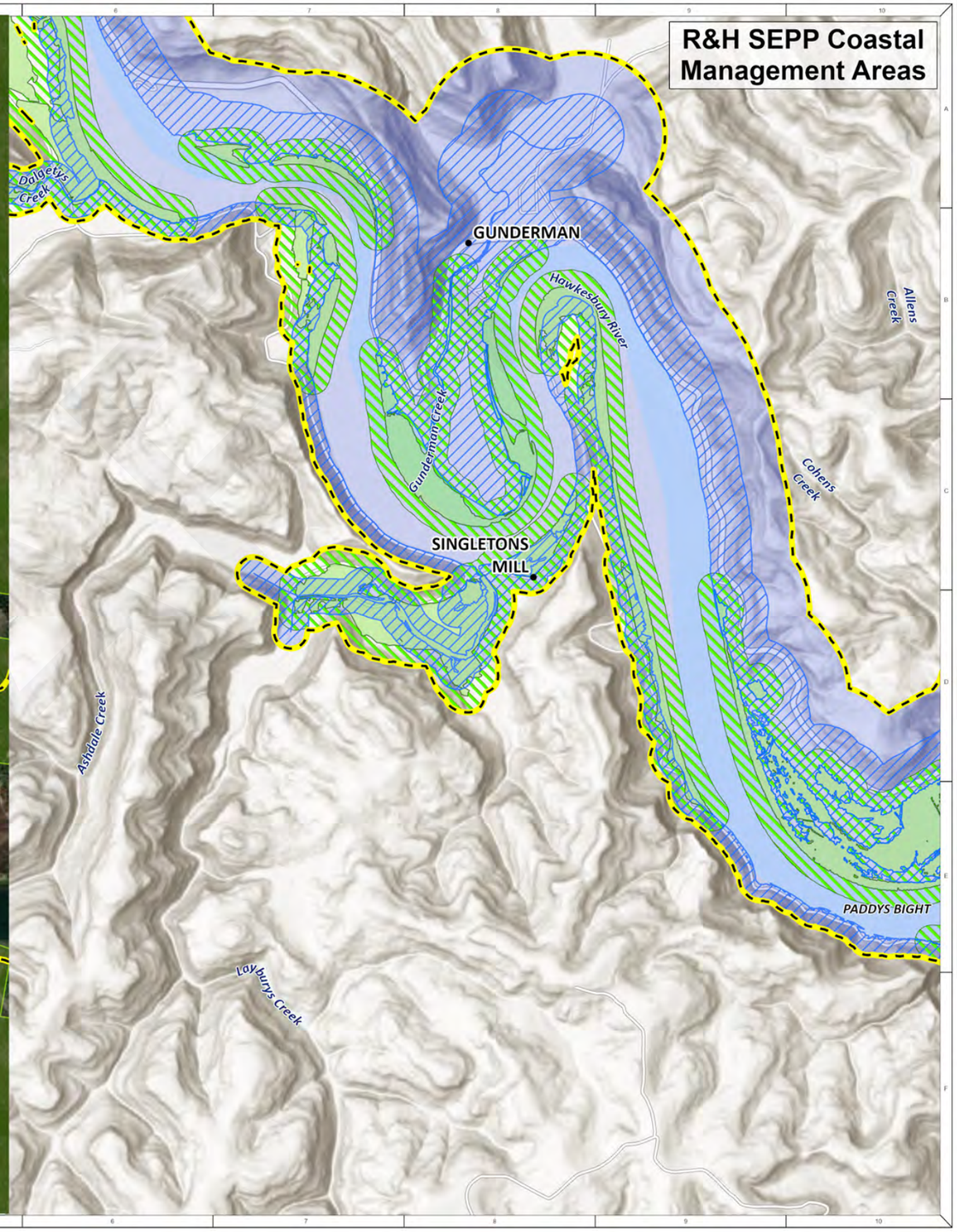
Figure A-24
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Blundells Creek
PARADISE POINT
CLIFTONVILLE
Colo River
LOWER PORTLAND
Leets Creek
Doyles swamp Creek
Fernbed Gully
Trotts Gully
CUMBERLAND REACH
SACKVILLE NORTH
Lambs Creek
Hawkesbury River
Jubilee vineyard Creek
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-25
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Leets Creek
Trotts Gully
Douglass Creek
Doyles swamp Creek
Little cattai Creek
CORNELIA
Blue gum Gully
Stone chimney Arm
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-26
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas



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Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-27
Hawkesbury-Nepean River System CMP

REFERENCE
DATE
SHEET of
DRAWING NUMBER

Locality Plan and Land Tenure

Crump Gully
Scotchmans Creek
Dharug National Park
WENDOREE PARK
TRIANGLE ISLAND
Breakfast Creek
SPENCER
Mangrove Creek
Allens Creek
GENTLEMANS HALT
COURANGRA POINT
Cohens Creek
Hawkesbury River
PADDYS BIGHT
Marramarra National Park
BIG JIMS POINT
Pumpkin Point Creek
MUD ISLAND
PUMPKIN POINT
Gosford
Sydney

R&H SEPP Coastal Management Areas

Crump Gully
Scotchmans Creek
WENDOREE PARK
TRIANGLE ISLAND
Breakfast Creek
SPENCER
Mangrove Creek
Allens Creek
GENTLEMANS HALT
COURANGRA POINT
Cohens Creek
Hawkesbury River
PADDYS BIGHT
BIG JIMS POINT
Pumpkin Point Creek
MUD ISLAND
PUMPKIN POINT

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Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area

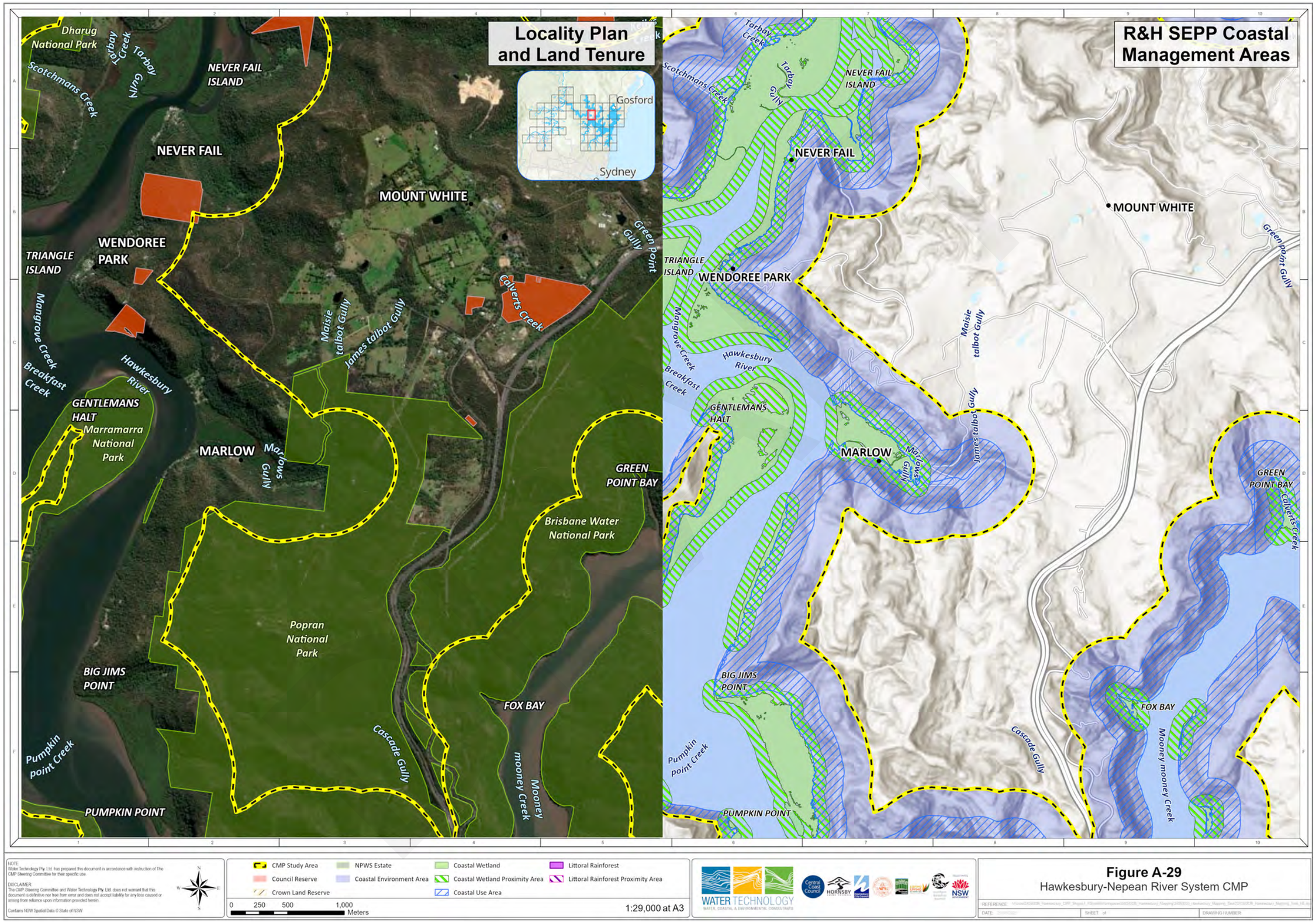
0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-28
Hawkesbury-Nepean River System CMP

REFERENCE:
DATE:
SHEET: of
DRAWING NUMBER:


Locality Plan and Land Tenure
Gosford
Sydney
R&H SEPP Coastal Management Areas
Dharug National Park
Tarbay Creek
Tarbay Gully
Scotchmans Creek
NEVER FAIL ISLAND
NEVER FAIL
MOUNT WHITE
TRIANGLE ISLAND
WENDOREE PARK
Green Point Gully
Calverts Creek
Maisie talbot Gully
James talbot Gully
Mangrove Creek
Breakfast Creek
Hawkesbury River
GENTLEMANS HALT
Marramarra National Park
MARLOW
Marlows Gully
GREEN POINT BAY
Brisbane Water National Park
Popran National Park
BIG JIMS POINT
FOX BAY
Cascade Gully
Pumpkin point Creek
Mooney mooney Creek
PUMPKIN POINT
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-29
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

Kellys Creek
Popran National Park
Piles Creek
Christy Gully
MORROW POINT
Mooney mooney Creek
NATIVE DOG BAY
Green point Gully
Myron Brook
Brisbane Water National Park
TWO DOLLAR BAY
Calverts Creek
MOONEY MOONEY CREEK
GREEN POINT BAY
WALBANK POINT
LEMON TREE POINT
FOLEYS BAY
GREEN POINT
WONDABYNE
Mullet Creek
Gosford
Sydney

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Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-30
Hawkesbury-Nepean River System CMP

REFERENCE:
DATE:
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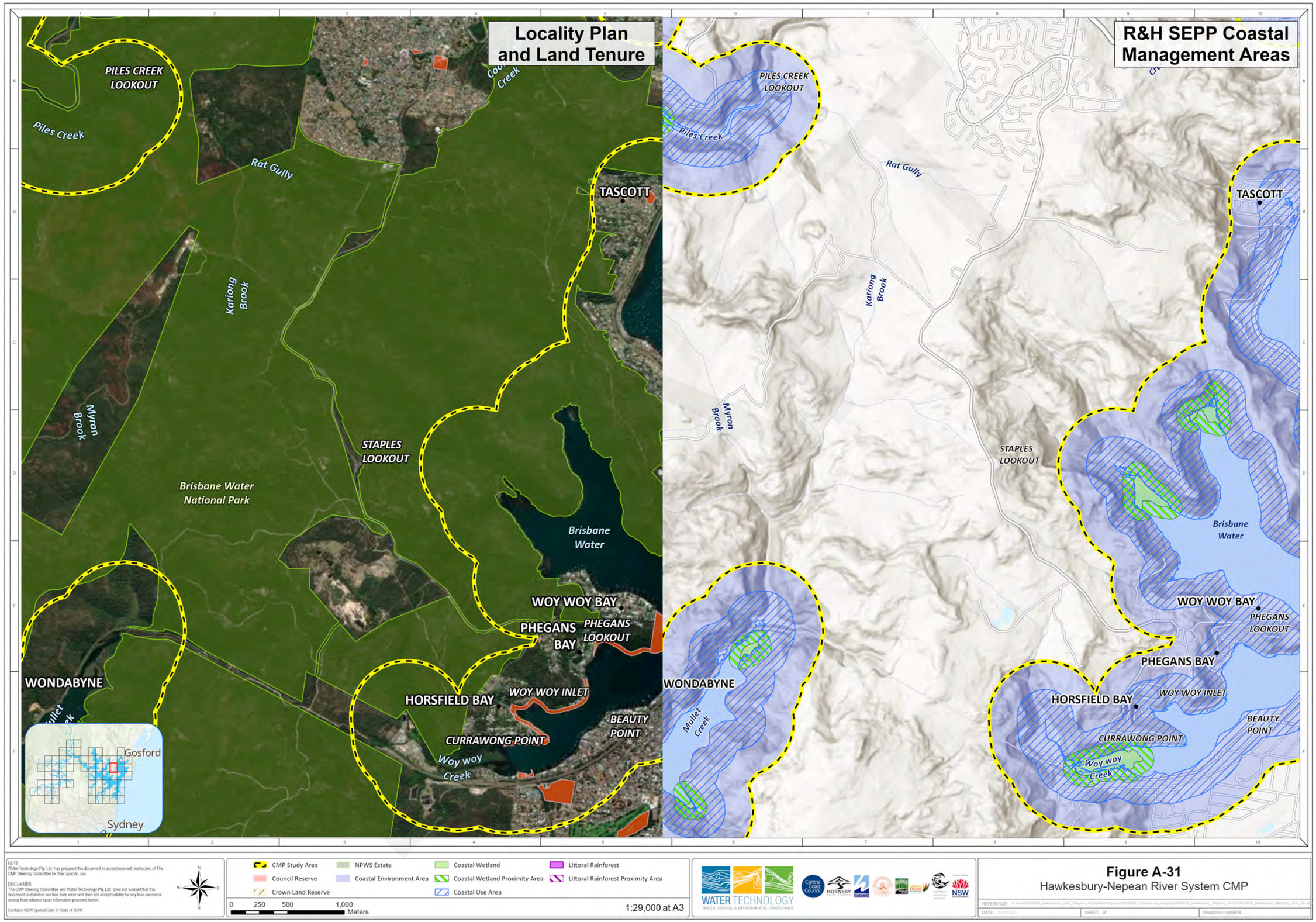
Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
PILES CREEK LOOKOUT
Piles Creek
Rat Gully
Karlong Brook
Myron Brook
TASCOTT
STAPLES LOOKOUT
Brisbane Water National Park
Brisbane Water
WOY WOY BAY
PHEGANS BAY
PHEGANS LOOKOUT
WONDABYNE
HORSFIELD BAY
WOY WOY INLET
BEAUTY POINT
CURRAWONG POINT
Woy woy Creek
Mullet Creek
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-31
Hawkesbury-Nepean River System CMP

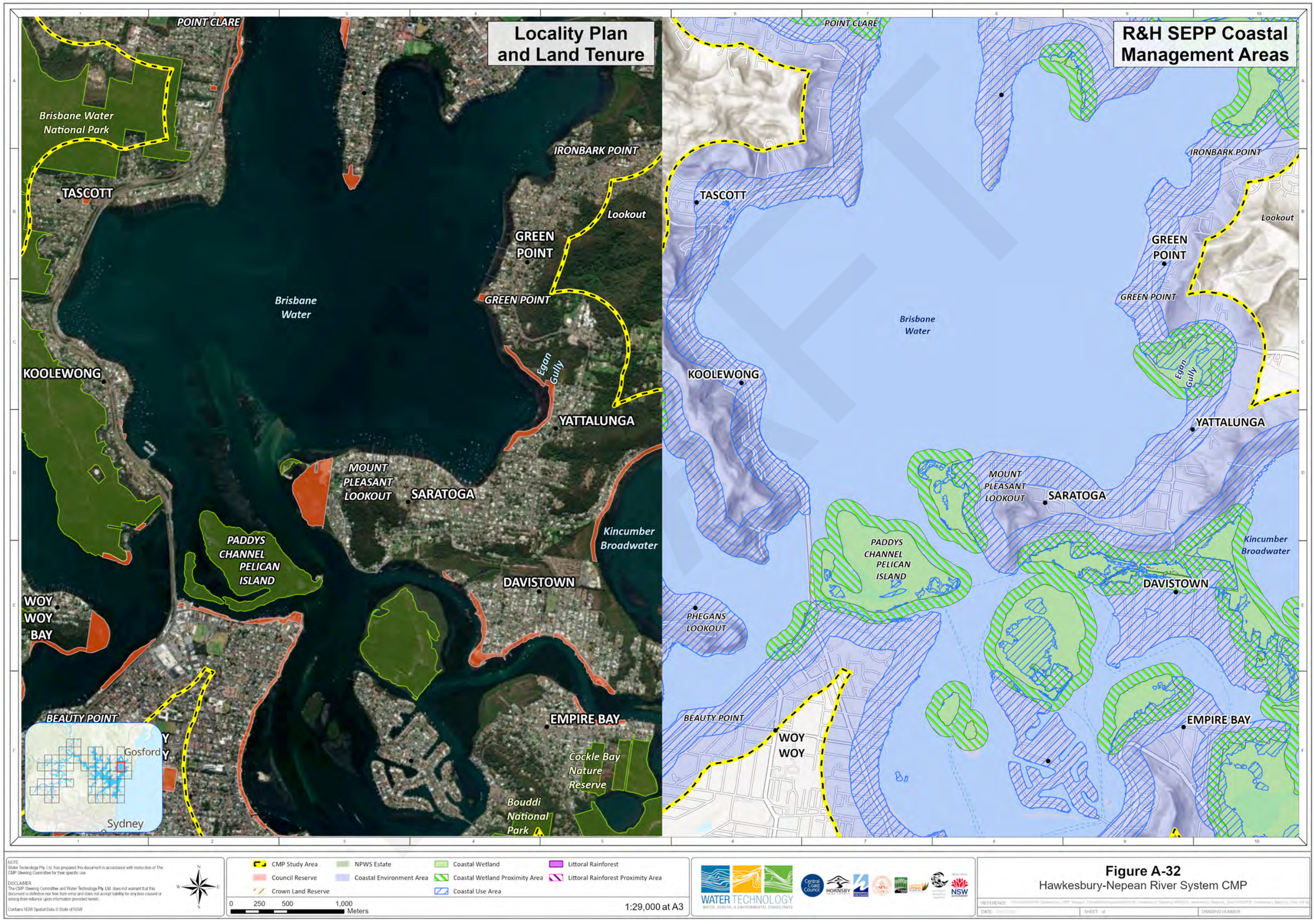

Figure A-32
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

Brisbane Water
Nunns Creek
NYARI LOOKOUT
COLIN WATTERS LOOKOUT
WARRIWARRI LOOKOUT
Lookout
Egan Gully
PICKETTS VALLEY
Lookout
ILLAWONG LOOKOUT
Avoca Lake
Saltwater Creek
KINCUMBER
Kincumber Creek
Kincumber Broadwater
Cockrone Gully
KINCUMBER SOUTH
Pickett's Gully
Cockrone Lagoon
Bouddi National Park
MACMASTERS BEACH
BENSVILLE
Cockle Bay Nature Reserve

Gosford
Sydney

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CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-33
Hawkesbury-Nepean River System CMP

REFERENCE:
DATE:
SHEET of
DRAWING NUMBER:

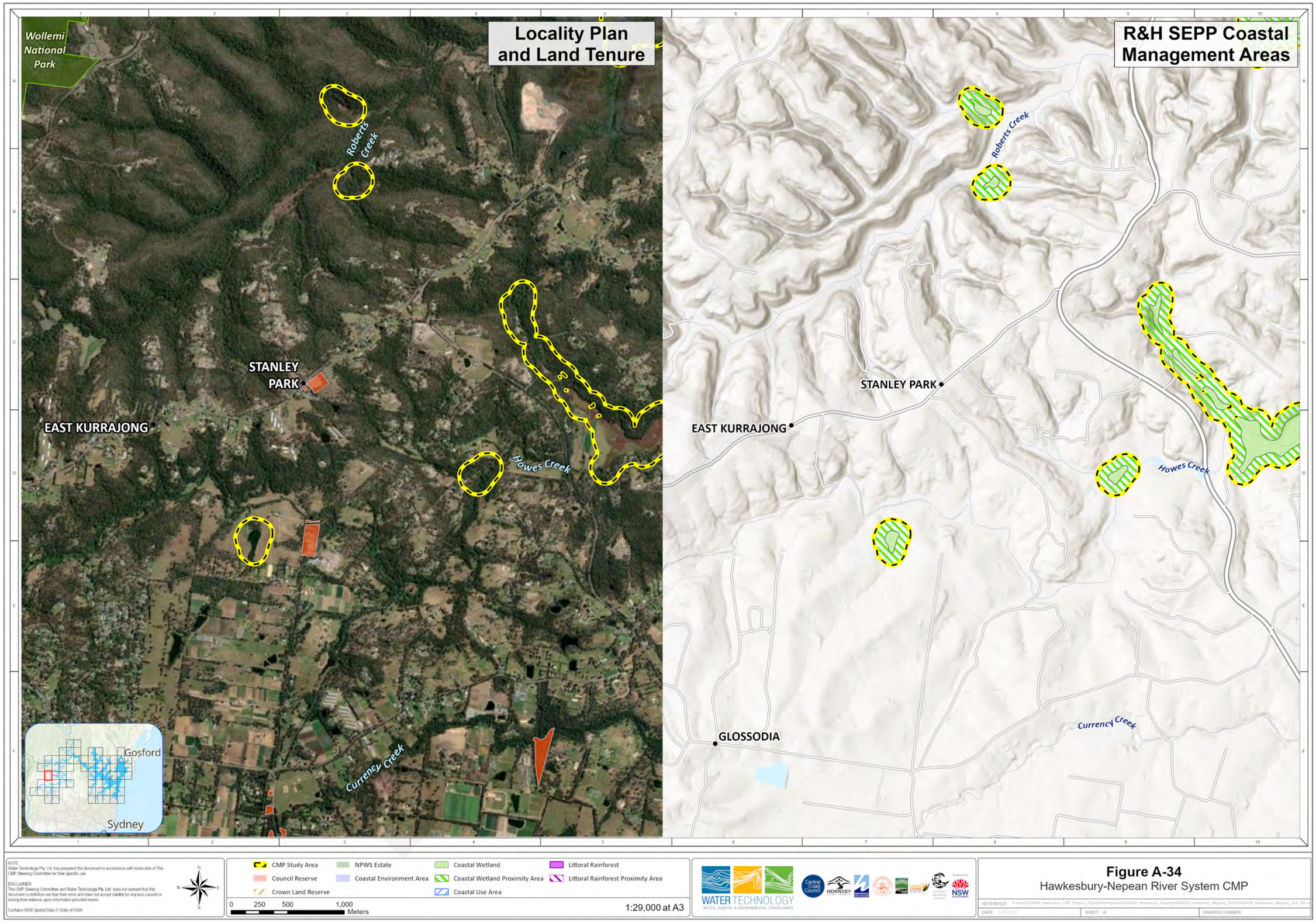
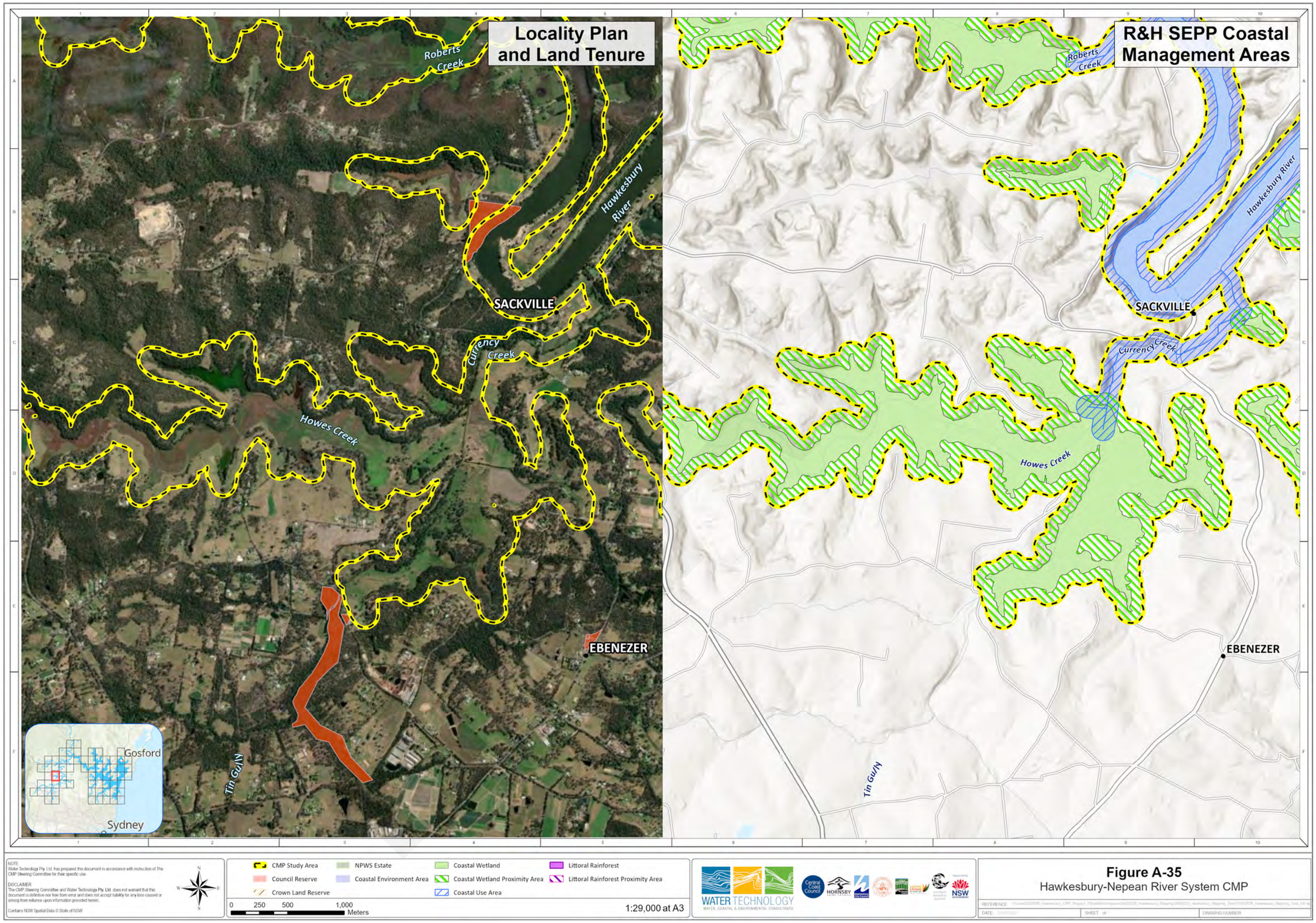


Figure A-34
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Roberts Creek
Hawkesbury River
SACKVILLE
Currency Creek
Howes Creek
EBENEZER
Tin Gu/ly
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-35
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

SACKVILLE NORTH
Lambs Creek
Jubilee vineyard Creek
Currency Creek
Maroota Ridge State Conservation Area
PORTLAND HEAD
Hawkesbury River
Stone drain Creek
Halls Lagoon
EBENEZER
Batts hollow Gully
Wyingo
Wheeny Lagoon
Little cattai Creek
Fairs Creek
Cattai National Park
Gosford
Sydney

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Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-36
Hawkesbury-Nepean River System CMP

REFERENCE: DATE: SHEET: of DRAWING NUMBER:

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

Hawkesbury River
Pumpkin Point Creek
MUD ISLAND
PUMPKIN POINT
Marramarra National Park
BIG BAY
FRIENDLY ISLAND
FRIENDLY BAY
FISHERMANS POINT
BACK BAY
FISHERMANS POINT
KULKAH BAY
Marramarra Creek
BAR ISLAND
PELICAN ISLAND
Berowra Creek
BEROWRA POINT
BEROWRA CREEK
COBA BAY
Muogamarra Nature Reserve
COBA POINT
Coba Creek
DONNYBROOK BAY
Gosford
Sydney

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Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

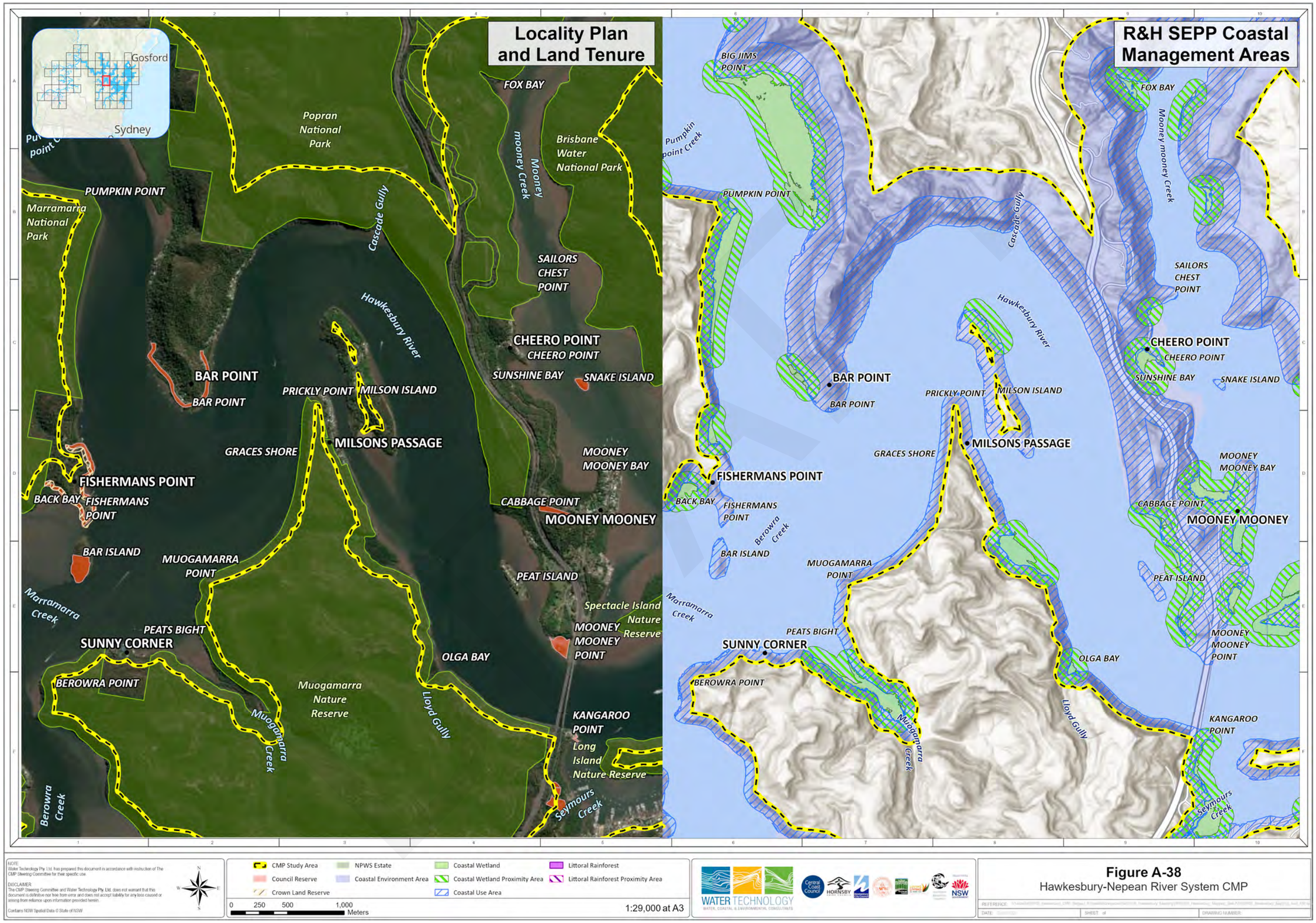
0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-37
Hawkesbury-Nepean River System CMP

REFERENCE
DATE
SHEET of
DRAWING NUMBER


Locality Plan and Land Tenure
Gosford
Sydney
Popran National Park
Brisbane Water National Park
Marramarra National Park
PUMPKIN POINT
Cascade Gully
Mooney Creek
Mooney
FOX BAY
SAILORS CHEST POINT
Hawkesbury River
CHEERO POINT
CHEERO POINT
SUNSHINE BAY
SNAKE ISLAND
BAR POINT
BAR POINT
PRICKLY POINT
MILSON ISLAND
MILSONS PASSAGE
GRACES SHORE
MOONEY
MOONEY BAY
FISHERMANS POINT
BACK BAY
FISHERMANS POINT
CABBAGE POINT
MOONEY MOONEY
BAR ISLAND
MUOGAMARRA POINT
PEAT ISLAND
Marramarra Creek
Spectacle Island Nature Reserve
PEATS BIGHT
SUNNY CORNER
MOONEY MOONEY POINT
OLGA BAY
BEROWRA POINT
Muogamarra Nature Reserve
Muogamarra Creek
Lloyd Gully
KANGAROO POINT
Long Island Nature Reserve
Berowra Creek
Seymours Creek
R&H SEPP Coastal Management Areas
BIG JIMS POINT
Pumpkin Point Creek
Berowra Creek
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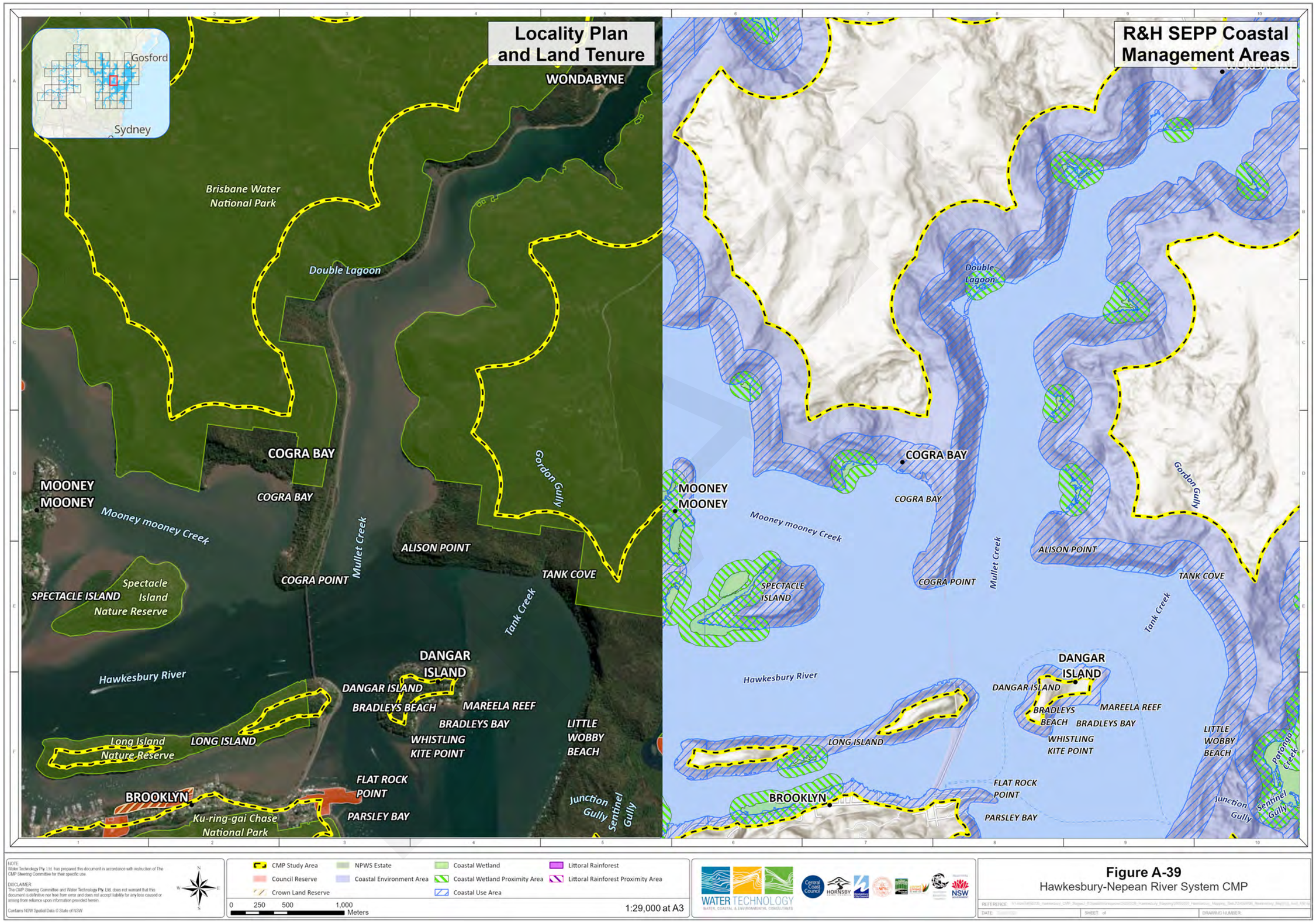
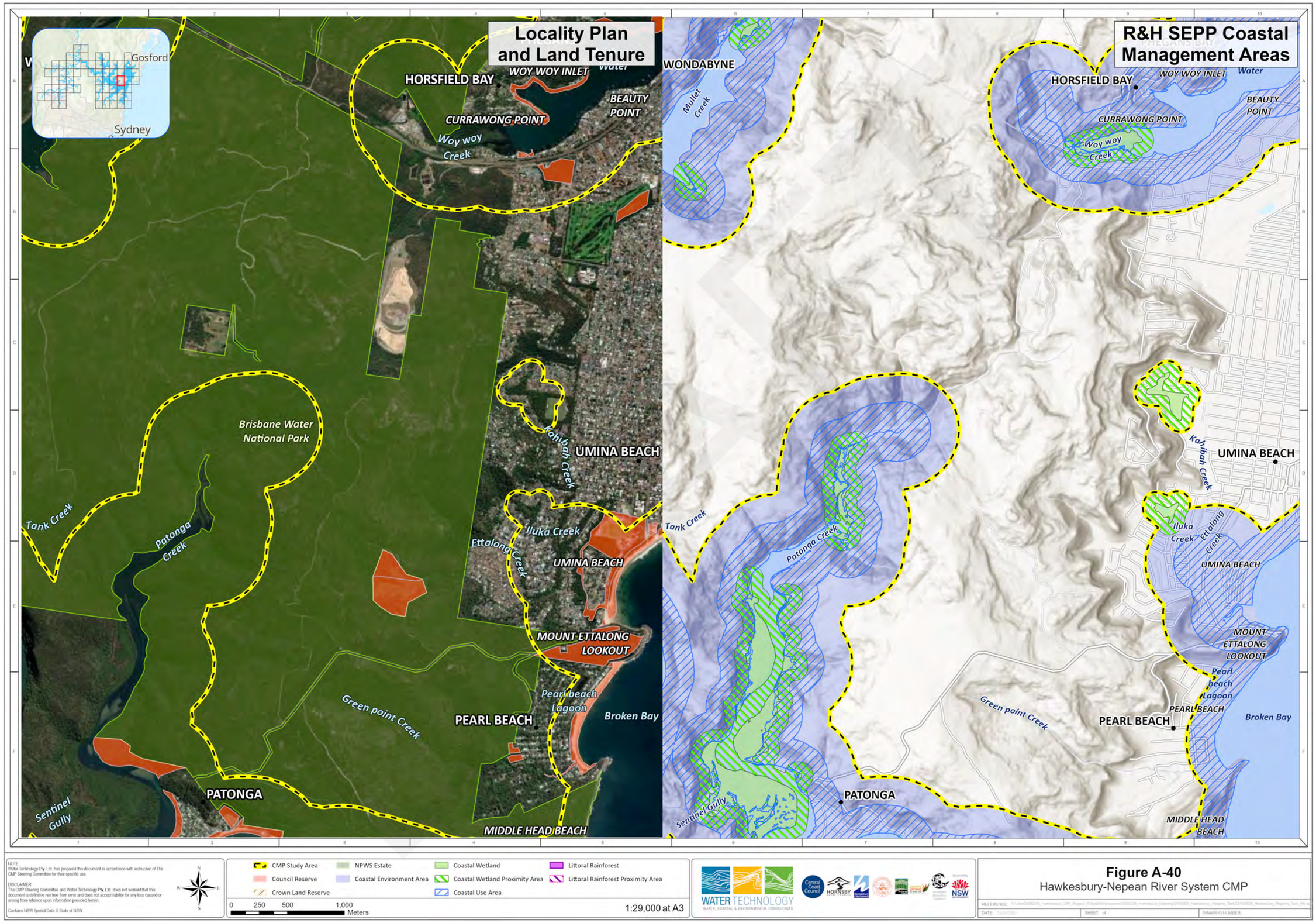
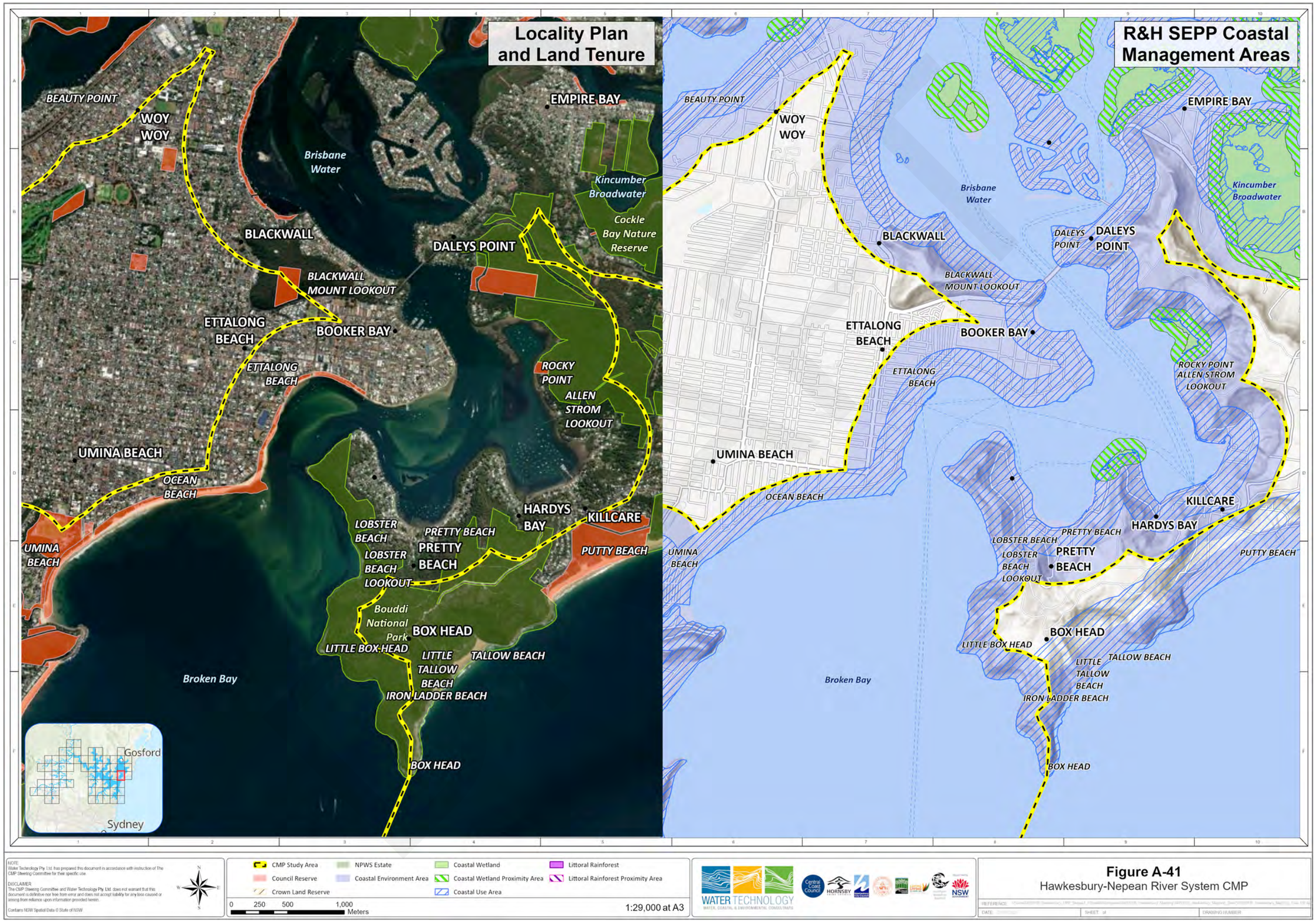
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-38
Hawkesbury-Nepean River System CMP
REFERENCE
DATE
SHEET of
DRAWING NUMBER


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Gosford
Sydney
WONDABYNE
Brisbane Water National Park
Double Lagoon
COGRA BAY
MOONEY
MOONEY
Mooney mooney Creek
Mullet Creek
ALISON POINT
COGRA POINT
TANK COVE
Tank Creek
Gordon Gully
Spectacle Island Nature Reserve
SPECTACLE ISLAND
DANGAR ISLAND
Hawkesbury River
BRADLEYS BEACH
MAREELA REEF
BRADLEYS BAY
WHISTLING KITE POINT
LITTLE WOBBY BEACH
Long Island Nature Reserve
LONG ISLAND
FLAT ROCK POINT
BROOKLYN
PARSLEY BAY
Ku-ring-gai Chase National Park
Junction Gully
Sentinel Gully
Patonga Creek
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-39
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
Gosford
Sydney
HORSFIELD BAY
WOY WOY INLET
BEAUTY POINT
CURRAWONG POINT
Woy woy Creek
Brisbane Water National Park
Kahibah Creek
UMINA BEACH
Tank Creek
Patonga Creek
Iluka Creek
Ettalong Creek
MOUNT ETTALONG LOOKOUT
Pearl beach Lagoon
Green point Creek
PEARL BEACH
Broken Bay
PATONGA
Sentinel Gully
MIDDLE HEAD BEACH
R&H SEPP Coastal Management Areas
WONDABYNE
Mullet Creek
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-40
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
BEAUTY POINT
WOY WOY
Brisbane Water
EMPIRE BAY
Kincumber Broadwater
Cockle Bay Nature Reserve
BLACKWALL
DALEYS POINT
BLACKWALL MOUNT LOOKOUT
ETTALONG BEACH
BOOKER BAY
ETTALONG BEACH
ROCKY POINT
ALLEN STROM LOOKOUT
UMINA BEACH
OCEAN BEACH
HARDYS BAY
KILLCARE
LOBSTER BEACH
PRETTY BEACH
PRETTY BEACH
LOBSTER BEACH LOOKOUT
PUTTY BEACH
UMINA BEACH
Bouddi National Park
BOX HEAD
LITTLE BOX HEAD
LITTLE TALLOW BEACH
TALLOW BEACH
IRON LADDER BEACH
Broken Bay
BOX HEAD
Gosford
Sydney
R&H SEPP Coastal Management Areas
BEAUTY POINT
WOY WOY
Brisbane Water
EMPIRE BAY
Kincumber Broadwater
BLACKWALL
DALEYS POINT
DALEYS POINT
BLACKWALL MOUNT LOOKOUT
ETTALONG BEACH
BOOKER BAY
ETTALONG BEACH
ROCKY POINT ALLEN STROM LOOKOUT
UMINA BEACH
OCEAN BEACH
KILLCARE
HARDYS BAY
LOBSTER BEACH
PRETTY BEACH
PRETTY BEACH
UMINA BEACH
LOBSTER BEACH LOOKOUT
PUTTY BEACH
BOX HEAD
LITTLE BOX HEAD
LITTLE TALLOW BEACH
TALLOW BEACH
IRON LADDER BEACH
Broken Bay
BOX HEAD
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-41
Hawkesbury-Nepean River System CMP

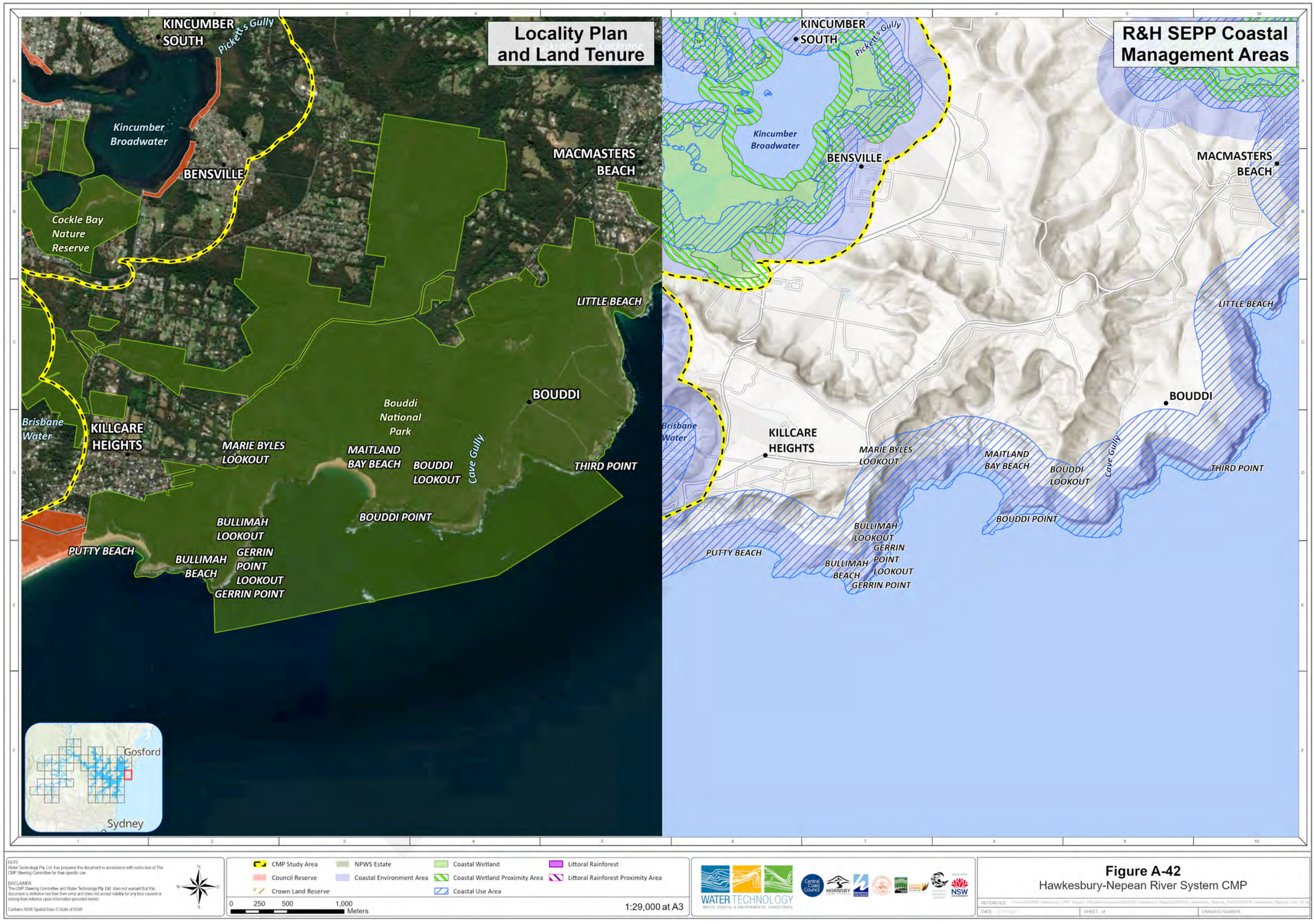
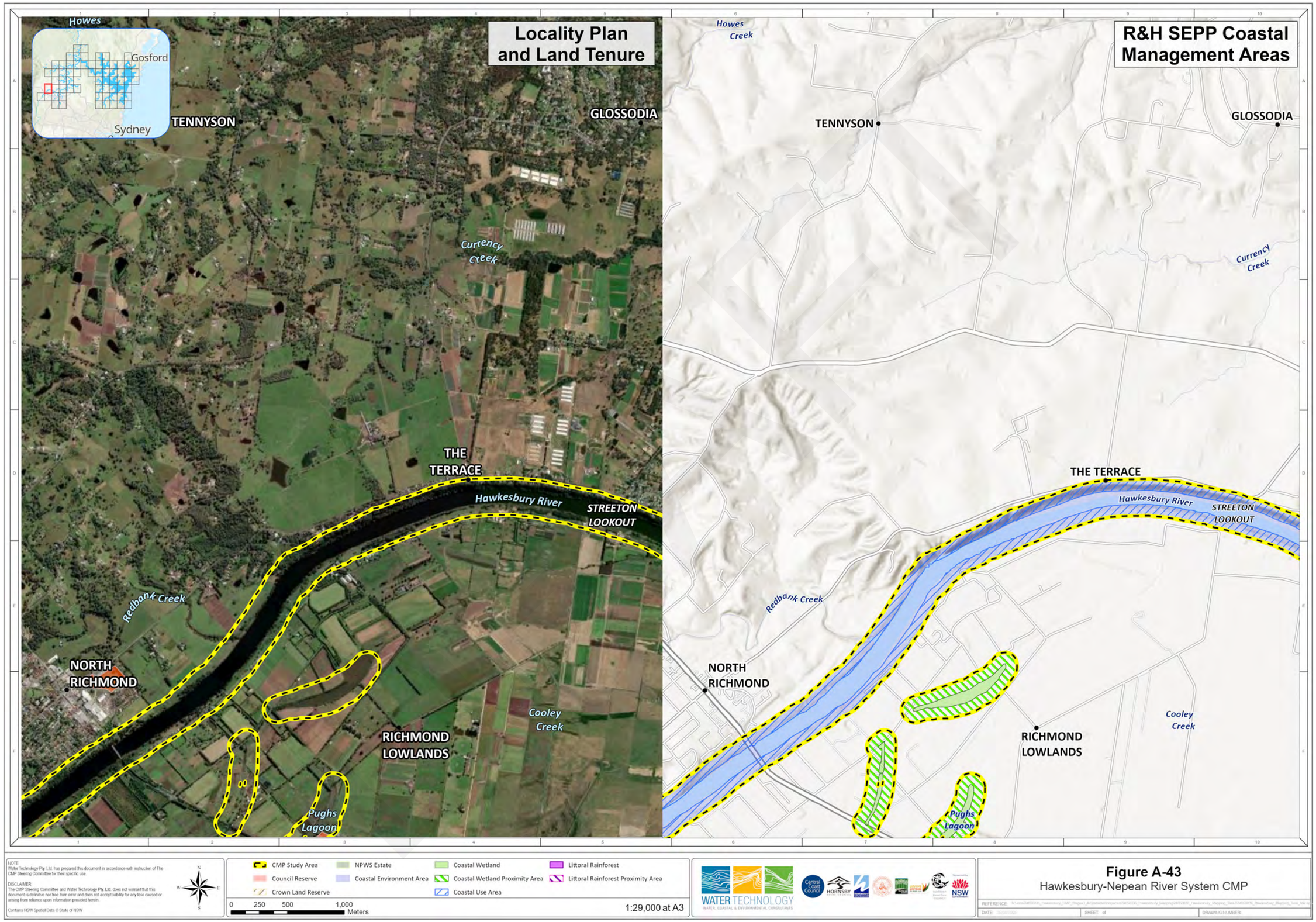


Figure A-42
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Howes
Gosford
Sydney
TENNYSON
GLOSSODIA
Currency Creek
THE TERRACE
Hawkesbury River
STREETON LOOKOUT
Redbank Creek
NORTH RICHMOND
RICHMOND LOWLANDS
Cooley Creek
Pughs Lagoon
Howes Creek
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-43
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

Gosford

Sydney

Currency Creek

GLOSSODIA

FREEMANS REACH

Bushells Lagoon

STREETON LOOKOUT

Bakers Lagoon

Hawkesbury River

THE BREAKAWAY

CORNWALLIS

Cooley Creek

Buttsworth Creek

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CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-44
Hawkesbury-Nepean River System CMP

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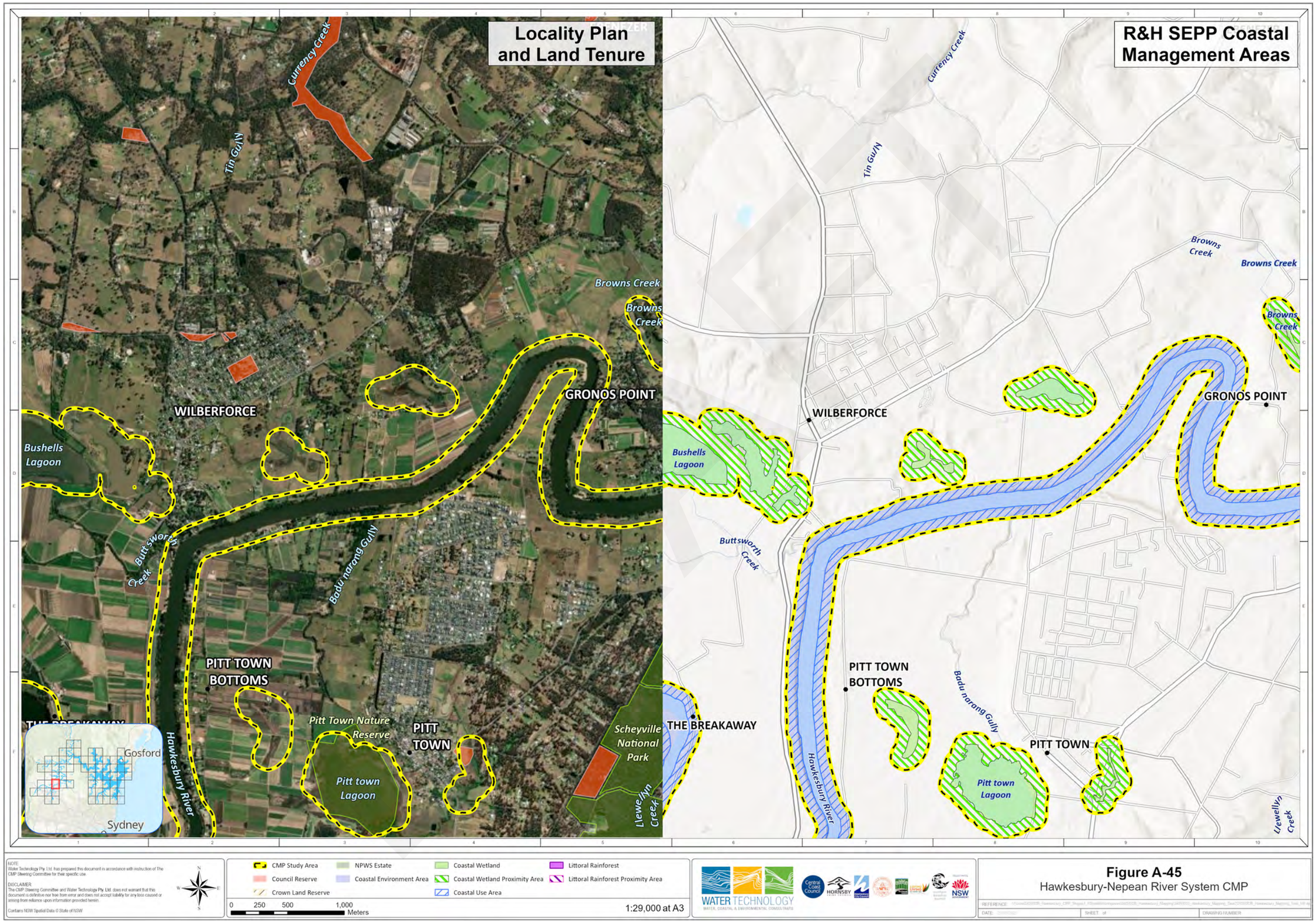
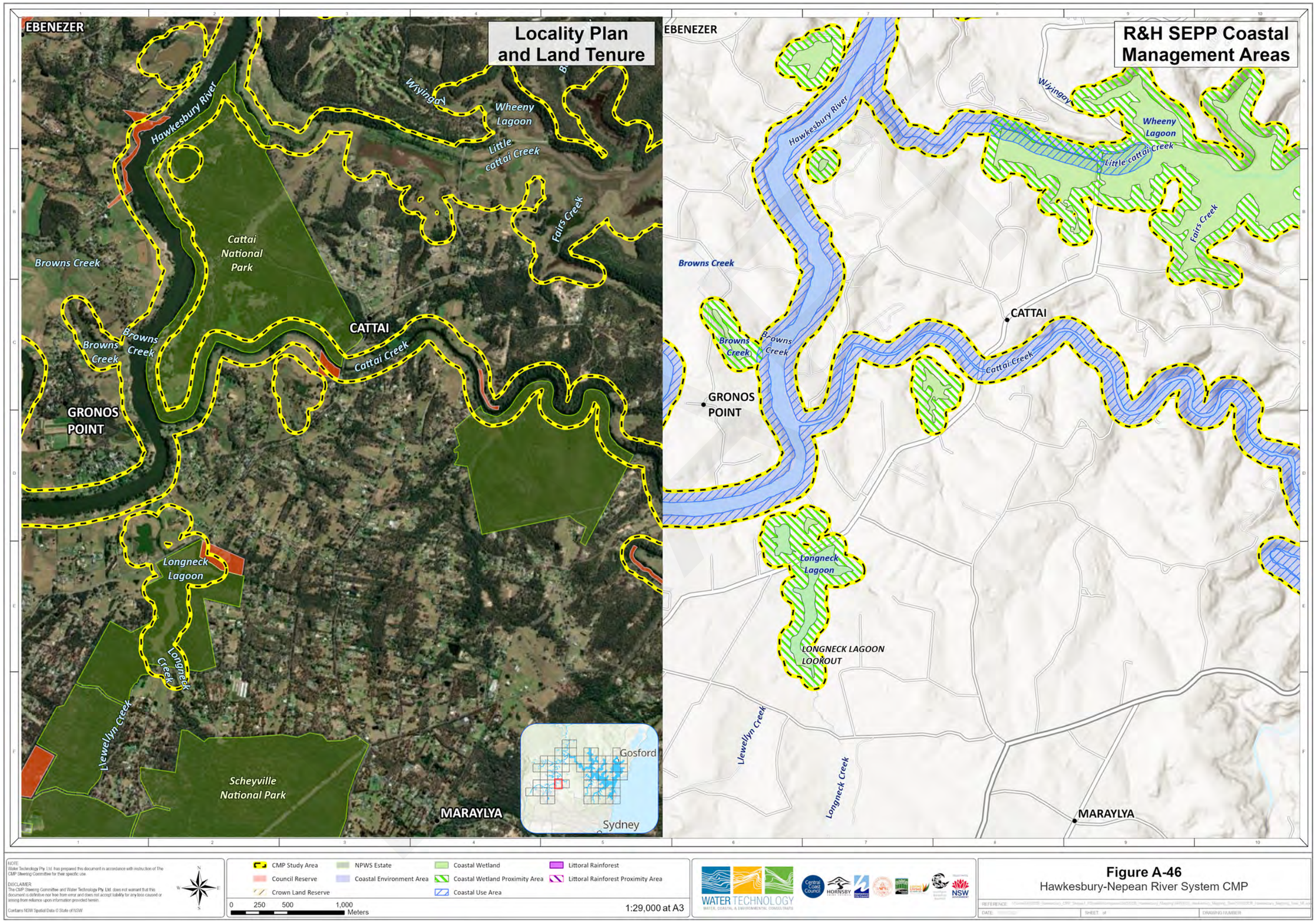
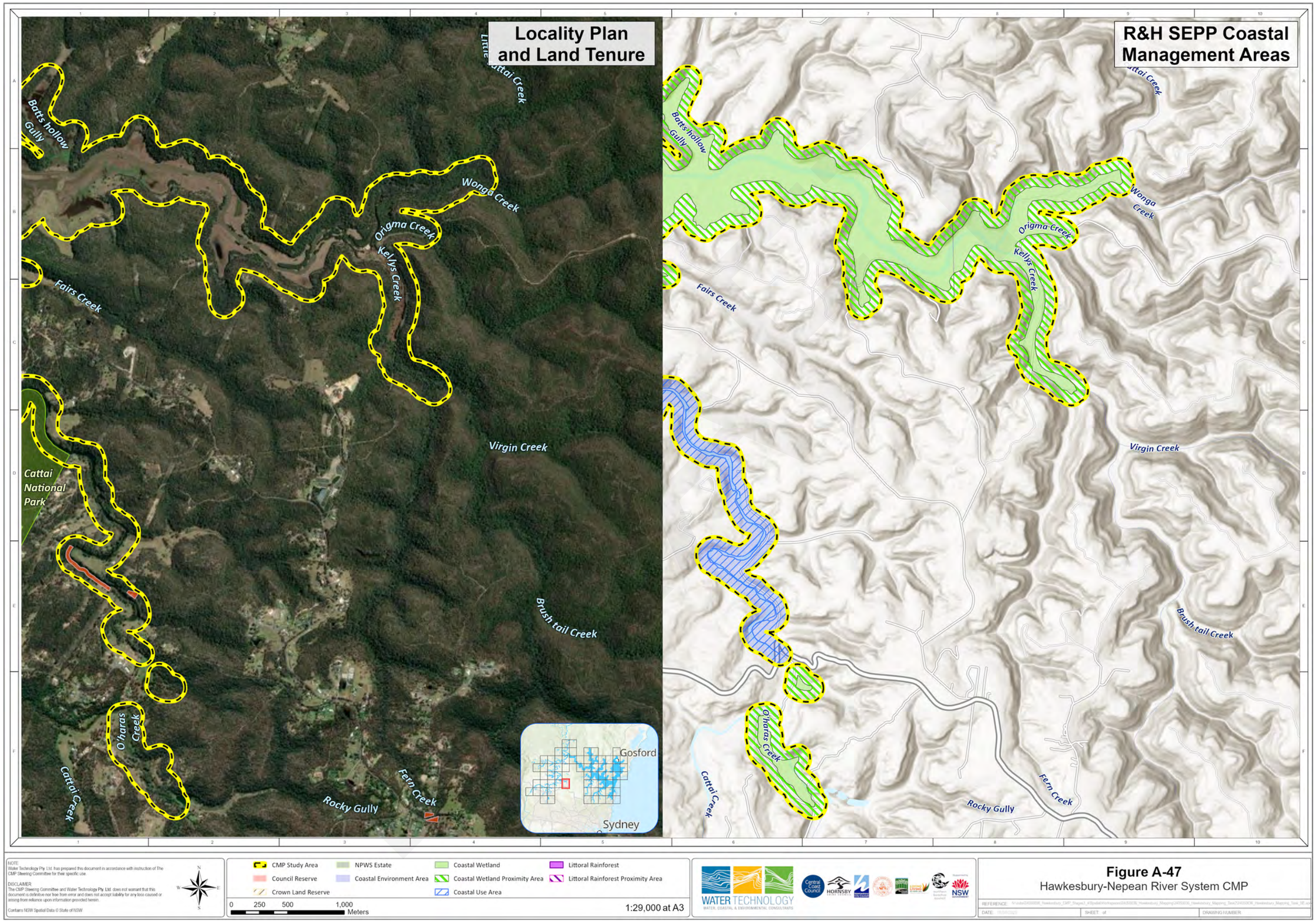
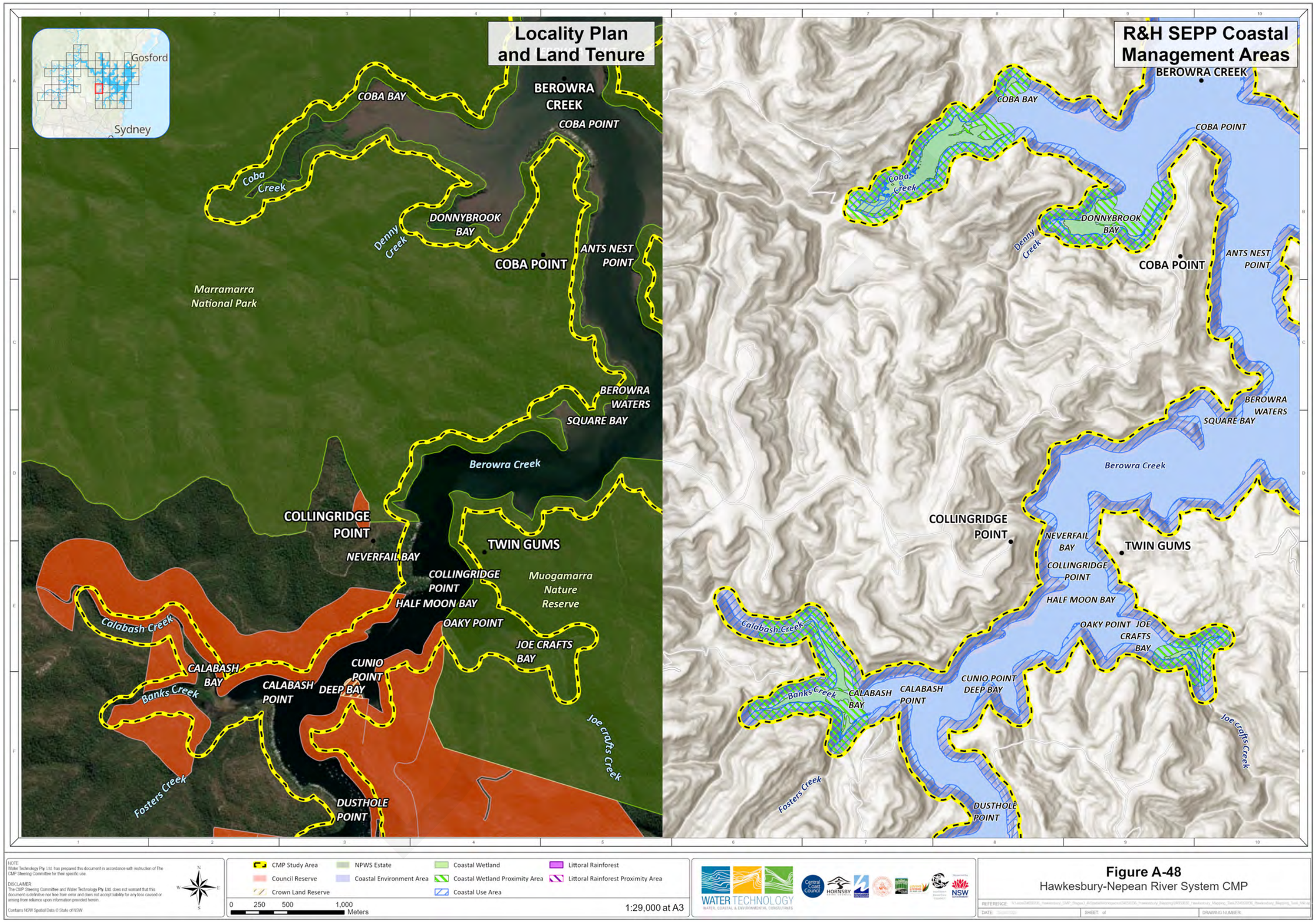
DATE: 20/08/2025 SHEET: of DRAWING NUMBER:


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Currency Creek
Tin Gully
Browns Creek
Browns Creek
Browns Creek
GRONOS POINT
WILBERFORCE
Bushells Lagoon
Buttsworth Creek
Badu narang Gully
PITT TOWN BOTTOMS
THE BREAKAWAY
Pitt Town Nature Reserve
PITT TOWN
Pitt town Lagoon
Scheyville National Park
Llewellyn Creek
Hawkesbury River
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-45
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
EBENEZER
Hawkesbury River
Wyingo
Wheeny Lagoon
Little cattai Creek
Fairs Creek
Cattai National Park
Browns Creek
CATTAI
Cattai Creek
GRONOS POINT
Longneck Lagoon
Longneck Creek
Llewellyn Creek
Scheyville National Park
MARAYLYA
LONGNECK LAGOON LOOKOUT
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-46
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Batts hollow Gully
Wonga Creek
Origma Creek
Kellys Creek
Fairs Creek
Virgin Creek
Cattai National Park
Brush tail Creek
O'haras Creek
Cattai Creek
Rocky Gully
Fern Creek
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-47
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
Gosford
Sydney
COBA BAY
BEROWRA CREEK
COBA POINT
Coba Creek
DONNYBROOK BAY
Denny Creek
ANTS NEST POINT
Marramarra National Park
BEROWRA WATERS
SQUARE BAY
Berowra Creek
COLLINGRIDGE POINT
TWIN GUMS
NEVERFAIL BAY
COLLINGRIDGE POINT
HALF MOON BAY
Muogamarra Nature Reserve
OAKY POINT
JOE CRAFTS BAY
Calabash Creek
CALABASH BAY
CUNIO POINT
Banks Creek
CALABASH POINT
DEEP BAY
Joe crafts Creek
Fosters Creek
DUSTHOLE POINT
R&H SEPP Coastal Management Areas
BEROWRA CREEK
COBA BAY
COBA POINT
Coba Creek
DONNYBROOK BAY
Denny Creek
ANTS NEST POINT
COBA POINT
BEROWRA WATERS
SQUARE BAY
Berowra Creek
COLLINGRIDGE POINT
NEVERFAIL BAY
TWIN GUMS
COLLINGRIDGE POINT
HALF MOON BAY
OAKY POINT
JOE CRAFTS BAY
Calabash Creek
CUNIO POINT
DEEP BAY
Banks Creek
CALABASH BAY
CALABASH POINT
Joe crafts Creek
Fosters Creek
DUSTHOLE POINT
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W
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S
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000
Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-48
Hawkesbury-Nepean River System CMP
REFERENCE:
DATE:
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DRAWING NUMBER:

Locality Plan and Land Tenure

SUNNY CORNER
BEROWRA POINT
OLGA BAY
KANGAROO POINT
Long Island Nature Reserve
Muogamarra Creek
Lloyd Gully
Berowra Creek
KIMMERIKONG BAY
ANTS NEST POINT
Kimmerikong Creek
TIPPER LOOKOUT
Seymours Creek
Porto Gully
Marramarra National Park
BENNETS BAY
BEROWRA WATERS
Muogamarra Nature Reserve
BUJWA BAY
Campbells Creek
Ku-ring-gai Chase National Park
Bujwa Creek
Lookout
COWAN
JERUSALEM BAY
PINTA BAY
Yatala Creek
Gosford
Sydney

R&H SEPP Coastal Management Areas

SUNNY CORNER
BEROWRA POINT
OLGA BA
KANGAROO POINT
Muogamarra Creek
Lloyd Gully
Berowra Creek
KIMMERIKONG BAY
ANTS NEST POINT
TIPPER LOOKOUT
Seymours Creek
Porto Gully
BENNETS BAY
BEROWRA WATERS
BUJWA BAY
Campbells Creek
Bujwa Creek
Kimmerikong Creek
Lookout
COWAN
JERUSALEM BAY
PINTA BAY
Yatala Creek
Joe Crafts Creek

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CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-49
Hawkesbury-Nepean River System CMP

REFERENCE
DATE
SHEET of
DRAWING NUMBER

Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Hawkesbury River
DANGAR ISLAND
DANGAR ISLAND
BRADLEYS BEACH
MAREELA REEF
BRADLEYS BAY
WHISTLING KITE POINT
LITTLE WOBBY BEACH
Long Island Nature Reserve
LONG ISLAND
FLAT ROCK POINT
BROOKLYN
PARSLEY BAY
DEAD HORSE BAY
LITTLE WOBBY
CROPPY POINT
CROPPY BEACH
Junction Gully
Sentinel Gully
SANDY BAY
GREEN POINT
Porto Gully
Campbells Creek
PORTO BAY
MUD POINT
GUNYAH POINT
GUNYAH BEACH
JUNO POINT
ELEANOR BEACH
Ku-ring-gai Chase National Park
TAFFYS LOOKOUT
Taffys Gully
Cowan Creek
CHALLENGER HEAD
FISHERMANS BEACH
LITTLE SHARK ROCK POINT
AMERICA BAY
SHARK ROCK POINT
COWAN POINT
JERUSALEM BAY
PINTA BAY
Mullet Creek
Porona Creek
Gosford
Sydney
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CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-50
Hawkesbury-Nepean River System CMP

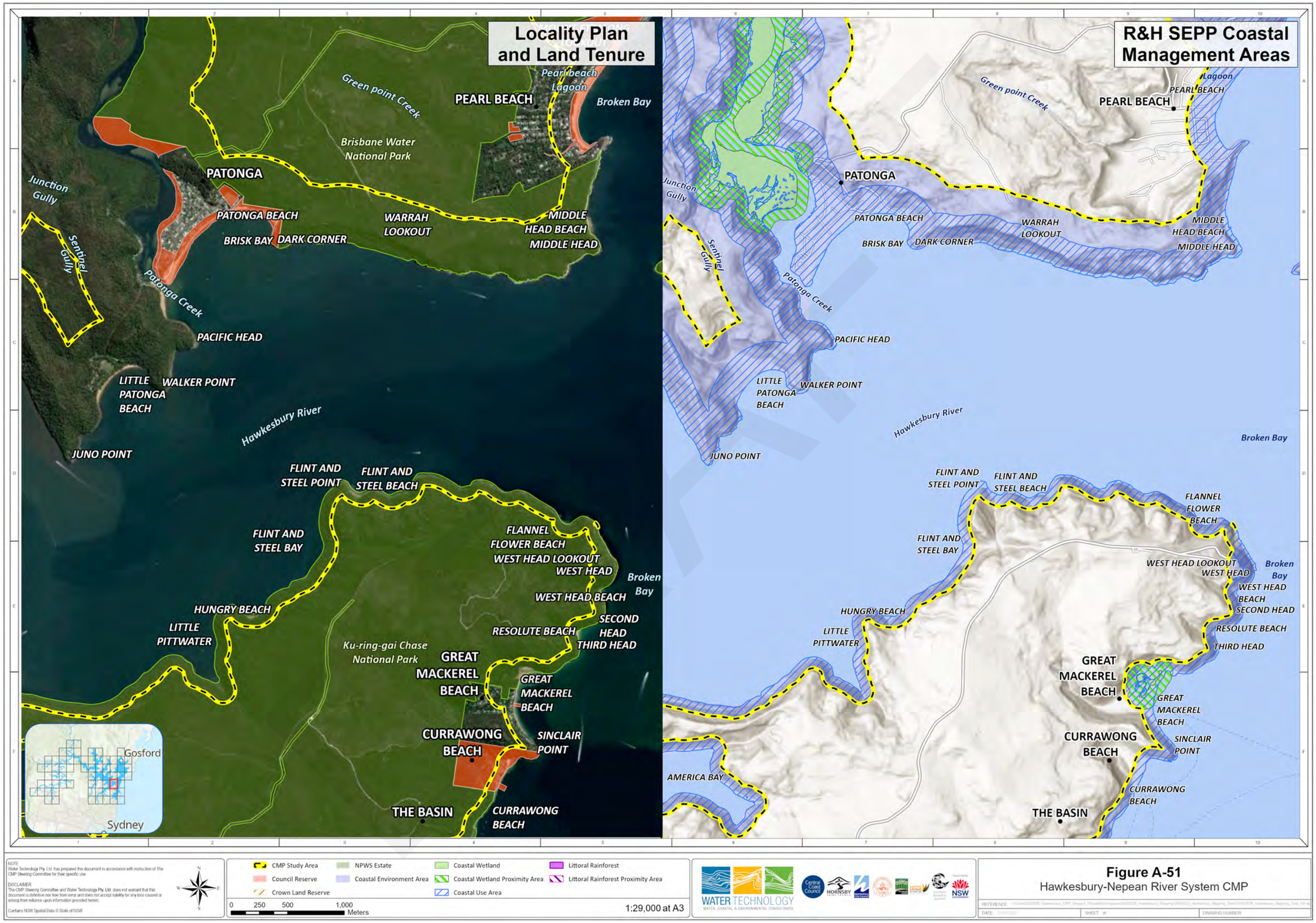


Figure A-51
Hawkesbury-Nepean River System CMP

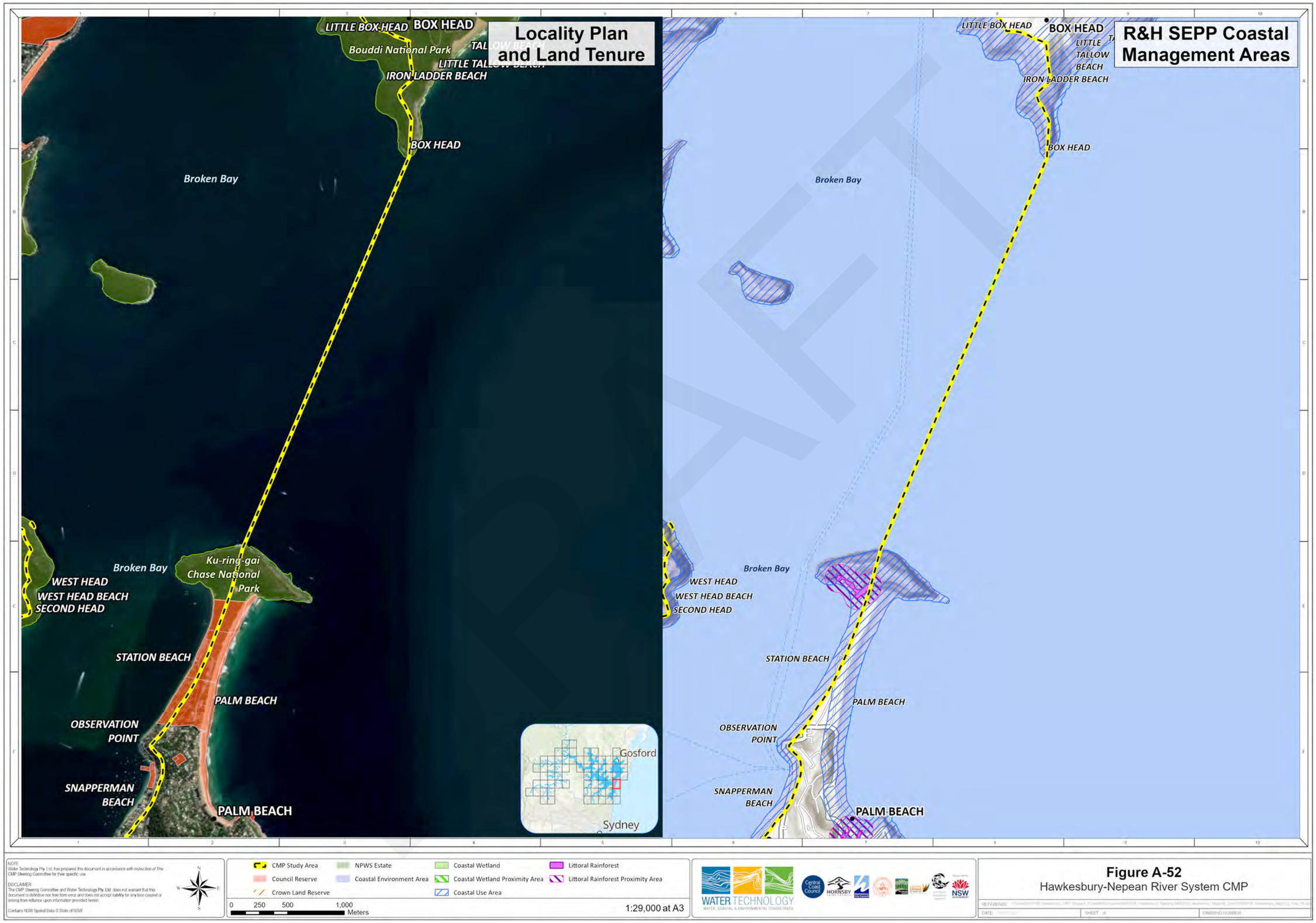
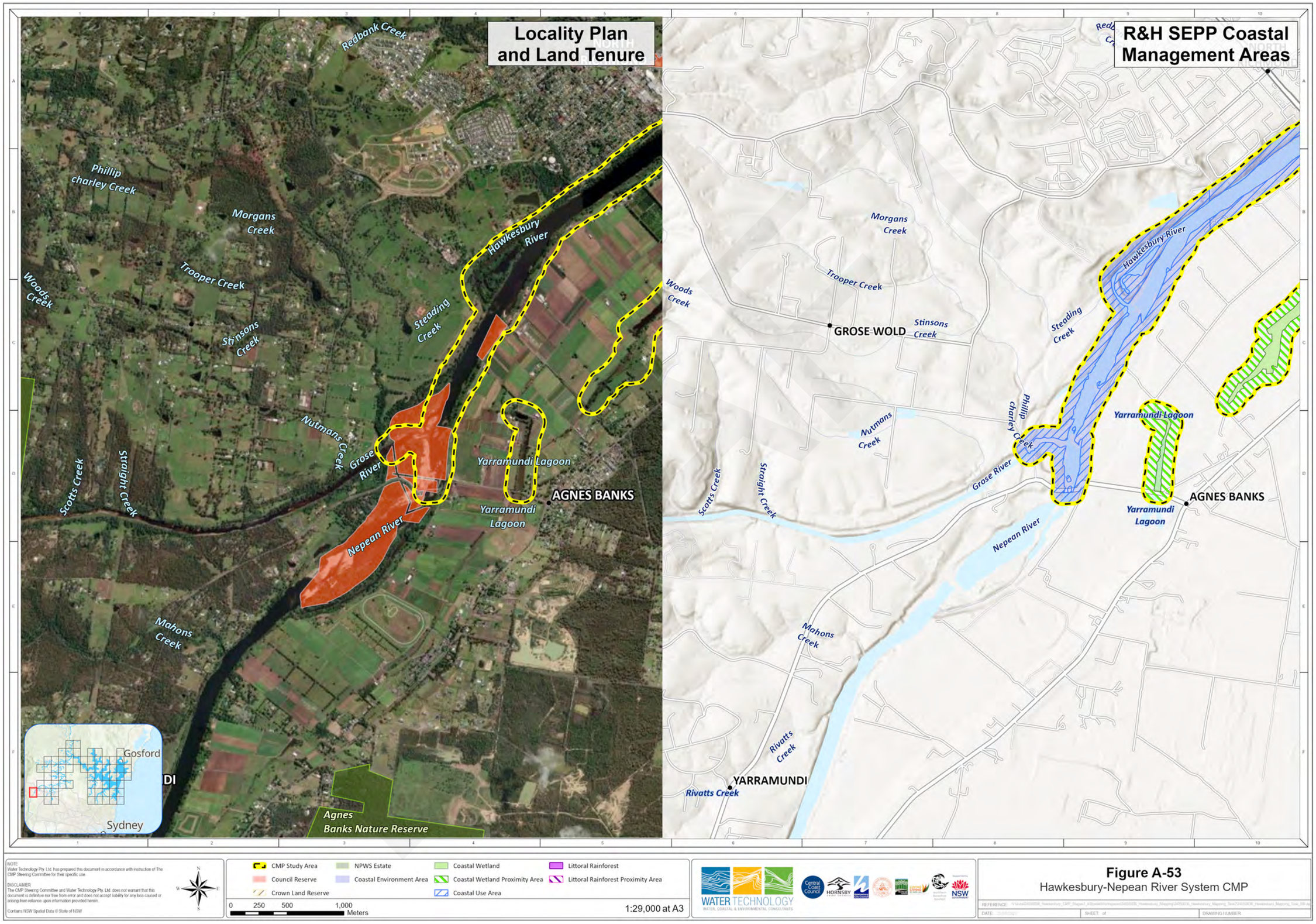


Figure A-52
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Redbank Creek
Phillip charley Creek
Morgans Creek
Trooper Creek
Woods Creek
Stinsons Creek
Steading Creek
Hawkesbury River
Nutmans Creek
Grose River
Yarramundi Lagoon
AGNES BANKS
Scotts Creek
Straight Creek
Nepean River
Mahons Creek
Rivatts Creek
YARRAMUNDI
Agnes Banks Nature Reserve
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-53
Hawkesbury-Nepean River System CMP

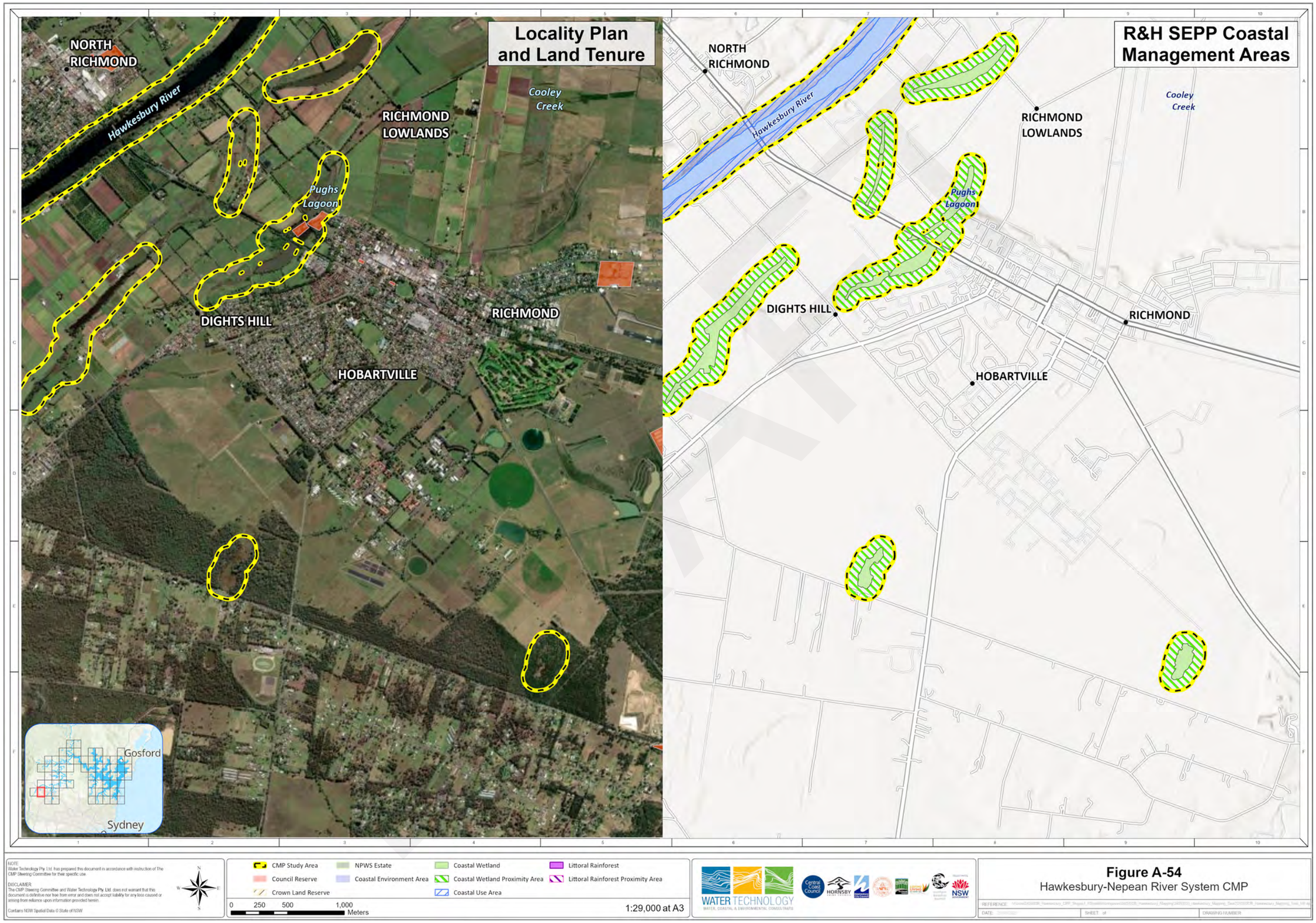
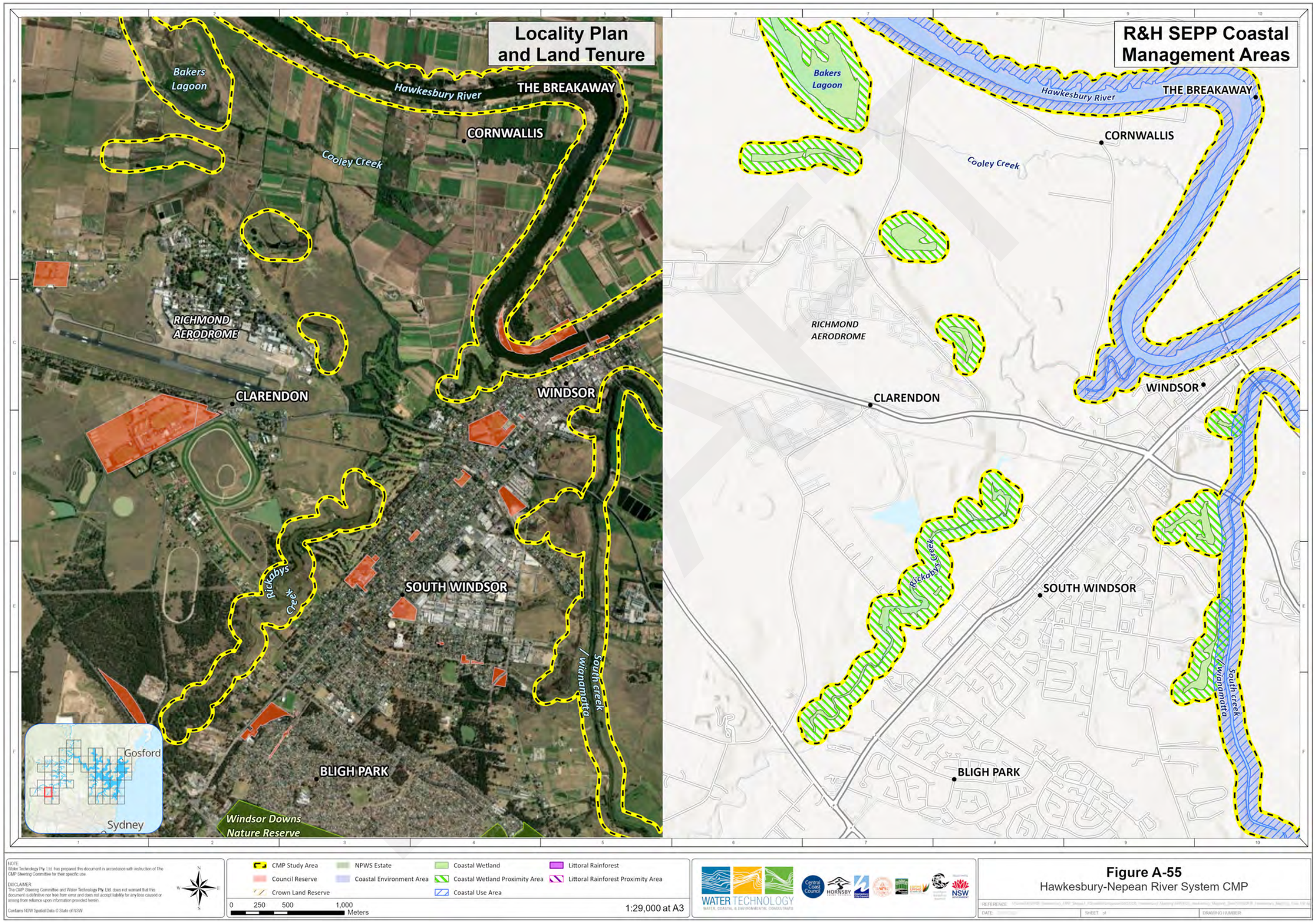


Figure A-54
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Bakers Lagoon
Hawkesbury River
THE BREAKAWAY
CORNWALLIS
Cooley Creek
RICHMOND AERODROME
CLARENDON
WINDSOR
Rickabys Creek
SOUTH WINDSOR
South creek / Wianamatta
BLIGH PARK
Windsor Downs Nature Reserve
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-55
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

THE BREAKAWAY
PITT TOWN BOTTOMS
Badu narang Gully
Pitt Town Nature Reserve
PITT TOWN
Pitt town Lagoon
Llewellyn Creek
Scheyville National Park
Hawkesbury River
THE PENINSULAR
South creek / wianamatta
MCGRATHS HILL
Killarney chain of ponds
OAKVILLE
Mckenzies Creek
MULGRAVE
Gosford
Sydney

CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY

Figure A-56
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

Calabash Creek
Banks Creek
CALABASH BAY
CALABASH POINT
CUNIO POINT
DEEP BAY
Muogamarra Nature Reserve
Joe crafts Creek
DUSTHOLE POINT
DUSTHOLE BAY
BEROWRA WATERS
FRANKS BIGHT
Franks Gully
Fosters Creek
Crossland Creek
Washtub Gully
Racemosa Creek
BEROWRA HEIGHTS
BERRILEE
Bonggarai Creek
BARNETTS LOOKOUT
Berowra Valley National Park
Sams Creek
BEROWRA
Still Creek
CROSSLANDS
Berowra Creek
Calna Creek
Charltons Creek
Waratah Gully
Donnelly Creek
Gleeson Creek
Lyrebird Gully
Winson Gully
Mount Kuring-gai Aboriginal Area
Gosford
Sydney

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Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-57
Hawkesbury-Nepean River System CMP

REFERENCE:
DATE:
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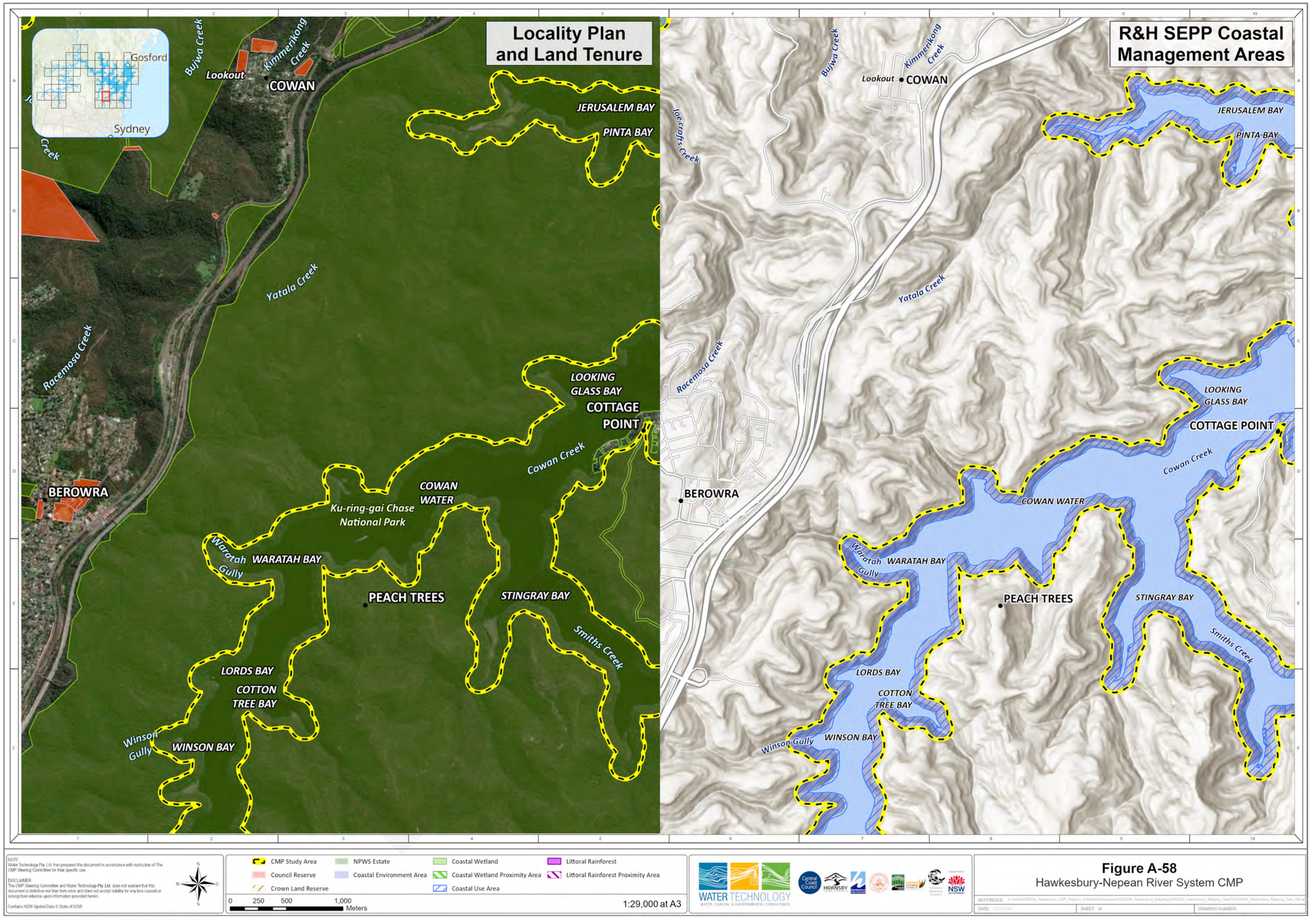
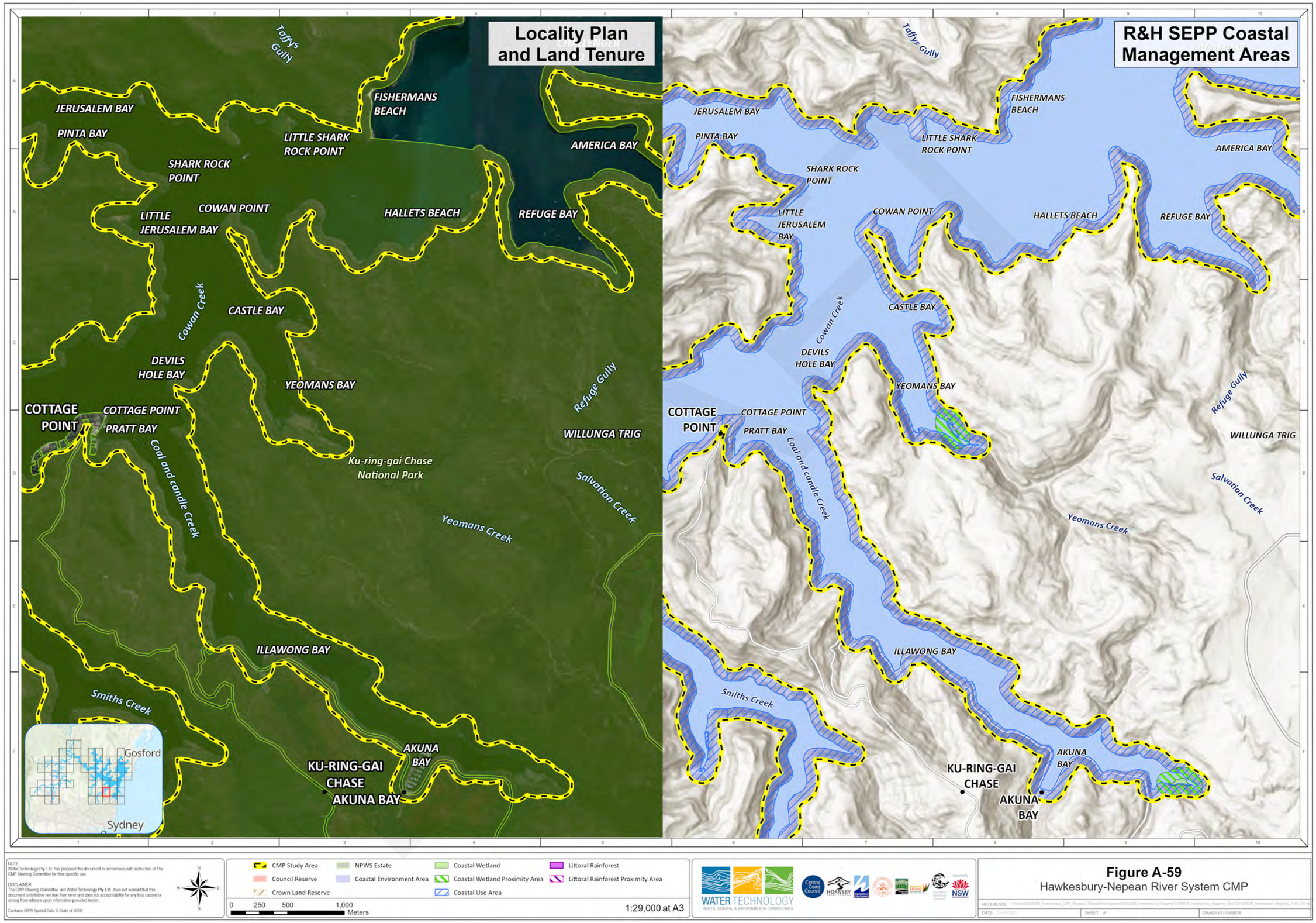
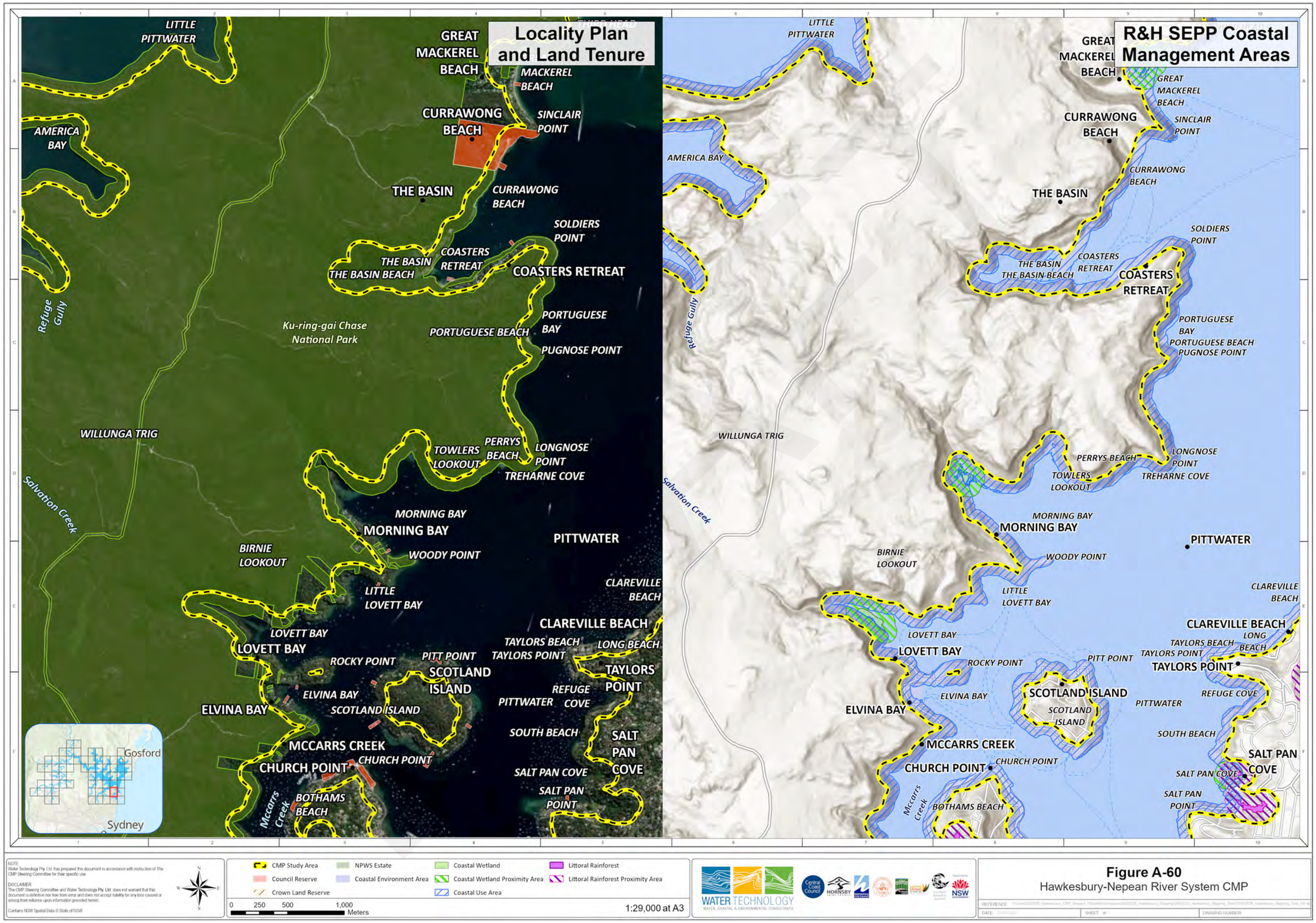

Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Gosford
Sydney
Bujwa Creek
Kimmerikong Creek
Lookout
COWAN
JERUSALEM BAY
PINTA BAY
Yatala Creek
Racemosa Creek
LOOKING GLASS BAY
COTTAGE POINT
Cowan Creek
COWAN WATER
Ku-ring-gai Chase National Park
BEROWRA
Waratah Gully
WARATAH BAY
PEACH TREES
STINGRAY BAY
Smiths Creek
LORDS BAY
COTTON TREE BAY
Winson Gully
WINSON BAY
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS
Figure A-58
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Taffys Gully
JERUSALEM BAY
PINTA BAY
FISHERMANS BEACH
LITTLE SHARK ROCK POINT
AMERICA BAY
SHARK ROCK POINT
LITTLE JERUSALEM BAY
COWAN POINT
HALLETS BEACH
REFUGE BAY
Cowan Creek
CASTLE BAY
DEVILS HOLE BAY
YEOMANS BAY
Refuge Gully
COTTAGE POINT
COTTAGE POINT
PRATT BAY
WILLUNGA TRIG
Coal and candle Creek
Ku-ring-gai Chase National Park
Salvation Creek
Yeomans Creek
ILLAWONG BAY
Smiths Creek
AKUNA BAY
KU-RING-GAI CHASE
AKUNA BAY
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-59
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
LITTLE PITTWATER
GREAT MACKEREL BEACH
MACKEREL BEACH
CURRAWONG BEACH
SINCLAIR POINT
AMERICA BAY
THE BASIN
CURRAWONG BEACH
SOLDIERS POINT
THE BASIN BEACH
COASTERS RETREAT
Refuge Gully
Ku-ring-gai Chase National Park
PORTUGUESE BAY
PORTUGUESE BEACH
PUGNOSE POINT
WILLUNGA TRIG
TOWLERS LOOKOUT
PERRYS BEACH
LONGNOSE POINT
TREHARNE COVE
Salvation Creek
MORNING BAY
BIRNIE LOOKOUT
WOODY POINT
PITTWATER
LITTLE LOVETT BAY
CLAREVILLE BEACH
LOVETT BAY
TAYLORS BEACH
LONG BEACH
TAYLORS POINT
ROCKY POINT
PITT POINT
SCOTLAND ISLAND
ELVINA BAY
REFUGE COVE
SOUTH BEACH
SALT PAN COVE
MCCARRS CREEK
CHURCH POINT
BOTHAMS BEACH
SALT PAN POINT
Mccarrs Creek
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-60
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

STATION BEACH
PALM BEACH
OBSERVATION POINT
SNAPPERMAN BEACH
PALM BEACH
SAND POINT
SAND POINT
SANDY BEACH
LITTLE HEAD
Dark Gully
WHALE BEACH
WHALE BEACH
STOKES POINT
CAREEL BAY
CAREEL HEAD
STOKES POINT
CAREEL BAY
PARADISE BEACH
PARADISE BEACH
BANGALLEY HEAD
Careel Creek
NORTH AVALON
AVALON
CLAREVILLE BEACH
CLAREVILLE
LONG BEACH
AVALON BEACH
AVALON BEACH
CLAREVILLE BEACH
TAYLORS POINT
REFUGE COVE
BILGOLA PLATEAU
BILGOLA BEACH
BILGOLA HEAD
BILGOLA BEACH
SALT PAN COVE
Mcmahons Creek
Gosford
Sydney

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CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY

Figure A-61
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

BLIGH PARK

Rickabys Creek

Windsor Downs Nature Reserve

WINDSOR DOWNS

BERKSHIRE PARK

Castlereagh Nature Reserve

South creek / Wianamatta

Gosford

Sydney

R&H SEPP Coastal Management Areas

Rickabys Creek

BLIGH PARK

Eastern Creek

WINDSOR DOWNS

BERKSHIRE PARK

South creek / Wianamatta

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CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-62
Hawkesbury-Nepean River System CMP

REFERENCE
DATE
SHEET of
DRAWING NUMBER

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

VINEYARD
GRANTHAM FARM
RICHARDS
RIVERSTONE
ANGUS
South creek / Wianamatta
Killarney chain of ponds
Mckenzies Creek
Eastern Creek
First ponds Creek
Bells Creek
Gosford
Sydney

CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

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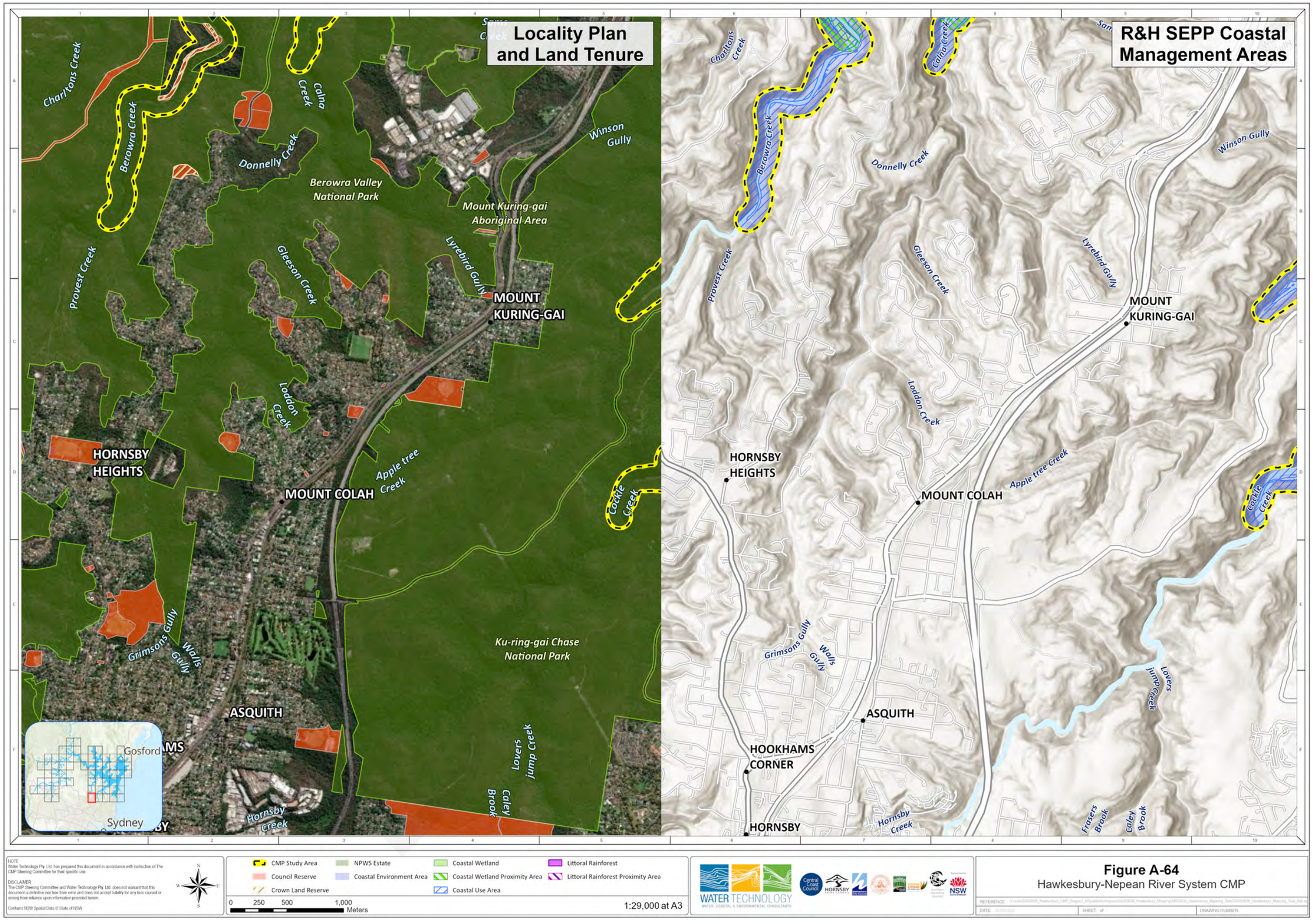
WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-63
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
Charltons Creek
Berowra Creek
Calna Creek
Donnelly Creek
Winson Gully
Berowra Valley National Park
Mount Kuring-gai Aboriginal Area
Provest Creek
Gleeson Creek
Lyrebird Gully
MOUNT KURING-GAI
Loddon Creek
HORNSBY HEIGHTS
MOUNT COLAH
Apple tree Creek
Cockle Creek
Grimsons Gully
Walls Gully
ASQUITH
HOOKHAMS CORNER
HORNSBY
Ku-ring-gai Chase National Park
Lovers jump Creek
Caley Brook
Hornsby Creek
Frasers Brook
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-64
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

LORDS BAY
COTTON TREE BAY
Winson Gully
WINSON BAY
APPLE TREE BAY
BOBBIN HEAD
FOLEYS BAY
BOBBIN HEAD
Apple tree Creek
Cockle Creek
Ku-ring-gai Chase National Park
DUFFYS FOREST
SLADE LOOKOUT
Waterfall Gully
Kuring-gai Creek
Kierans Creek
Cowan Creek
Gosford
Sydney

R&H SEPP Coastal Management Areas

Waratah Gully
LORDS BAY
COTTON TREE BAY
Winson Gully
WINSON BAY
APPLE TREE BAY
Apple tree Creek
Cowan Creek
BOBBIN HEAD
FOLEYS BAY
BOBBIN HEAD
Cockle Creek
DUFFYS FOREST
SLADE LOOKOUT
Waterfall Gully
Kuring-gai Creek
Kierans Creek

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CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Figure A-65
Hawkesbury-Nepean River System CMP

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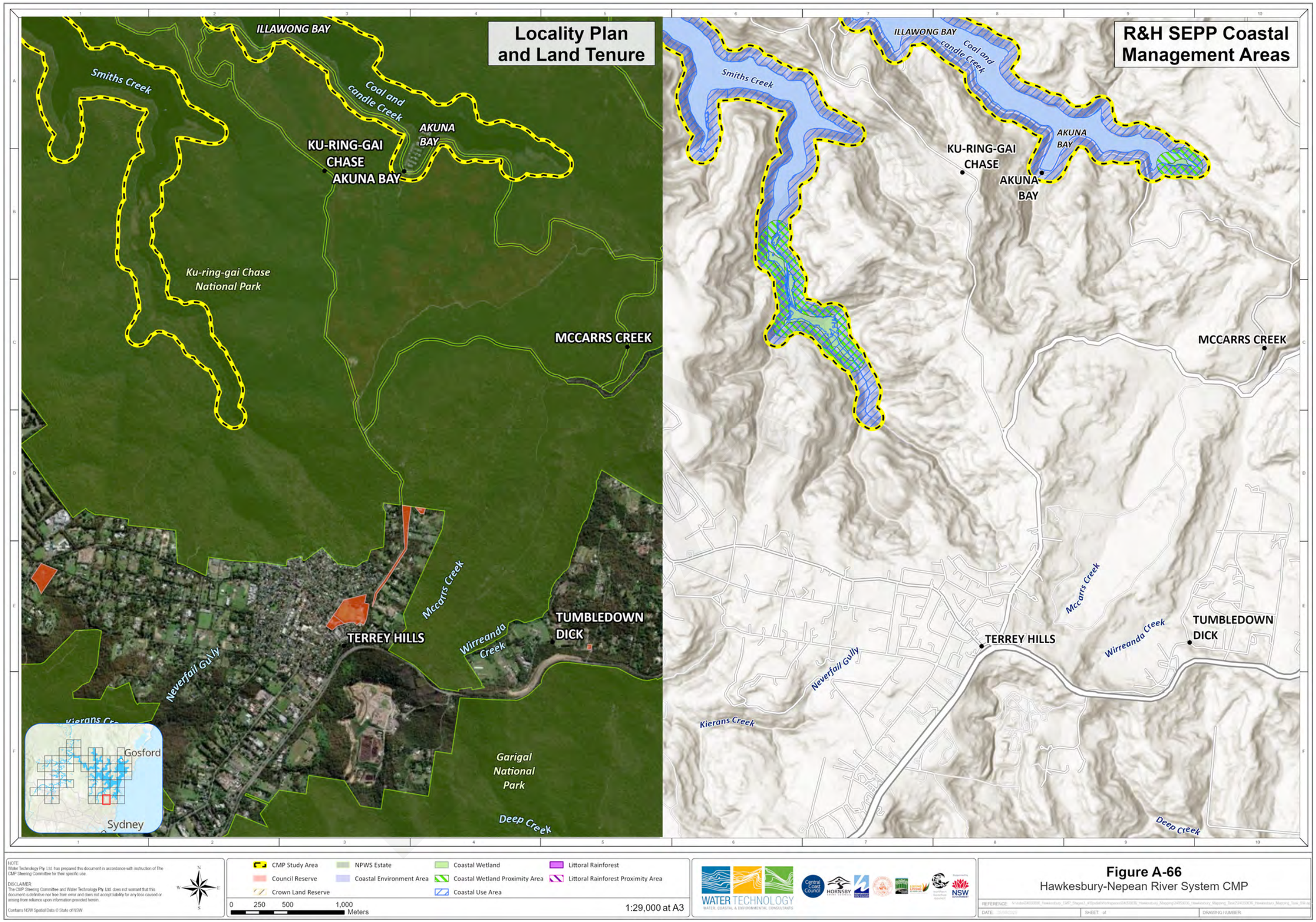
DATE: 29/09/2025 SHEET: of DRAWING NUMBER:


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
ILLAWONG BAY
Smiths Creek
Coal and Candle Creek
AKUNA BAY
KU-RING-GAI CHASE
Ku-ring-gai Chase National Park
MCCARRS CREEK
Mccarrs Creek
TUMBLEDOWN DICK
TERREY HILLS
Wirreanda Creek
Neverfail Gully
Kierans Creek
Garigal National Park
Deep Creek
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Use Area
Coastal Wetland
Coastal Wetland Proximity Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000 Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-66
Hawkesbury-Nepean River System CMP

Locality Plan and Land Tenure

R&H SEPP Coastal Management Areas

LOVETT BAY
ROCKY POINT
PITT POINT
SCOTLAND ISLAND
ELVINA BAY
REFUGE COVE
PITTWATER
SOUTH BEACH
SALT PAN COVE
SALT PAN POINT
CHURCH POINT
BOTHAMS BEACH
Ku-ring-gai Chase National Park
Coal and candle Creek
BROWNS BAY
HORSESHOE COVE
GREEN POINT
CRYSTAL BAY
HAYSTACK POINT
LOQUAT VALLEY
MAYBANKE COVE
HERON COVE
MCCARRS CREEK
Mccarrs Creek
Crystal Creek
OLD MANGROVE BAY
WINNERERREMY BAY
WINJI JIMMI BAY
WINJI JIMMI
Wirreanda Creek
INGLESIDE HEIGHTS
BAYVIEW
Cahill Creek
MONA VALE
Cicada glen Creek
INGLESIDE
Narrabeen Creek
MONA VALE BEACH
Fern Creek
WARRIEWOOD
WARRIEWOOD BEACH
Mullet Creek
TURIMETTA HEADLAND
TURIMETTA BEACH
ELANORA HEIGHTS
Gosford
Sydney

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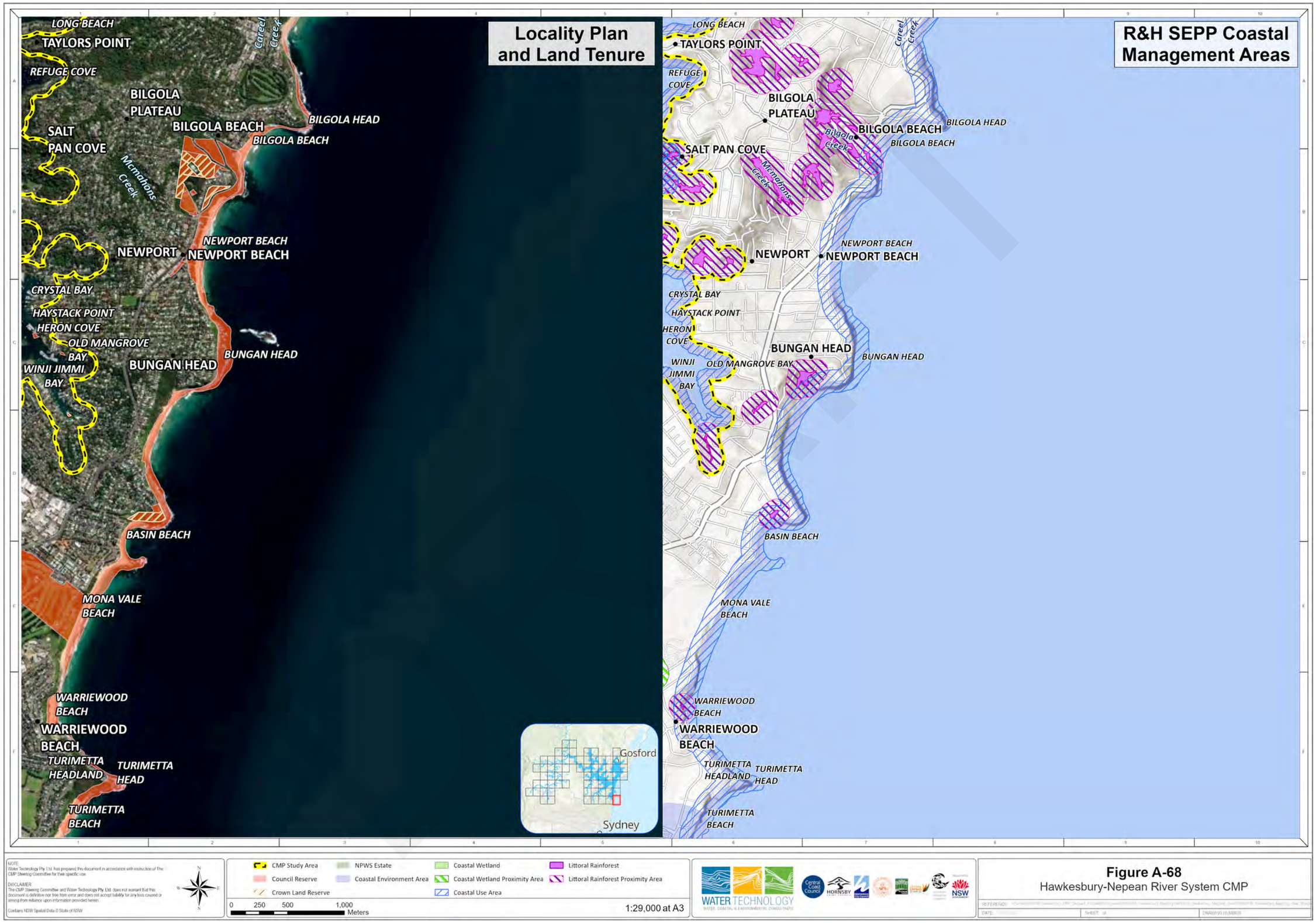
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area

0 250 500 1,000 Meters

1:29,000 at A3

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

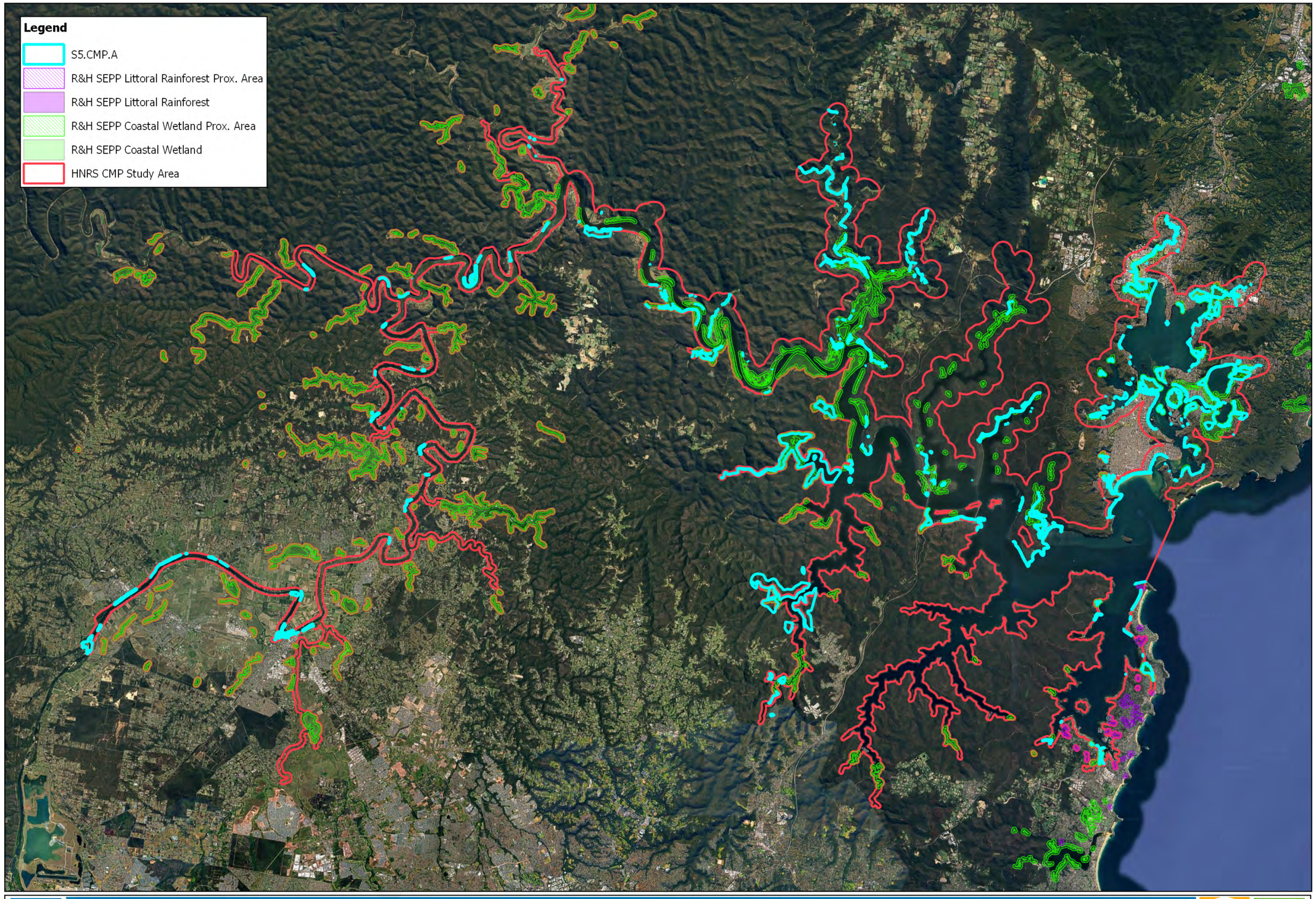
Figure A-67
Hawkesbury-Nepean River System CMP


Locality Plan and Land Tenure
R&H SEPP Coastal Management Areas
LONG BEACH
TAYLORS POINT
REFUGE COVE
BILGOLA PLATEAU
SALT PAN COVE
BILGOLA BEACH
BILGOLA HEAD
Careel Creek
Mcmahons Creek
Bilgola Creek
NEWPORT
NEWPORT BEACH
CRYSTAL BAY
HAYSTACK POINT
HERON COVE
OLD MANGROVE BAY
WINJI JIMMI BAY
BUNGAN HEAD
BASIN BEACH
MONA VALE BEACH
WARRIEWOOD BEACH
TURIMETTA HEADLAND
TURIMETTA HEAD
TURIMETTA BEACH
Gosford
Sydney
CMP Study Area
Council Reserve
Crown Land Reserve
NPWS Estate
Coastal Environment Area
Coastal Wetland
Coastal Wetland Proximity Area
Coastal Use Area
Littoral Rainforest
Littoral Rainforest Proximity Area
0 250 500 1,000
Meters
1:29,000 at A3
WATER TECHNOLOGY
Figure A-68
Hawkesbury-Nepean River System CMP

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

APPENDIX B
CMP MANAGEMENT ACTION MAPPING

DRAFT


Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
2.5
5 km
Figure B1
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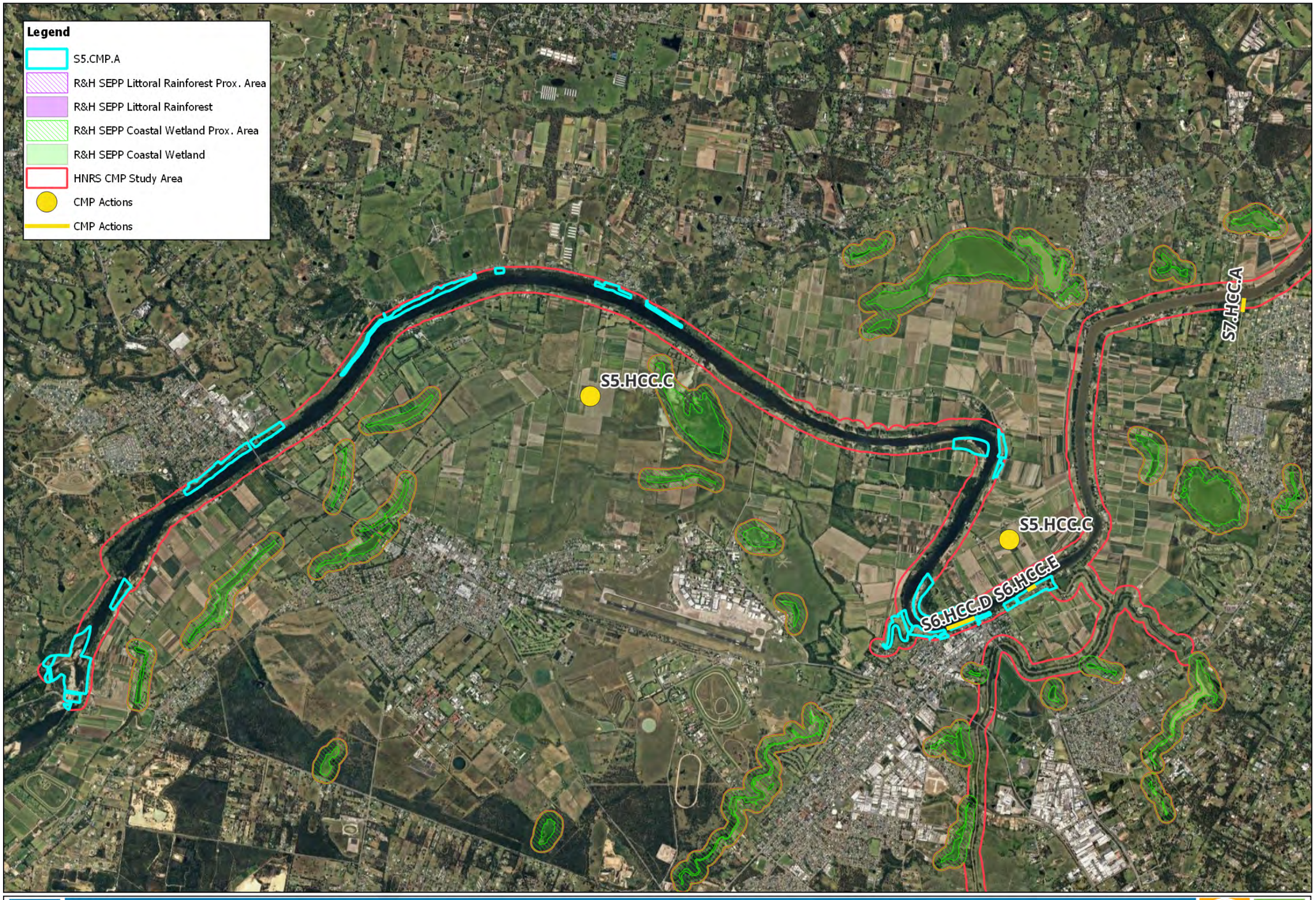
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S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
S5.HCC.C
S7.HCC.A
S5.HCC.C
S6.HCC.D
S6.HCC.E
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
1
2 km
Figure B2
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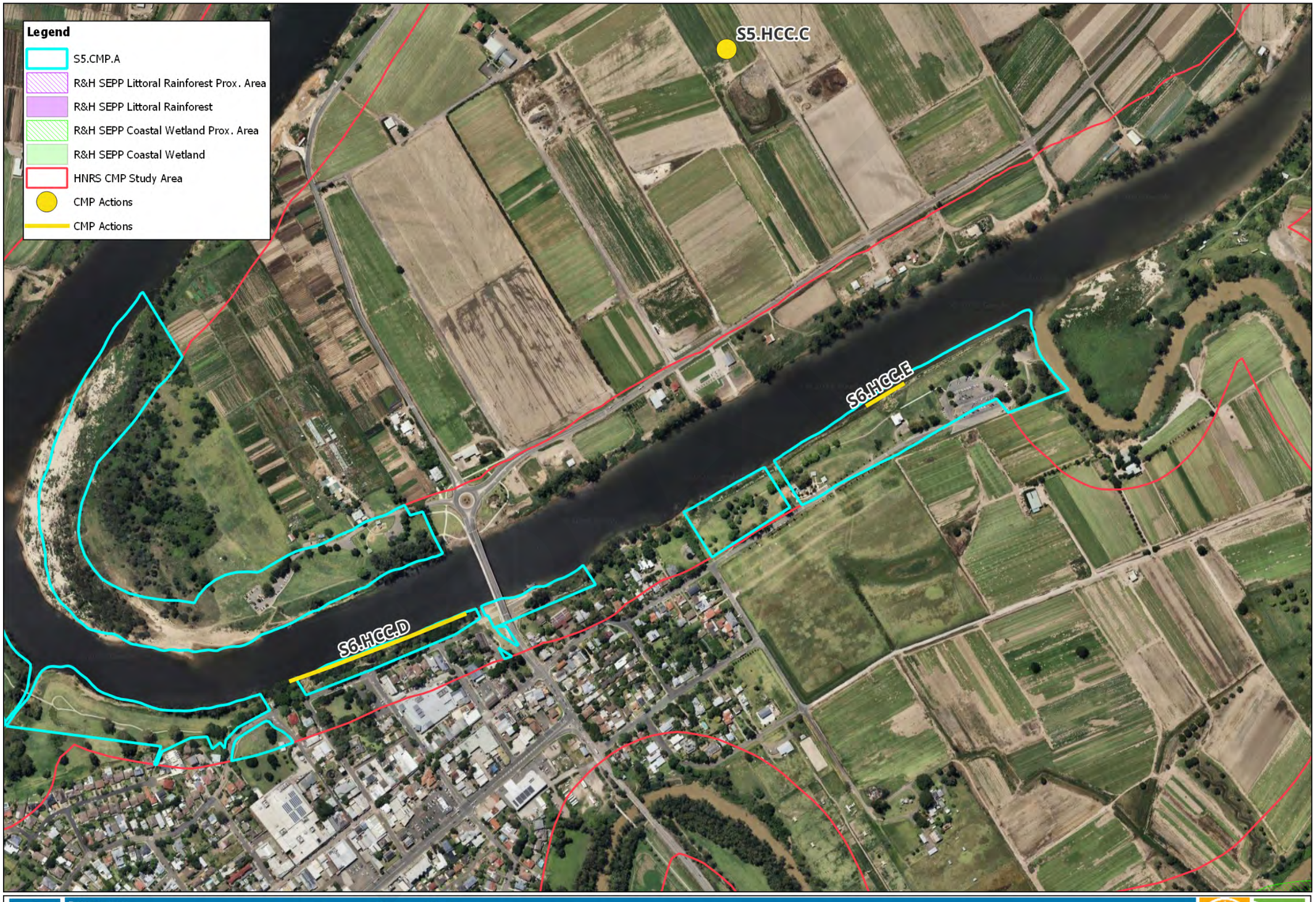
Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
S5.HCC.C
S6.HCC.E
S6.HCC.D
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
100
200 m
Figure B3
2025-09-19T19:40:50.453

Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
S6.HCC.C
S7.HCC.A
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
0.75
1.5 km
Figure B4
2025-09-19T19:40:55.982

S6.HCC.B
Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
100
200 m
Figure B5
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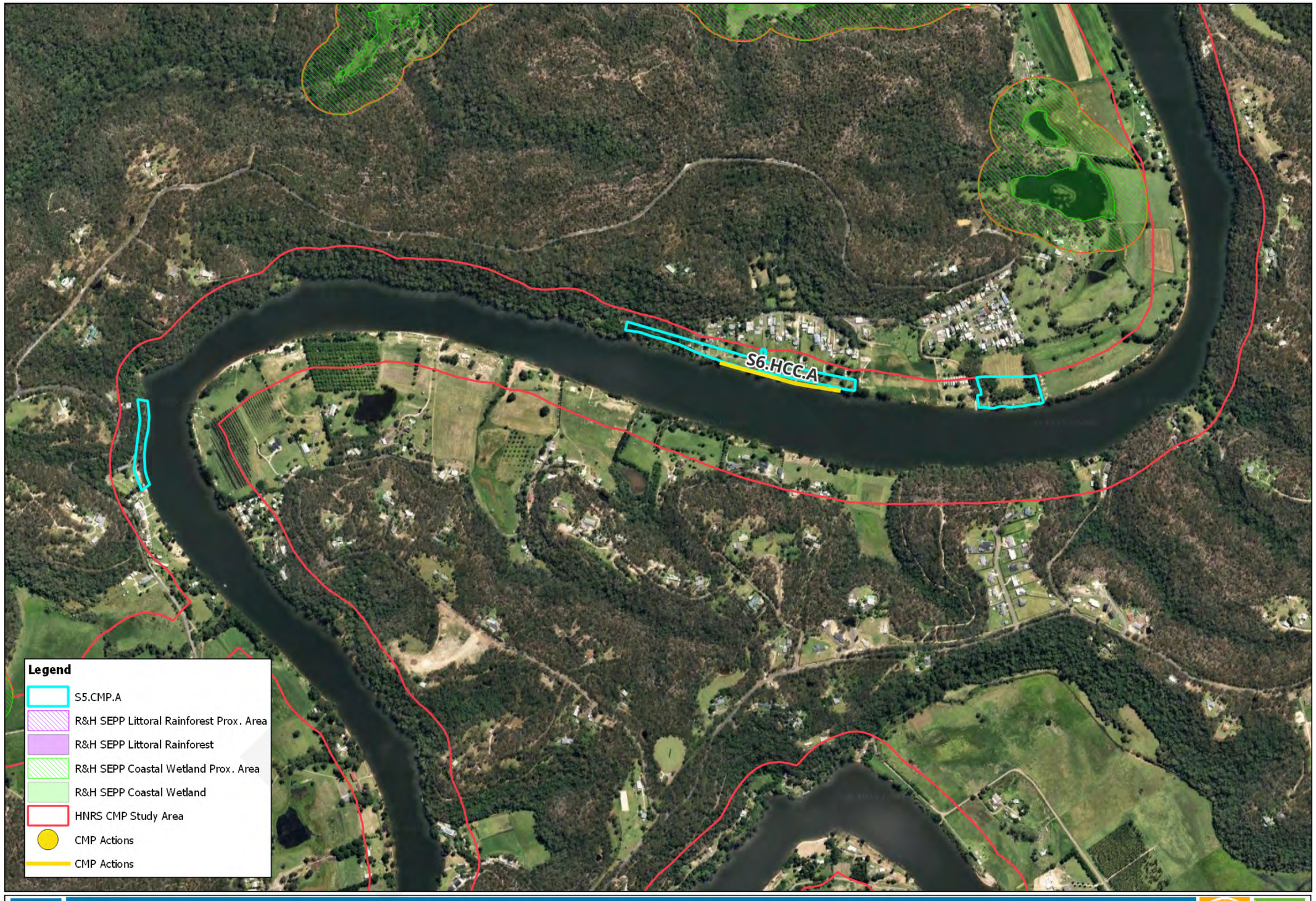
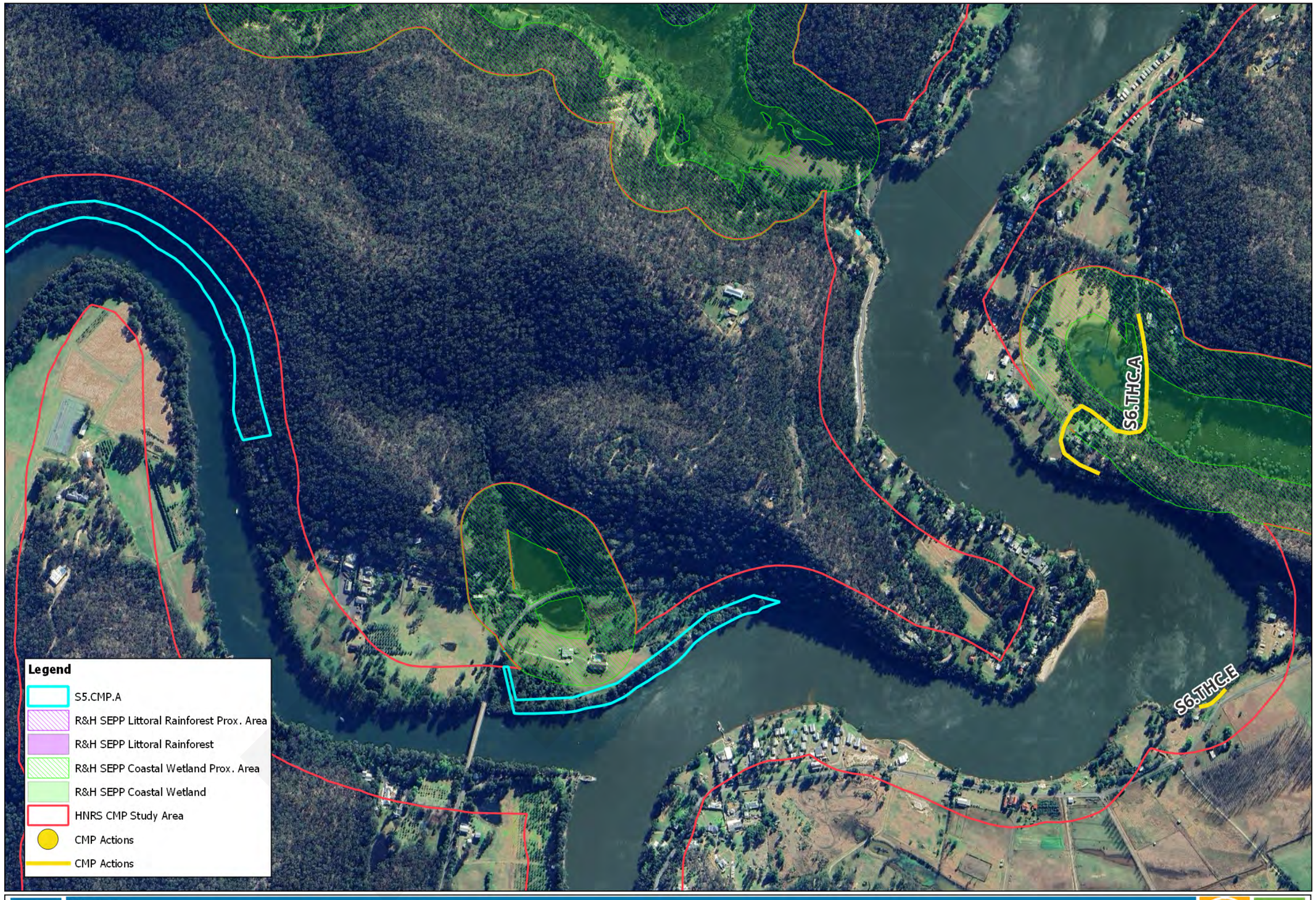
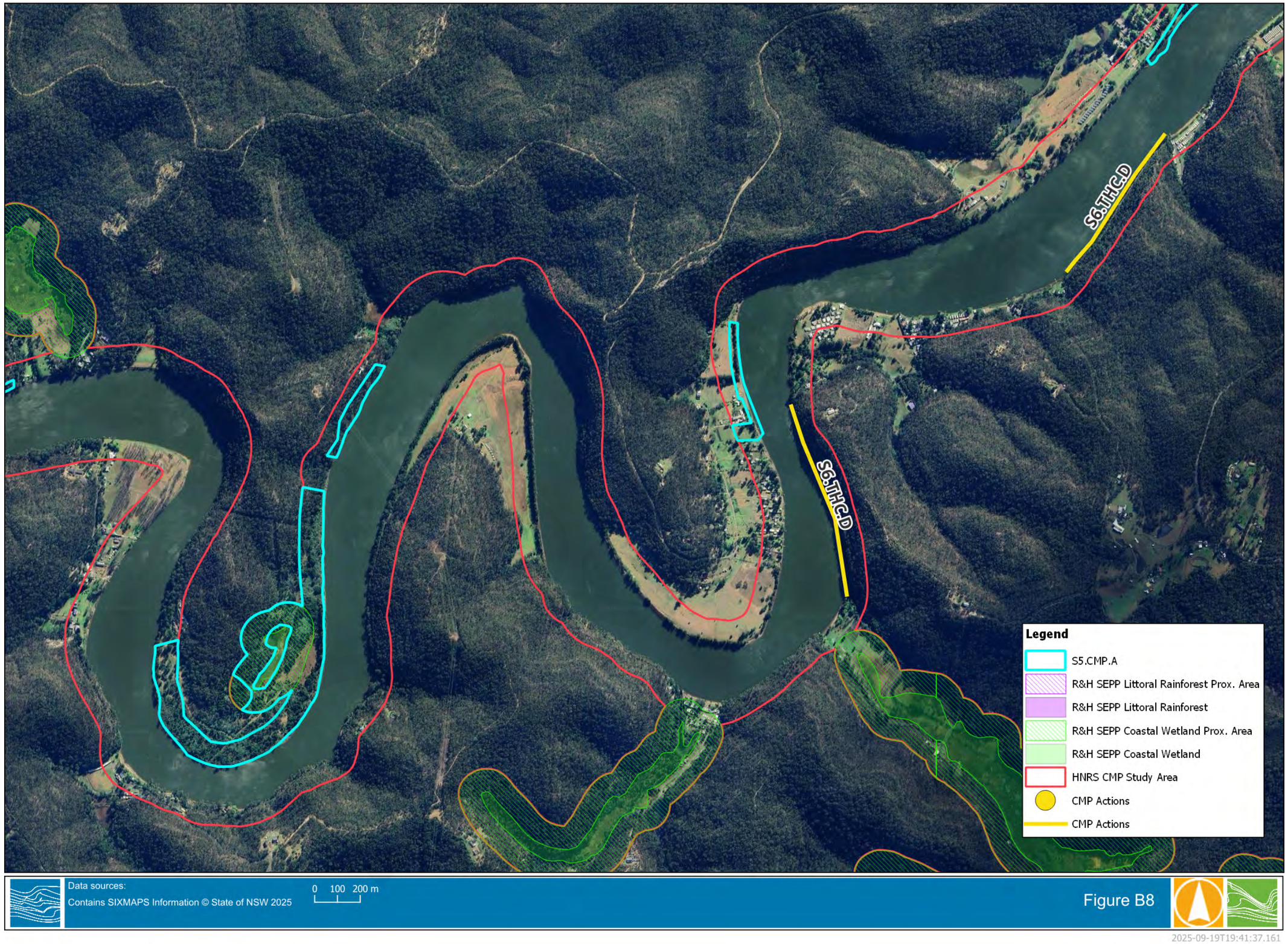

S6.HCC.A
Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0 100 200 m
Figure B6
2025-09-19T19:41:09.537


S6.THC.A
S6.THC.E
Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
100
200 m
Figure B7
2025-09-19T19:41:22.700


S6.THC.D
S6.THC.D
S5.CMP.A
Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0 100 200 m
Figure B8
2025-09-19T19:41:37.161

S6.THC.B
S7.HSC.H
S6.THC.C
Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
100
200 m
Figure B9
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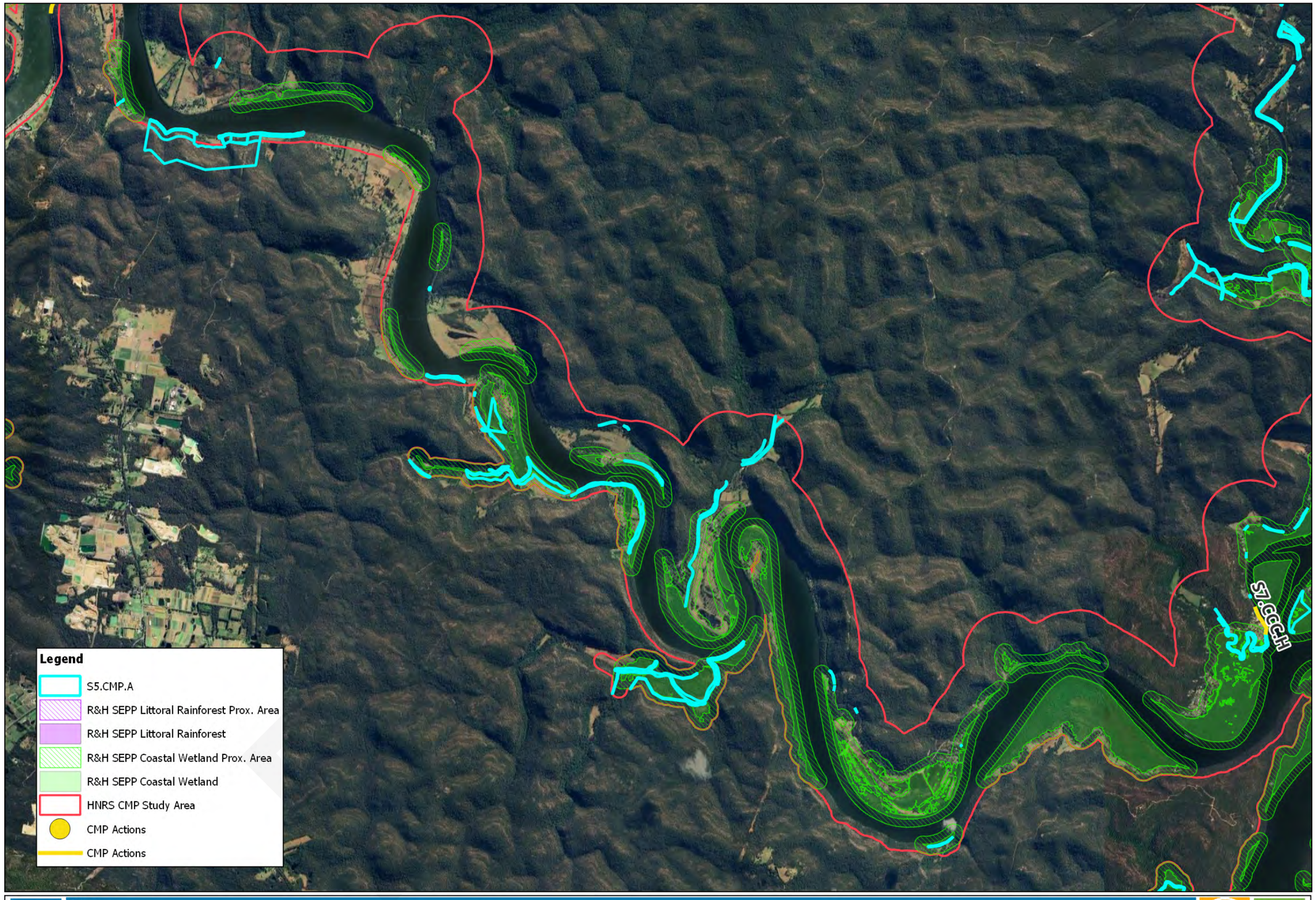
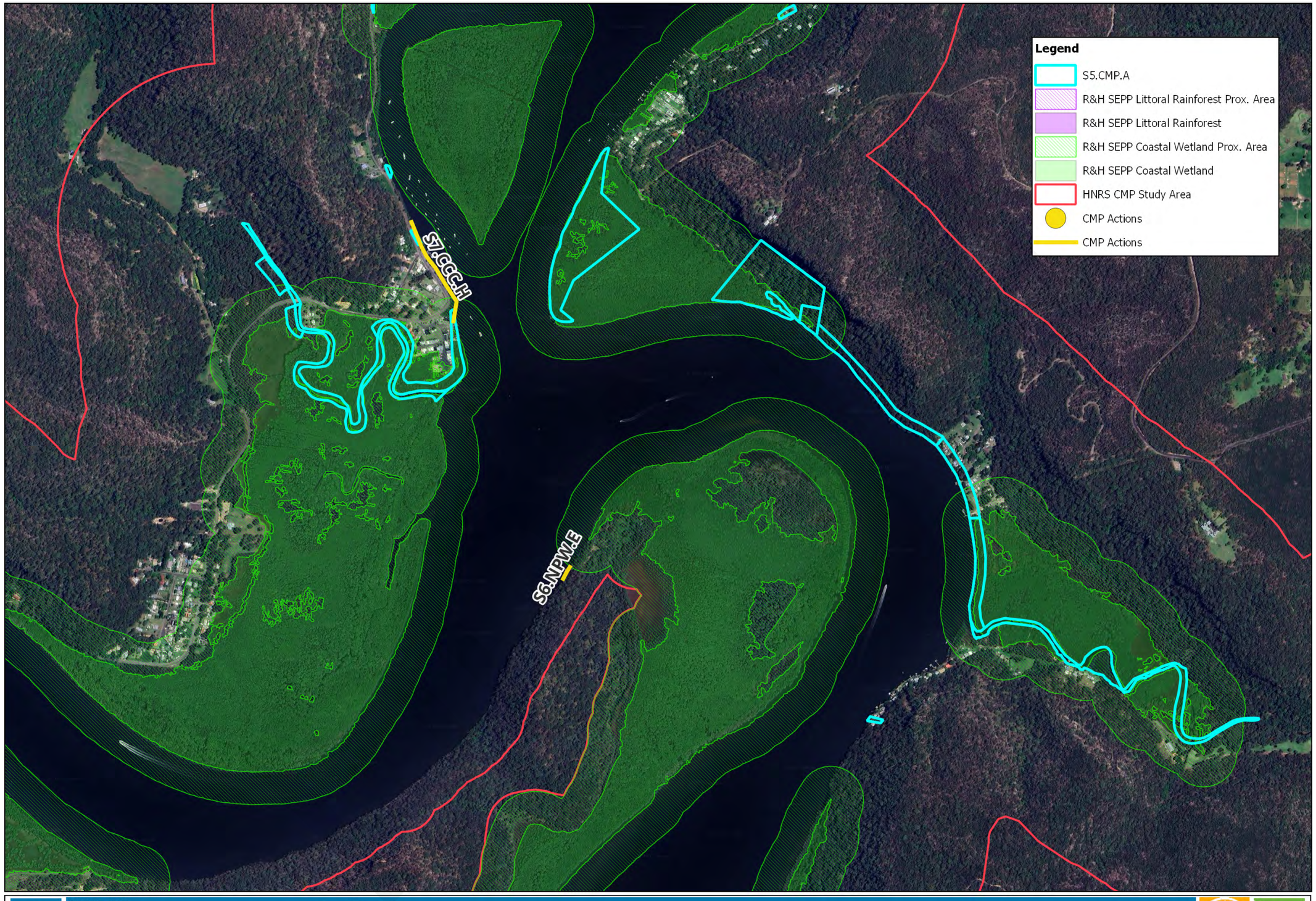
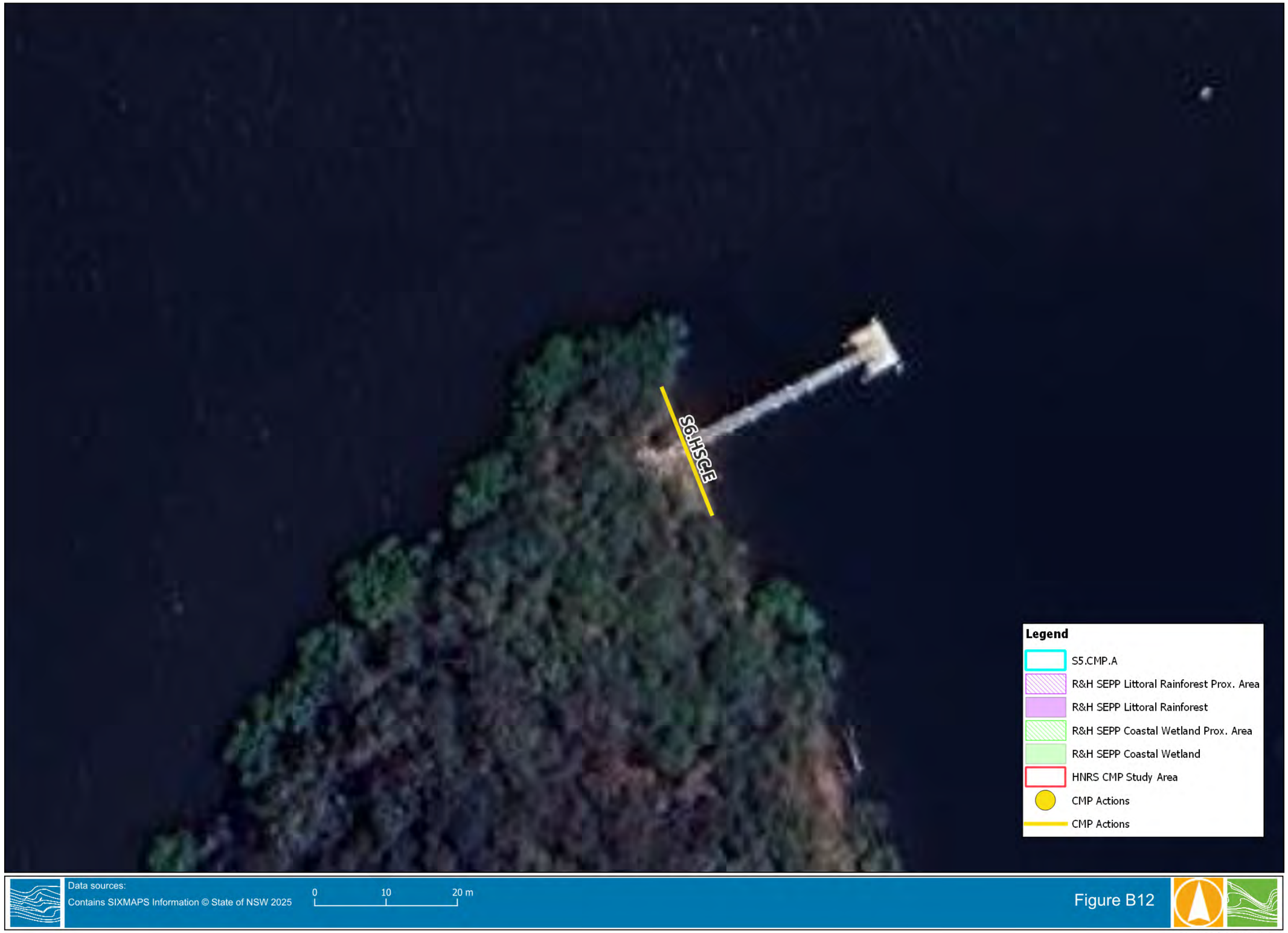

S7.CCC.H
Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
1
2 km
Figure B10
2025-09-19T19:41:57.025


Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
S7.CCC.H
S6.NPW.E
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0 100 200 m
Figure B11
2025-09-26T11:34:30.782


S6.HSC.E
Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
10
20 m
Figure B12
2025-09-19T19:42:10.176

S7.HSC.F
S7.HSC.E
S5.HSC.C
S6.HSC.C
S6.HSC.D
S6.HSC.C
Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
100
200 m
Figure B13
2025-09-19T19:42:16.473

S7.HSC.C
S7.HSC.D
S6.HSC.G
S5.HSC.B
S6.HSC.B
S7.HSC.A
S5.HSC.A
S7.HSC.B
S7.HSC.B
S6.HSC.A
Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
100
200 m
Figure B14
2025-09-19T19:42:23.893

Legend
S5.CMP.A
R&H SEPP Littoral Rainforest Prox. Area
R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
S7.HSC.G
S6.HSC.F
Data sources:
Contains SIXMAPS Information © State of NSW 2025
0
100
200 m
Figure B15
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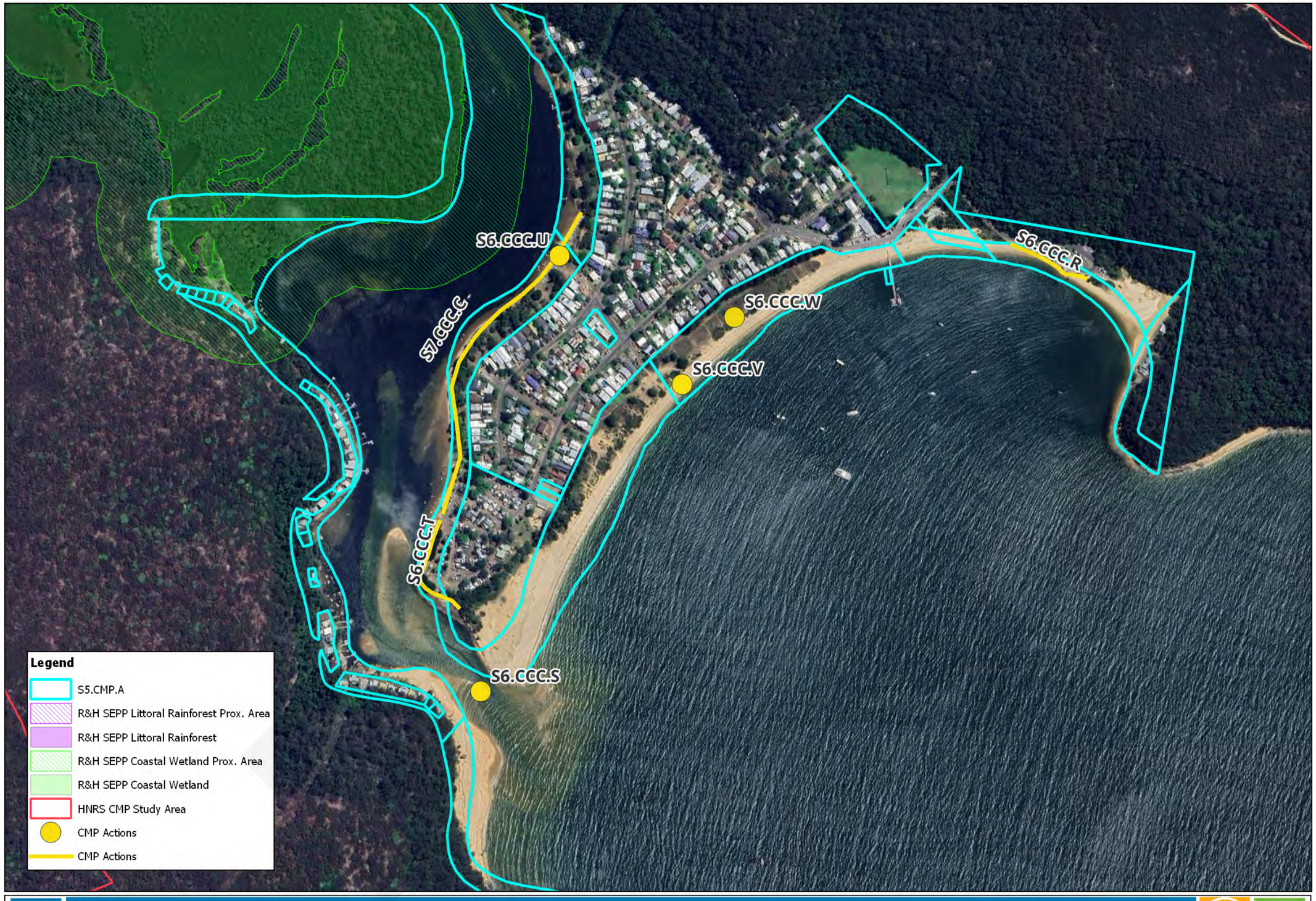
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S7.CCC.C
S6.CCC.T
S6.CCC.W
S6.CCC.V
S6.CCC.R
S6.CCC.S
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R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
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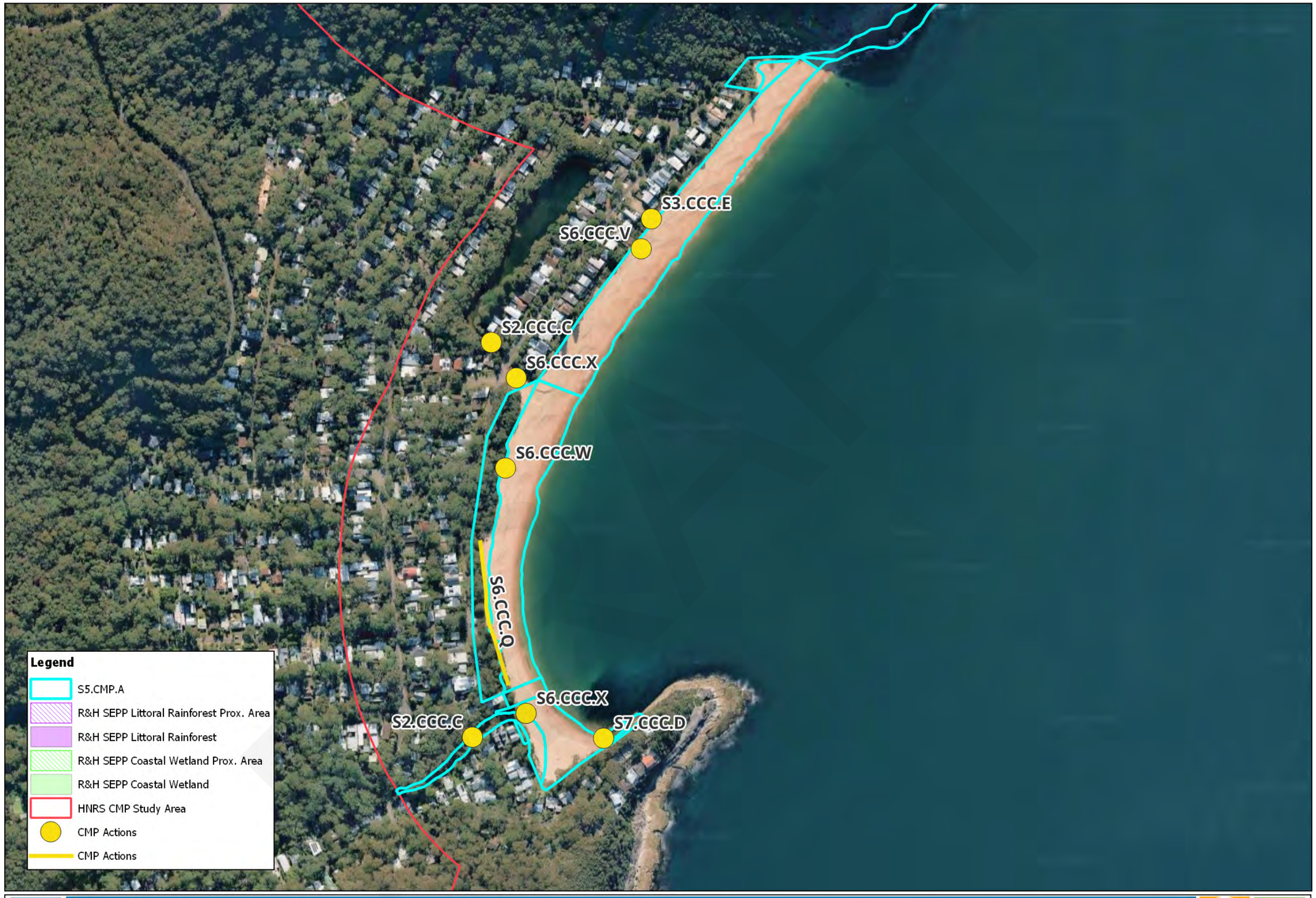

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HNRS CMP Study Area
CMP Actions
CMP Actions
S6.CCC.V
S6.CCC.O
S7.CCC.E
S7.CCC.B
S6.CCC.W
S6.CCC.N
S6.CCC.P
S6.CCC.V
S6.CCC.P
S7.CCC.E
S6.CCC.W
S6.CCC.V
S6.CCC.W
S6.CCC.V
S2.CCC.C
S6.CCC.X
Data sources:
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S6.CCC.M
S6.CCC.L
S6.CCC.G
S6.CCC.O
S6.CCC.V
S6.CCC.K
S6.CCC.J
S3.CCC.B
S8.CCC.A
Legend
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R&H SEPP Littoral Rainforest
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R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
Data sources:
Contains SIXMAPS Information © State of NSW 2025
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HNRS CMP Study Area
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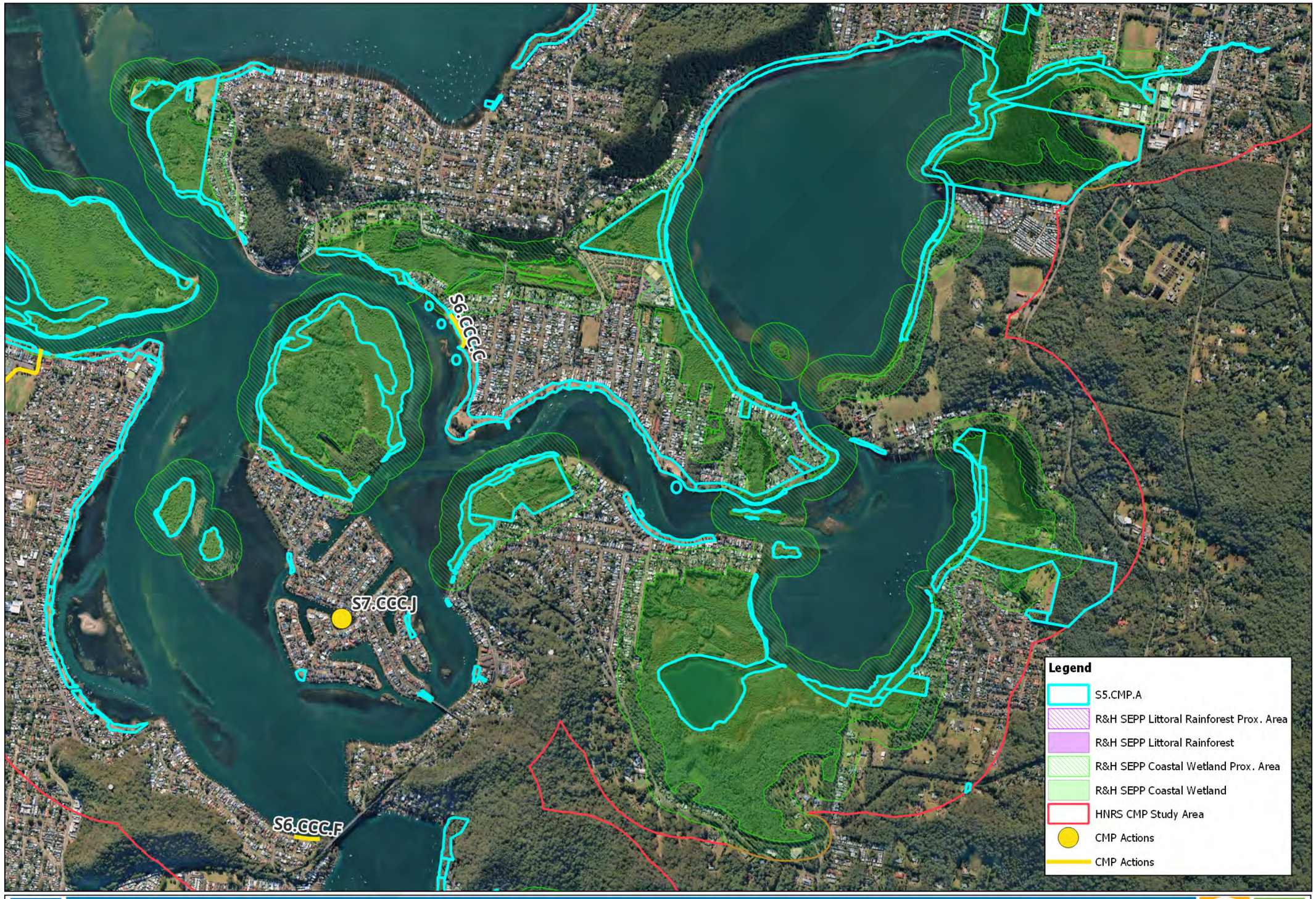
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R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
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Figure B22

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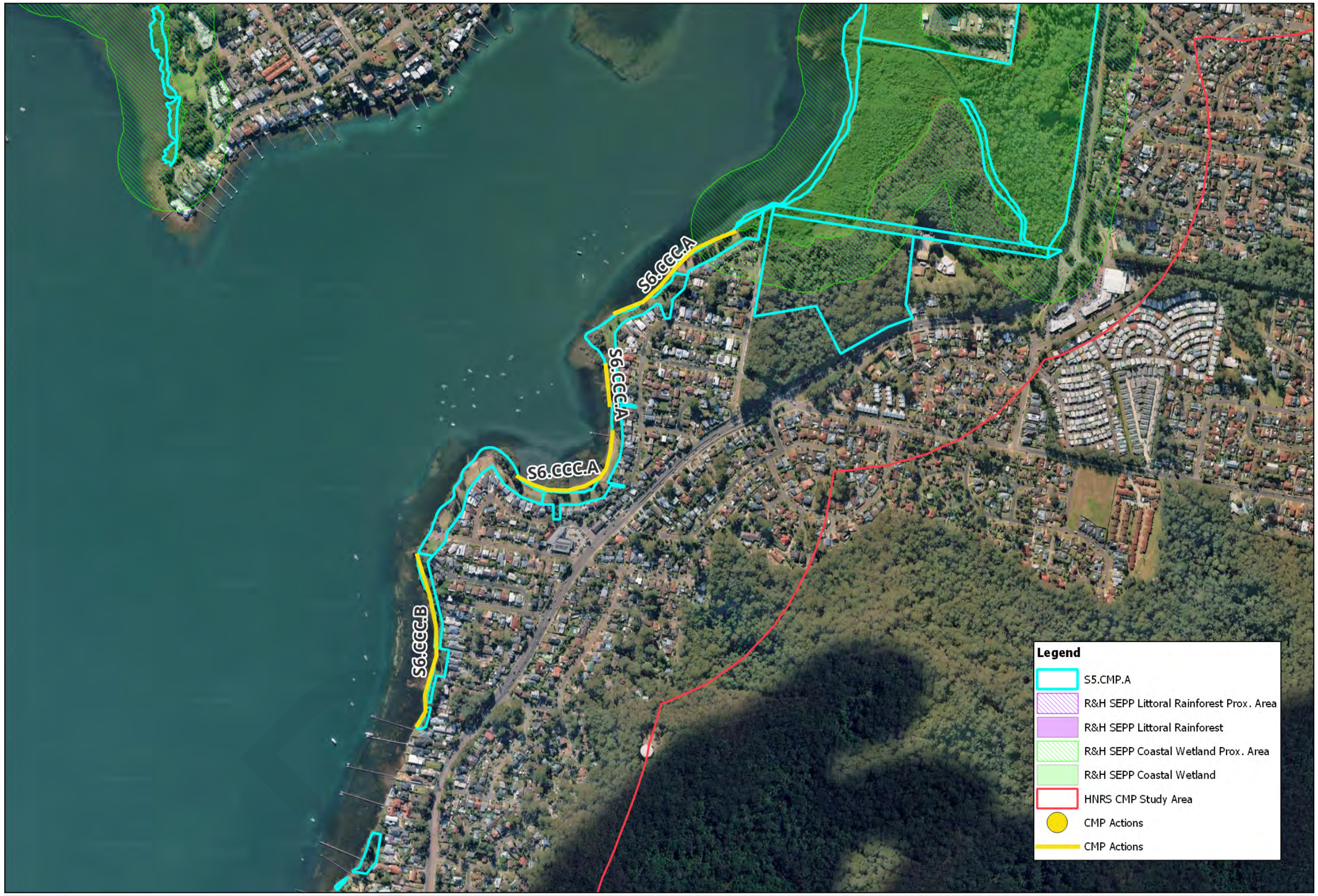
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S6.CCC.A
S6.CCC.A
S6.CCC.B
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R&H SEPP Littoral Rainforest
R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
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Data sources:
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200 m
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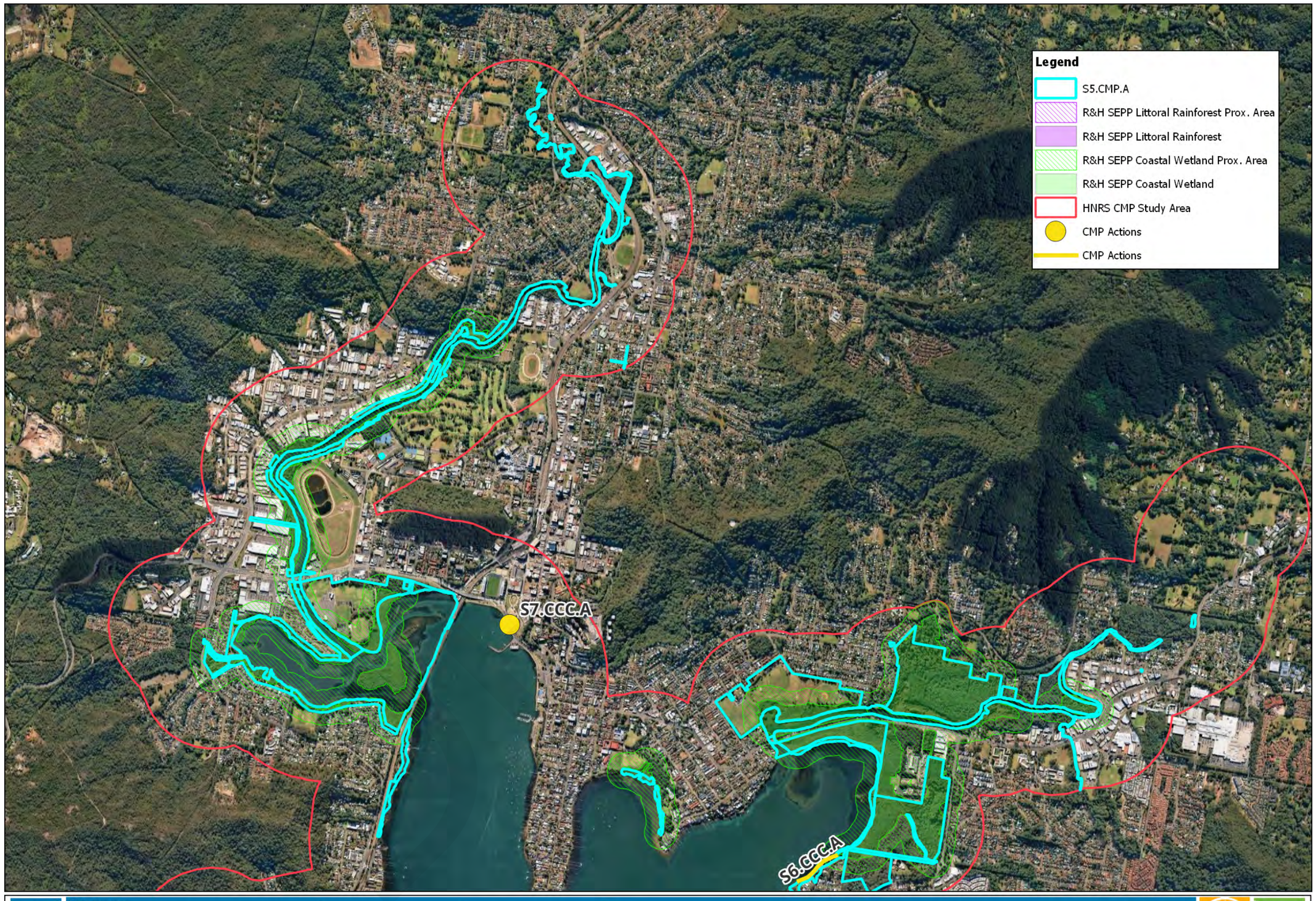
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HNRS CMP Study Area
CMP Actions
CMP Actions
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S6.CCC.A
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2 km
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R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
S6.NPW.A
S6.NBC.A
S6.NBC.H
S6.NBC.G
Data sources:
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0
250
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R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
S6.NBC.H
S6.NBC.G
S6.NPW.B
S6.NPW.E
S6.NPW.E
S6.NBC.B
S6.NBC.C
S7.NBC.B
Data sources:
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0
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HNRS CMP Study Area
CMP Actions
CMP Actions
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S6.NBC.E
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S2.NBC.C
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R&H SEPP Coastal Wetland Prox. Area
R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
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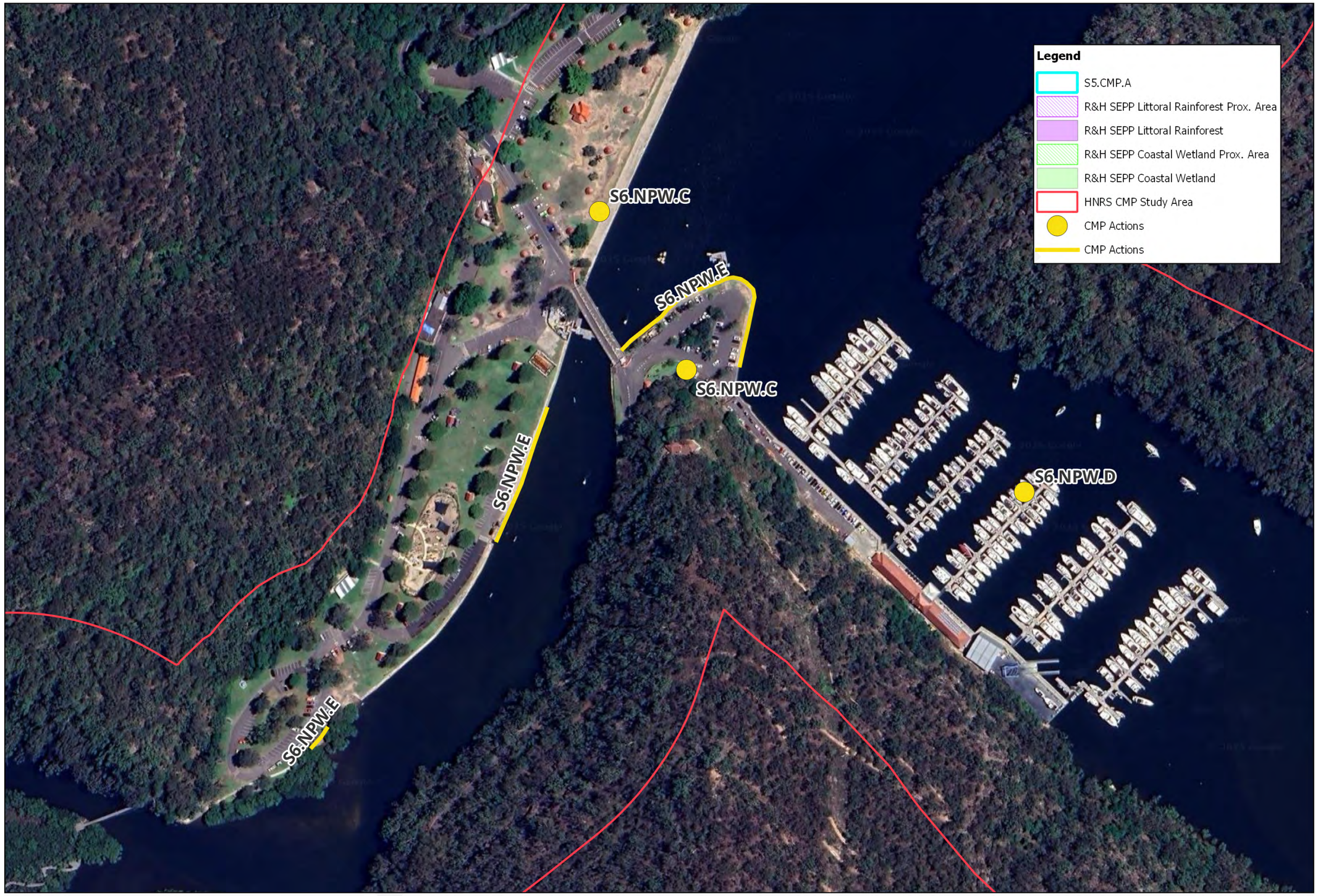

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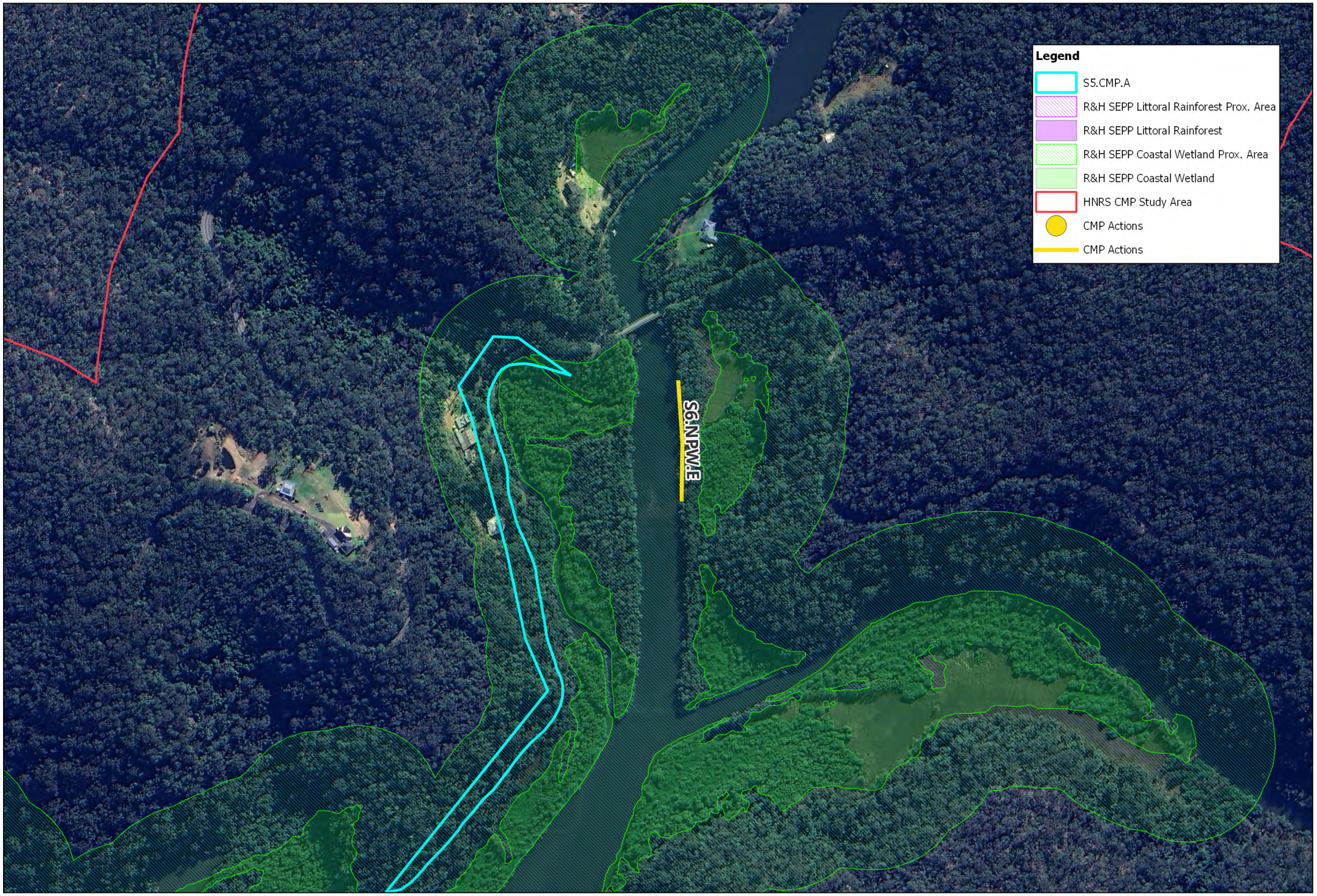
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R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
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0
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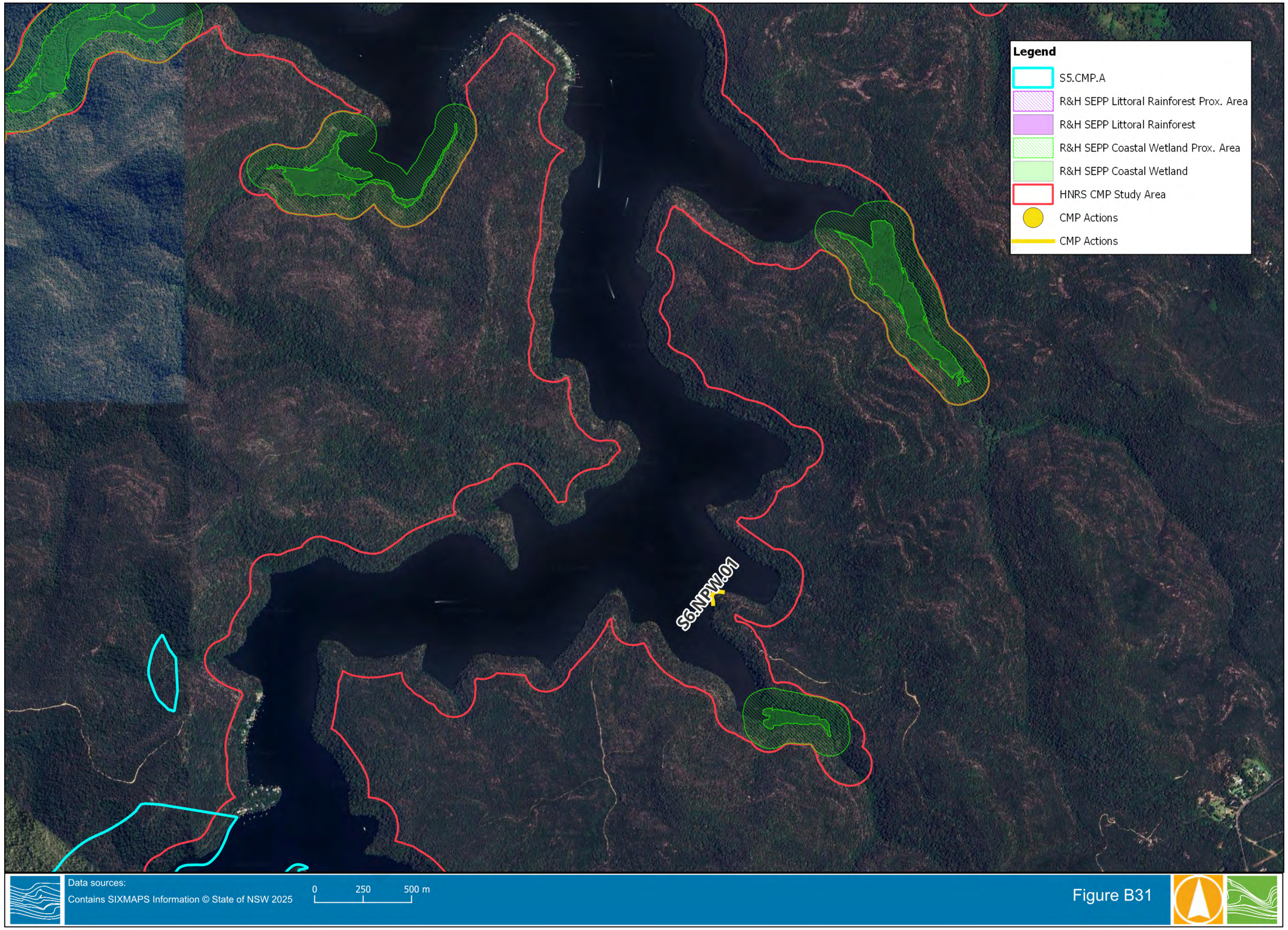
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R&H SEPP Coastal Wetland
HNRS CMP Study Area
CMP Actions
CMP Actions
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0
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500 m
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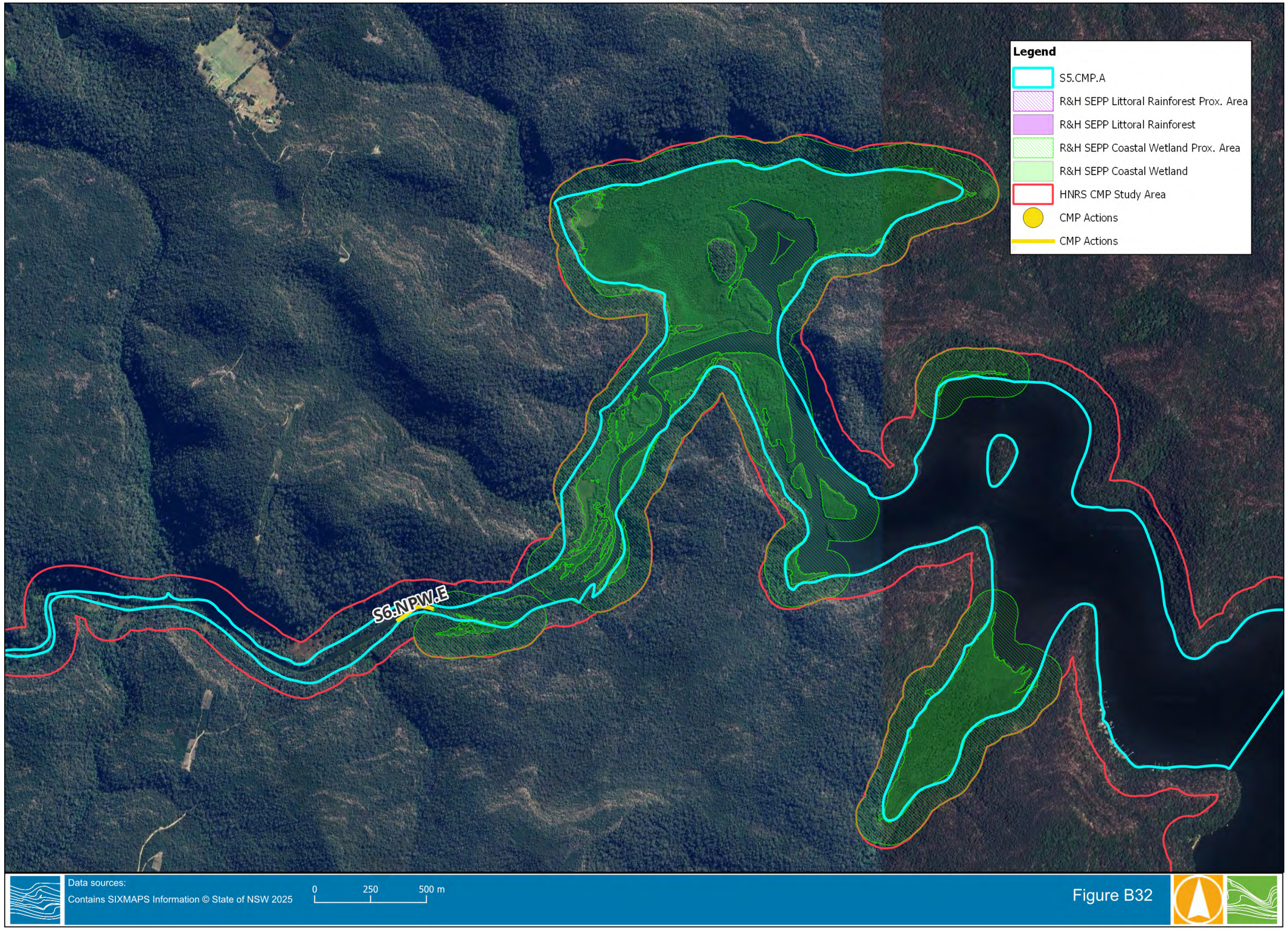
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HNRS CMP Study Area
CMP Actions
CMP Actions
S6.NPW.E
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500 m
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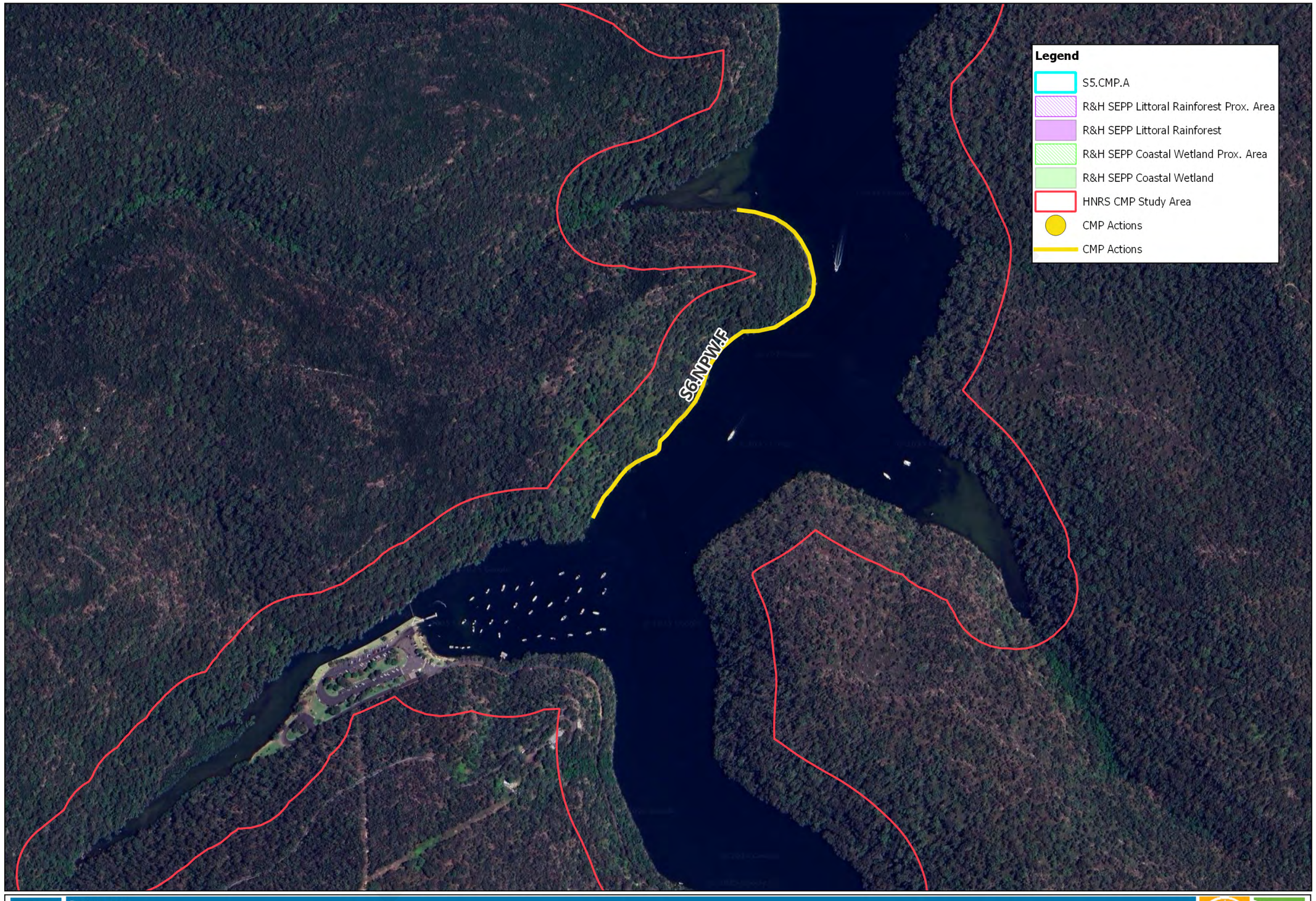

Data sources:
Contains SIXMAPS Information © State of NSW 2025

0 50 100 m

Figure B33

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APPENDIX C
COASTAL PROTECTION WORKS – REFERENCE COMPENDIUM

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C-1 Overview

Concept designs are a critical step in translating the strategic directions of the CMP into practical, on-ground outcomes. By setting out the form and function of proposed works at a concept level, they provide a shared reference point for Councils, agencies, and the community, bridging the gap between high-level strategy and detailed design.

This Appendix presents an overview of concept designs for actions in the CMP that are designated as designated as Coastal Protection Works (CPW), as per the definition provided in the CM Act (see Section 5.1.1). The purpose of these concept designs is to provide sufficient technical detail on the nature and scope of proposed CPW to enable determining authorities to consistently interpret the actions and apply streamlined approval pathways as relevant.

The Appendix is structured into two parts:

- Section C-2 - Provides a set of generic concept designs for common types of CPW, including rock-armoured seawalls and revetments, geotextile sand container (GSC) seawalls and revetments, “living shoreline” seawalls, beach nourishment, and dune management works. These designs are provided for CPW actions where no site-specific technical design study has yet been undertaken.
- Section C-3 Provides concept designs for specific sites and actions where detailed site-specific technical investigations have already been completed.

This compendium has been developed to provide clarity, promote consistency, and build confidence in the interpretation and application of CPW actions under the CMP. By setting out concept-level designs, it supports both the streamlined approvals pathway, and the practical implementation of priority works across the HNRS. These designs will also serve as the foundation for the progression to detailed engineering design, cost refinement, and future funding applications.

All design parameters depicted are indicative only, high level in nature, and remain subject to refinement through geotechnical investigations, detailed design development, cost estimation, and stakeholder engagement.

C-2 Generic Concept Designs for CPW

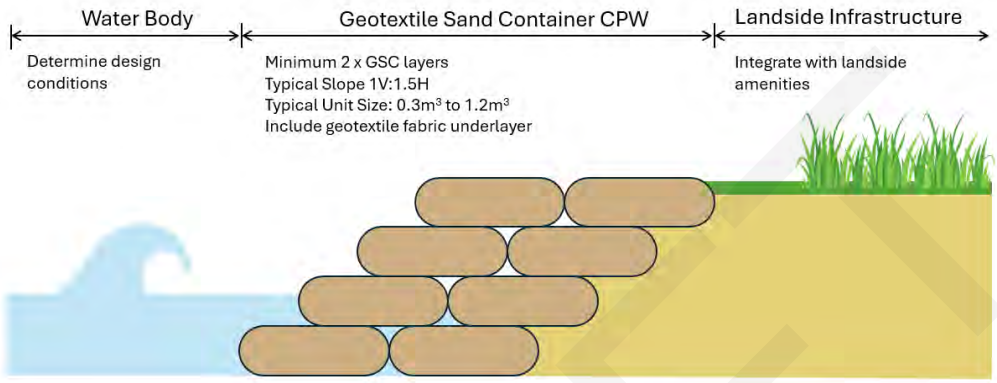

Figure C-1 Concept Design for CPW: Geotextile Sand Container (GSC) structures

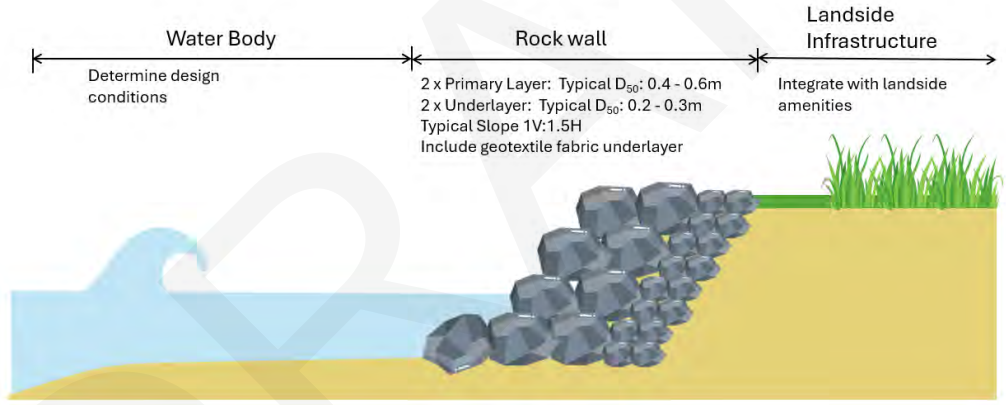

Figure C-2 Concept Design for CPW: Rock armoured structures

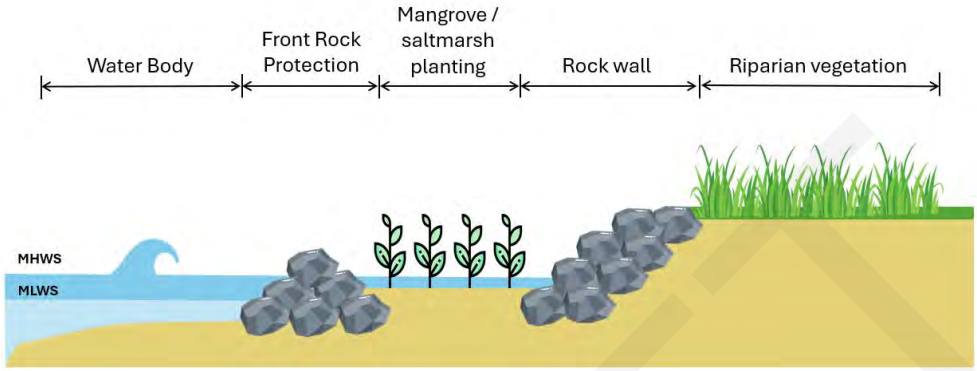

Figure C-3 Concept Design for CPW: Rock bench living shoreline structures

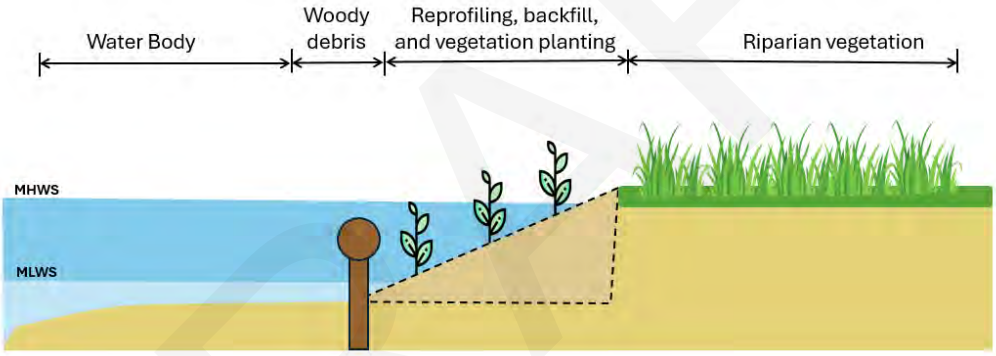

Figure C-4 Concept Design for CPW: Bank reprofiling and woody debris installation

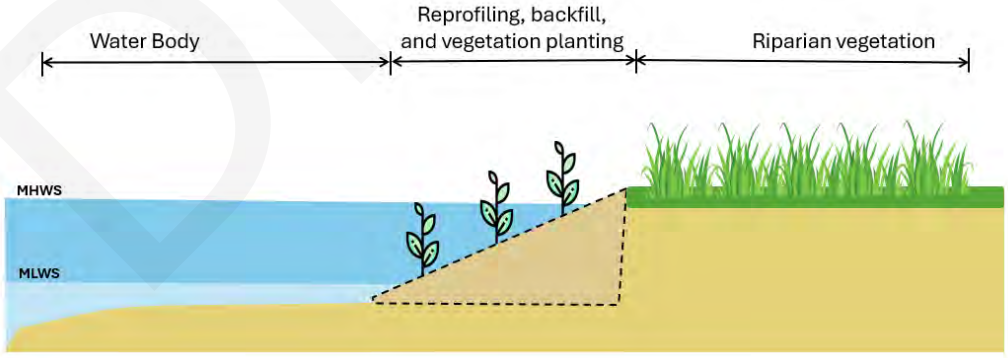

Figure C-5 Concept Design for CPW: Bank reprofiling

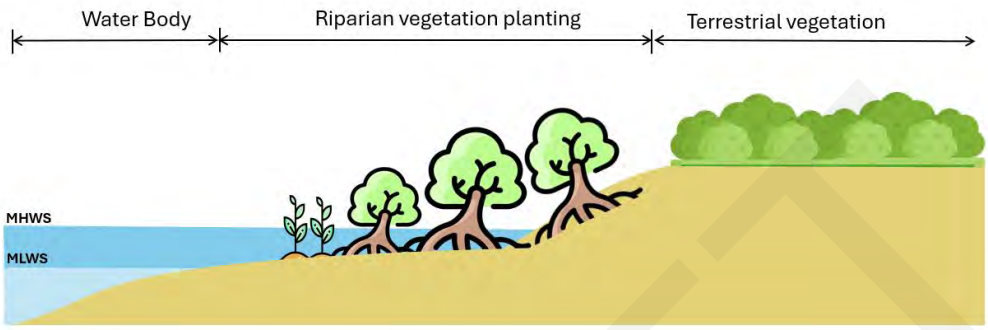

Figure C-6 Concept Design for CPW: Riparian vegetation planting

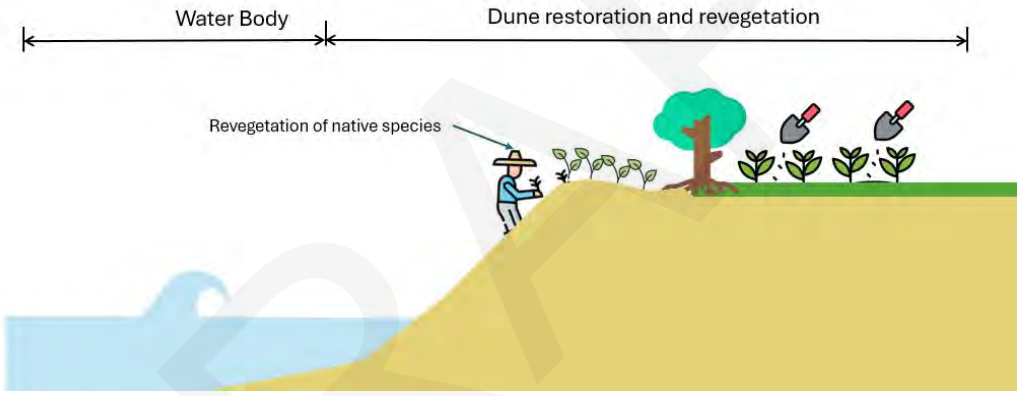

Figure C-7 Concept Design for CPW: Dune restoration and revegetation

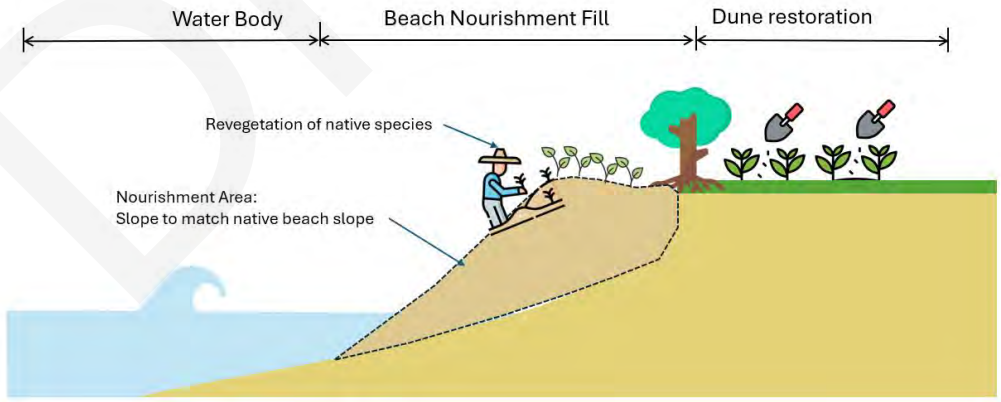

Figure C-8 Concept Design for CPW: Beach nourishment and dune restoration

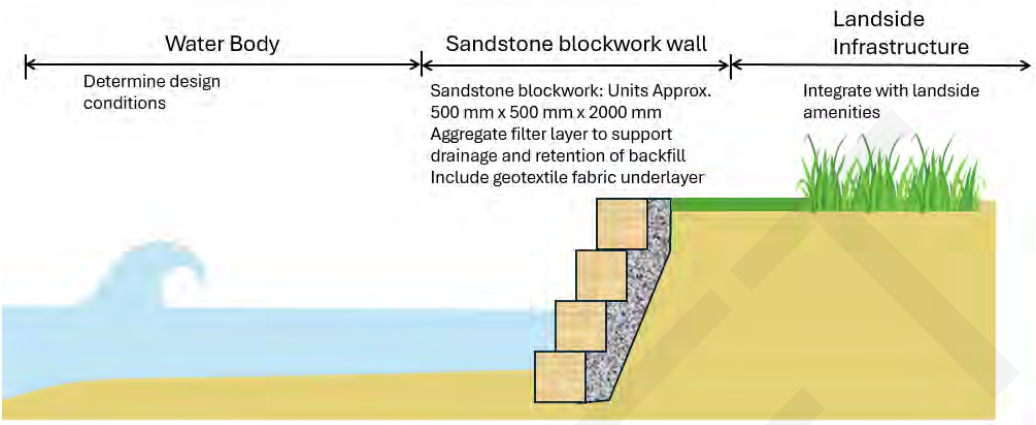

Figure C-9 Concept Design for CPW: Sandstone blockwork revetment

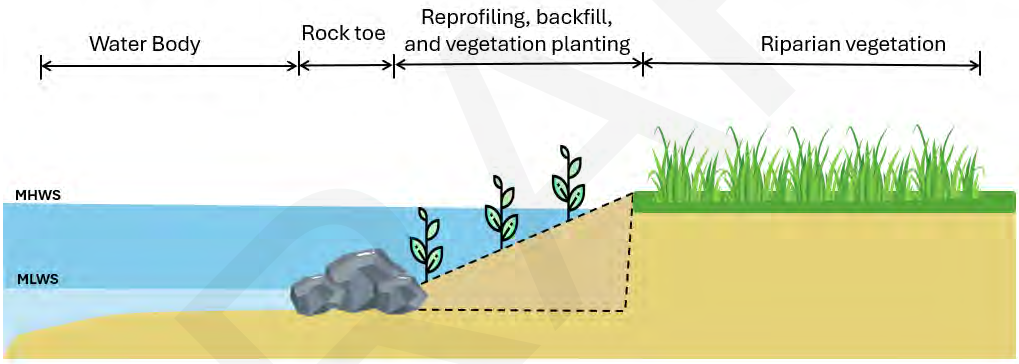

Figure C-10 Concept Design for CPW: Reprofiling with rock toe

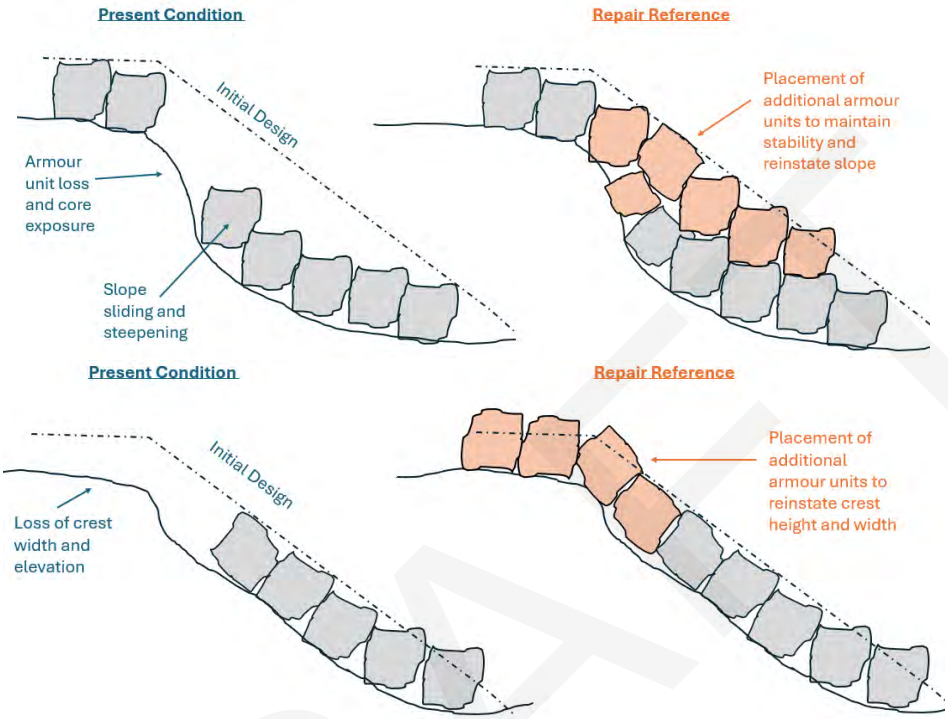

Figure C-11 Repair reference concept for rock armoured CPW

C-3 Specific Concept Designs for CPW

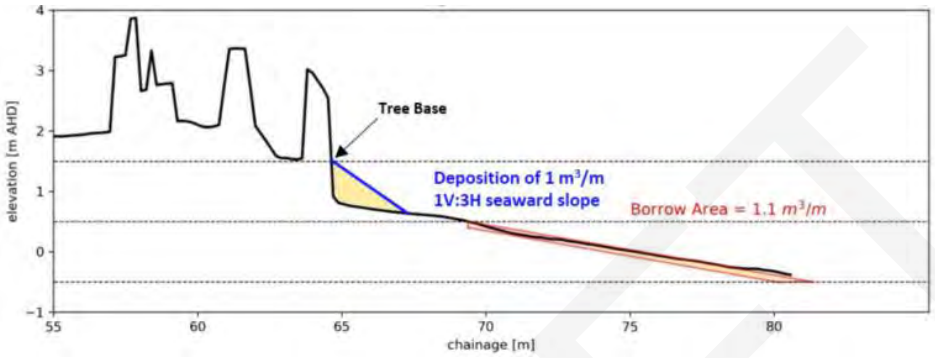

Figure C-12 Concept Design for Action S6.NBC.B. Source and further reference: (WRL, 2019)

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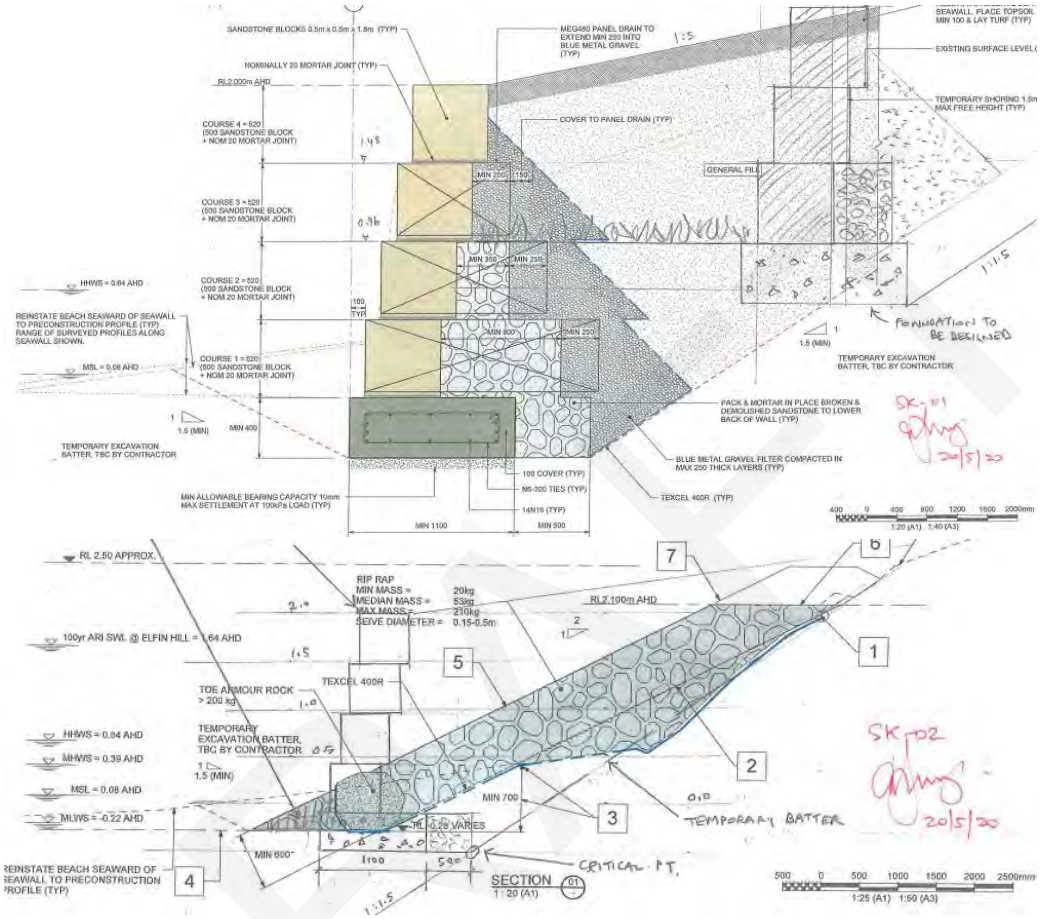

Figure C-13 Concept Design for Action S6.CCC.F. Source and further reference: (RHDHV, 2020)

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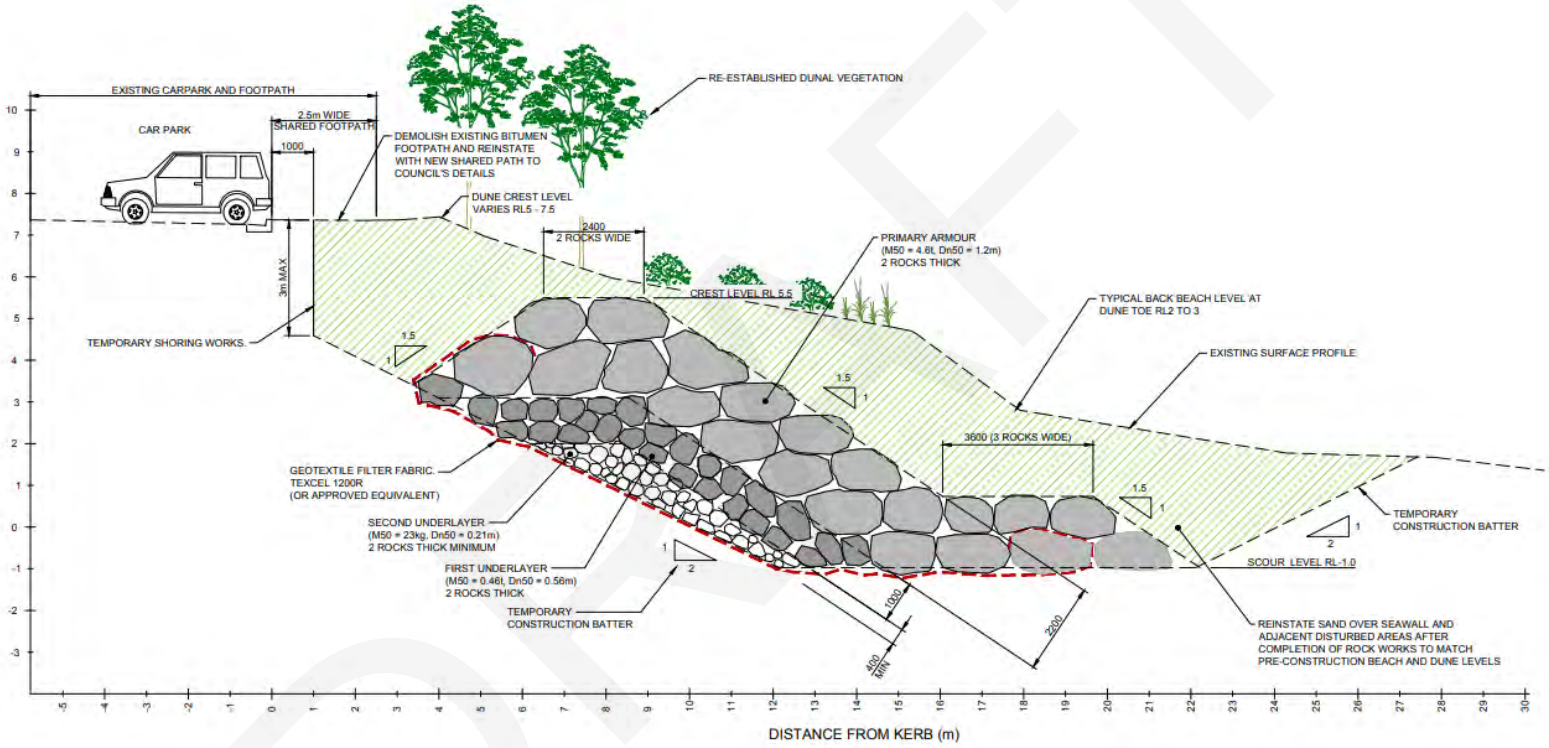

Figure C-14 Concept Design for Action S6.CCC.O. Source and further reference: (RHDHV, 2019)

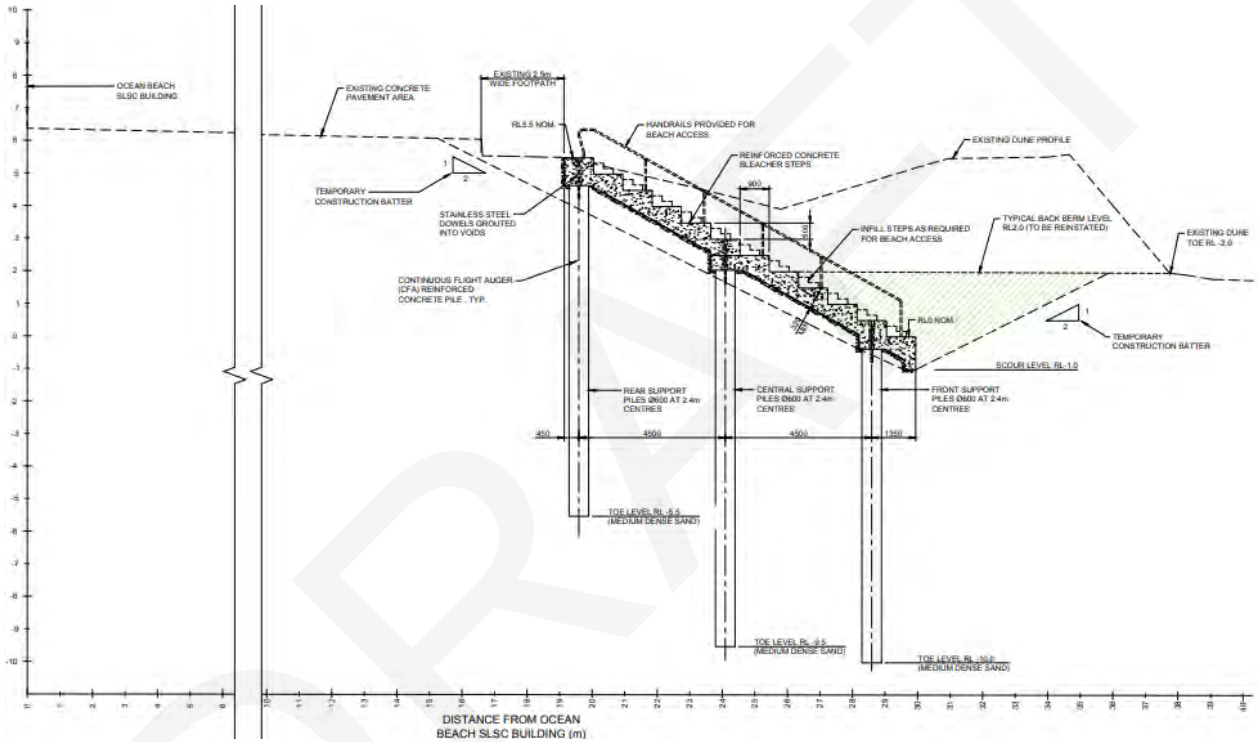

Figure C-15 Concept Design for Action S6.CCC.O. Source and further reference: (RHDHV, 2019)

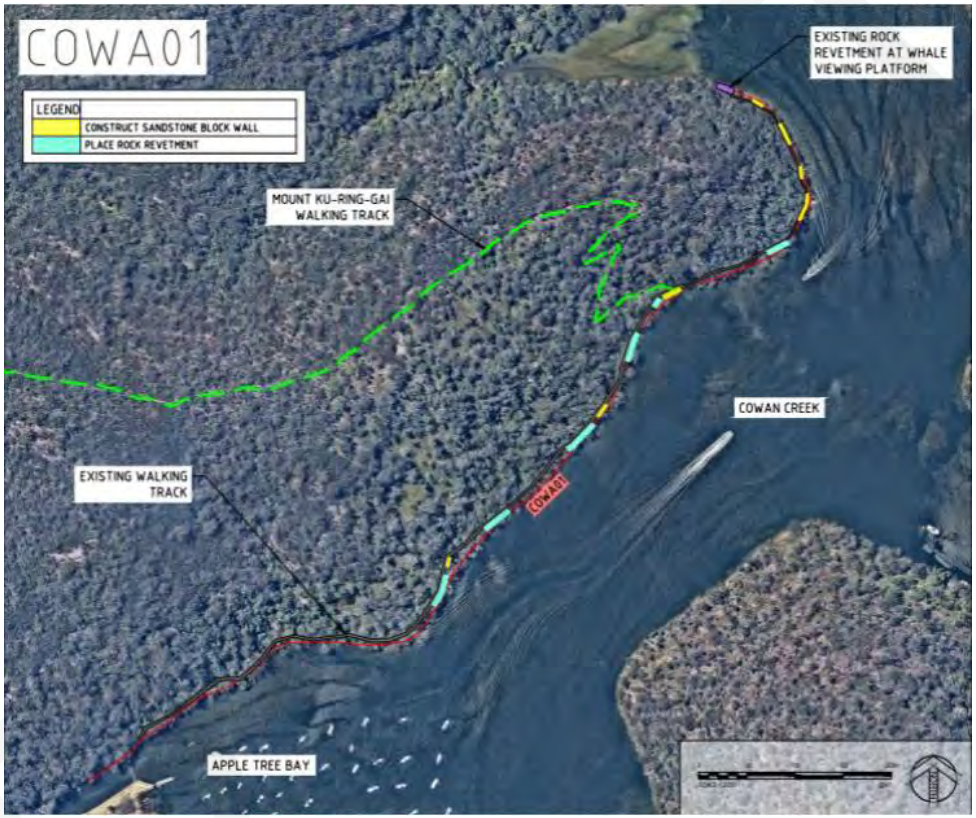

Figure C-16 Concept Design for Action S6.NPW.F at Cowan Creek. Source and further reference: (Alluvium, 2025)

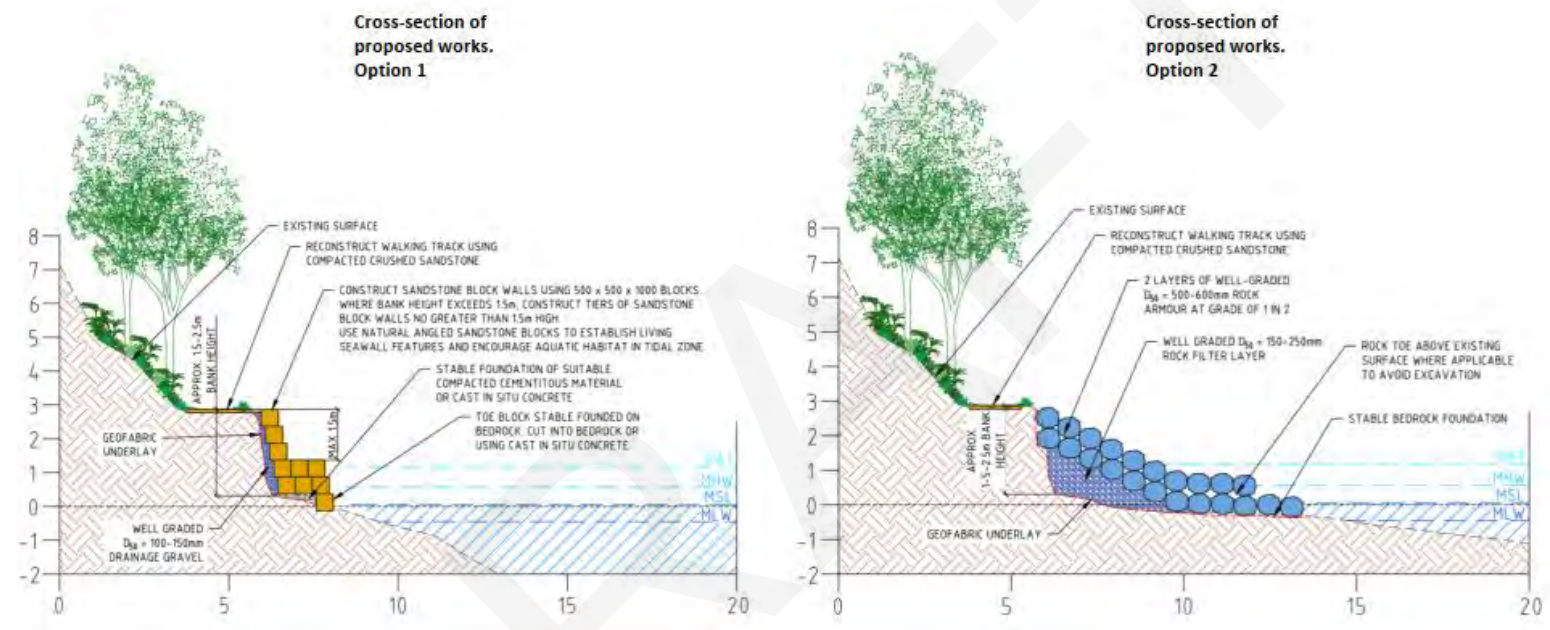

Figure C-17 Concept Design for Action S6.NPW.F at Cowan Creek. Source and further reference: (Alluvium, 2025)

Figure C-18 Concept Design for Action S6.NPW.F at Coasters Retreat. Source and further reference: (Alluvium, 2025)

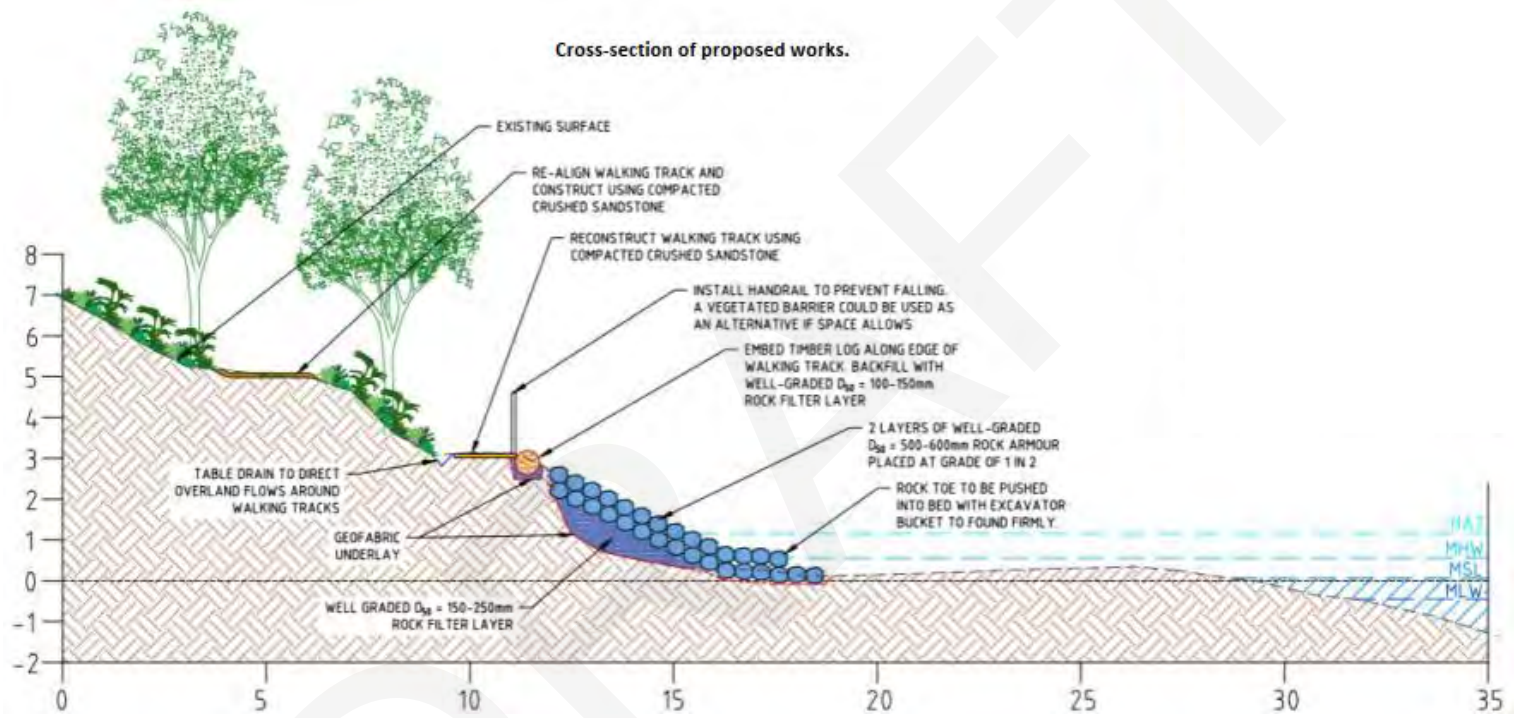

Figure C-19 Concept Design for Action S6.NPW.F at Coasters Retreat. Source and further reference: (Alluvium, 2025)

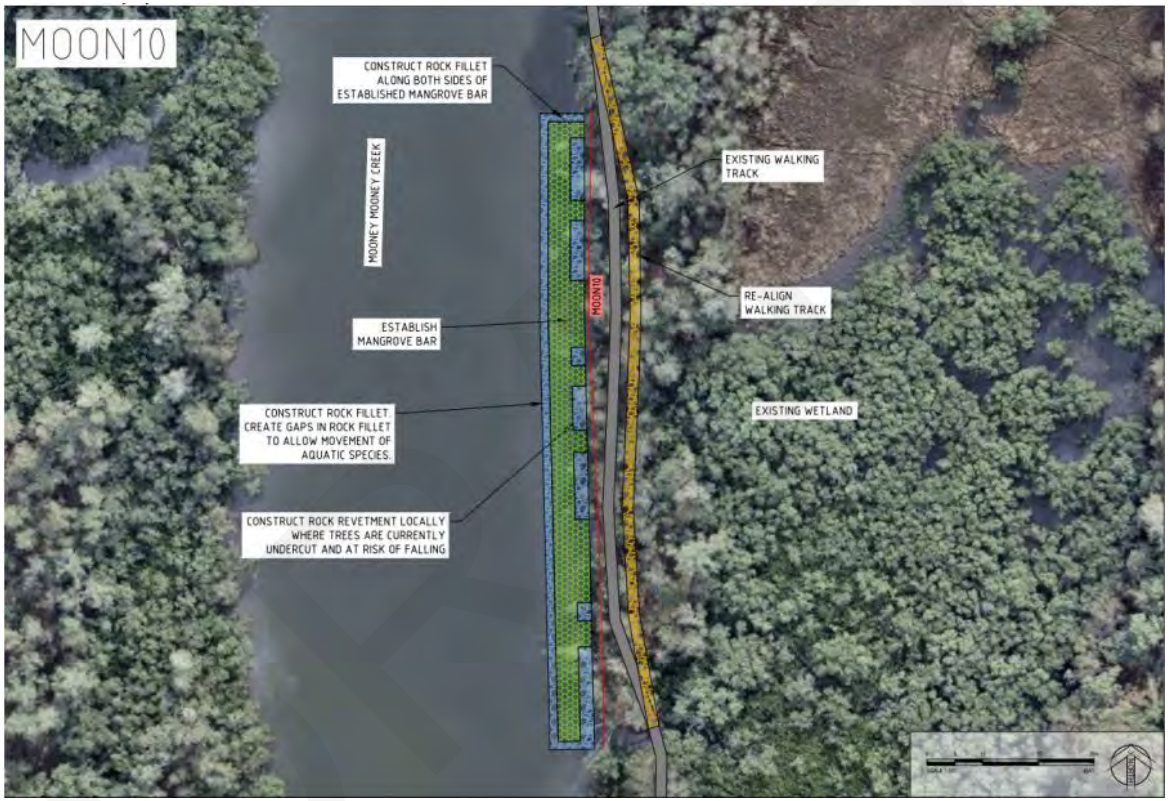

Figure C-20 Concept Design for Action S6.NPW.F at Mooney Mooney Creek. Source and further reference: (Alluvium, 2025)

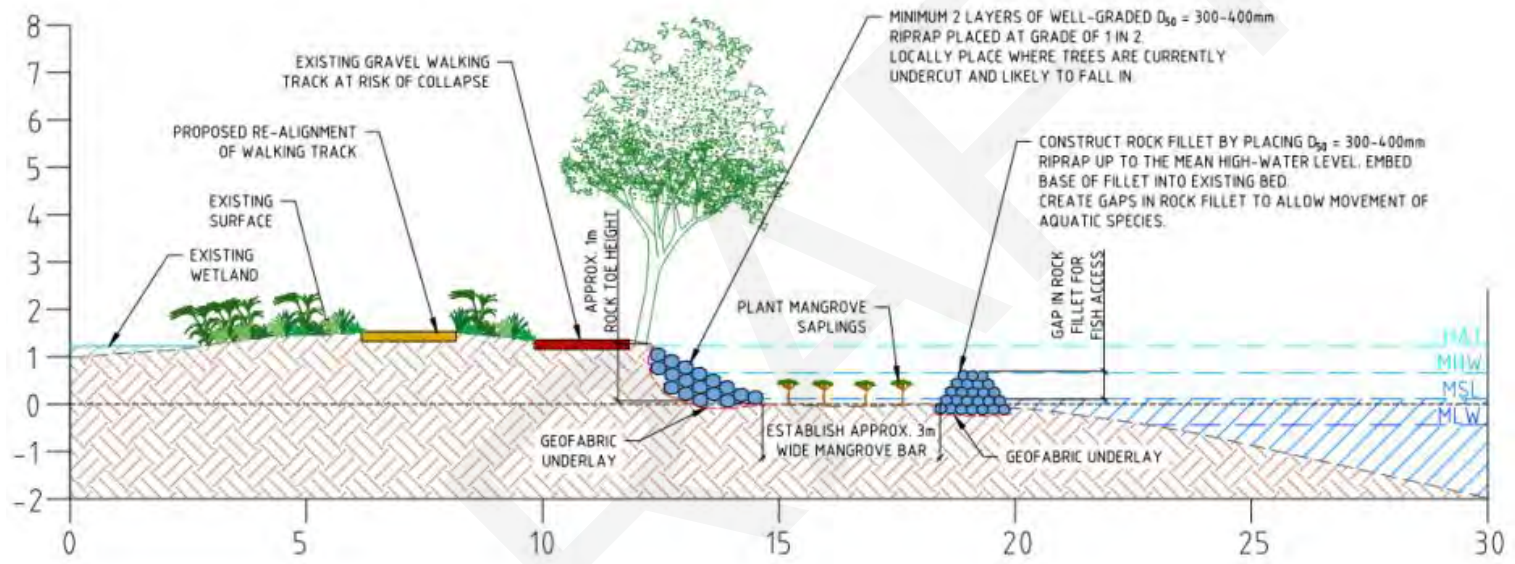

Figure C-21 Concept Design for Action S6.NPW.F at Mooney Mooney Creek. Source and further reference: (Alluvium, 2025)

Figure C-22 Concept Design for Action S6.NPW.F at Berowra Creek. Source and further reference: (Alluvium, 2025)

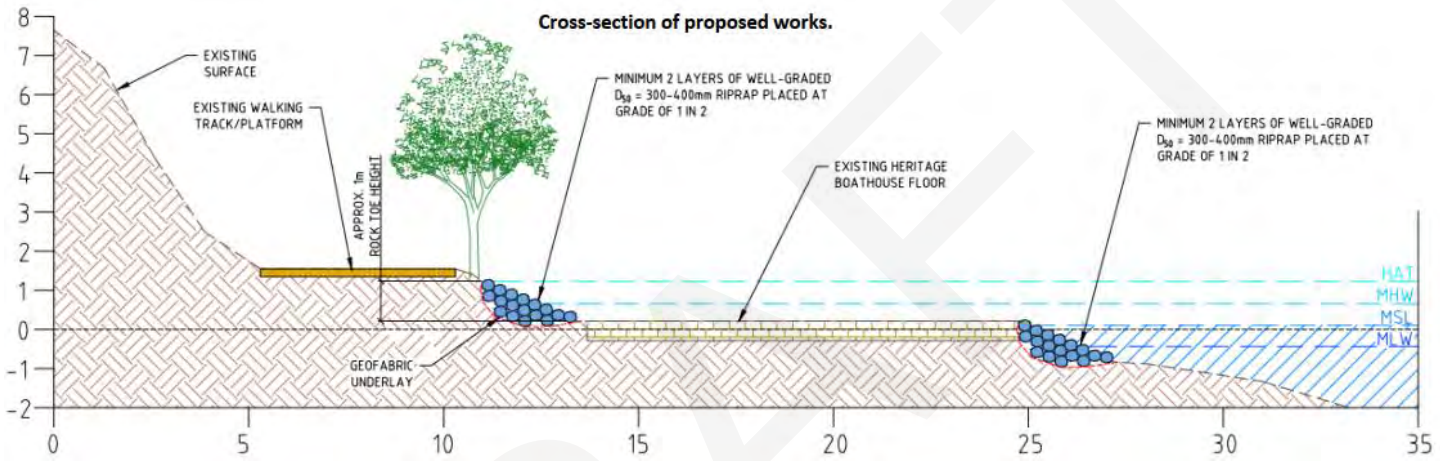

Figure C-23 Concept Design for Action S6.NPW.F at Berowra Creek. Source and further reference: (Alluvium, 2025)

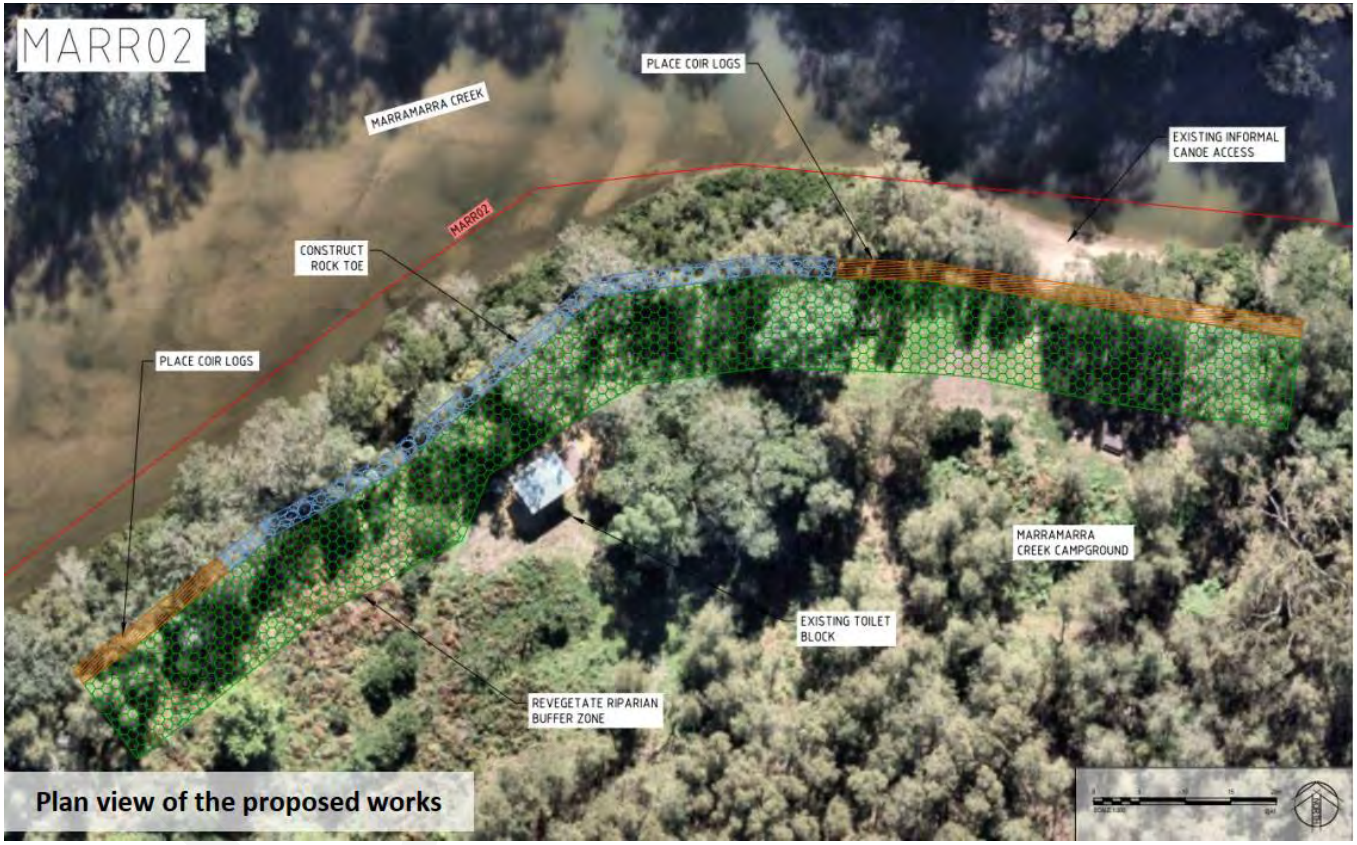

Figure C-24 Concept Design for Action S6.NPW.F at Marramarra Creek. Source and further reference: (Alluvium, 2025)

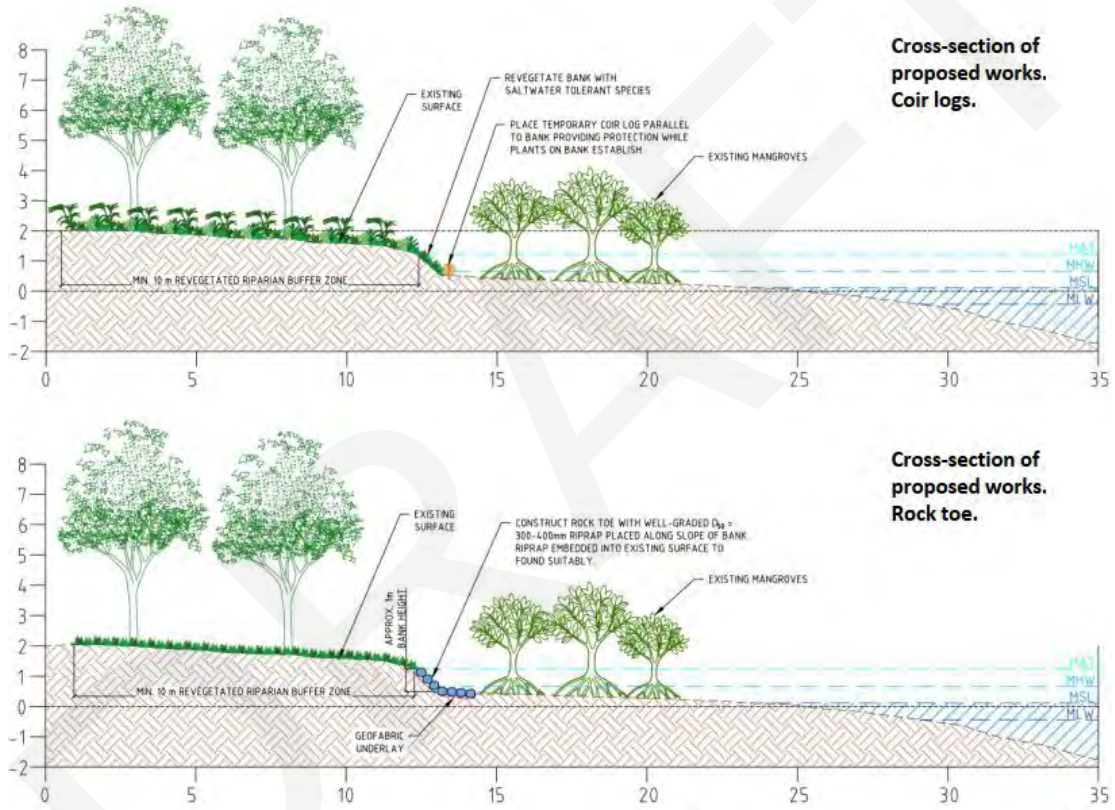

Figure C-25 Concept Design for Action S6.NPW.F at Marramarra Creek. Source and further reference: (Alluvium, 2025)

Figure C-26 Concept Design for Action S6.NPW.F at Gentlemans Halt. Source and further reference: (Alluvium, 2025)

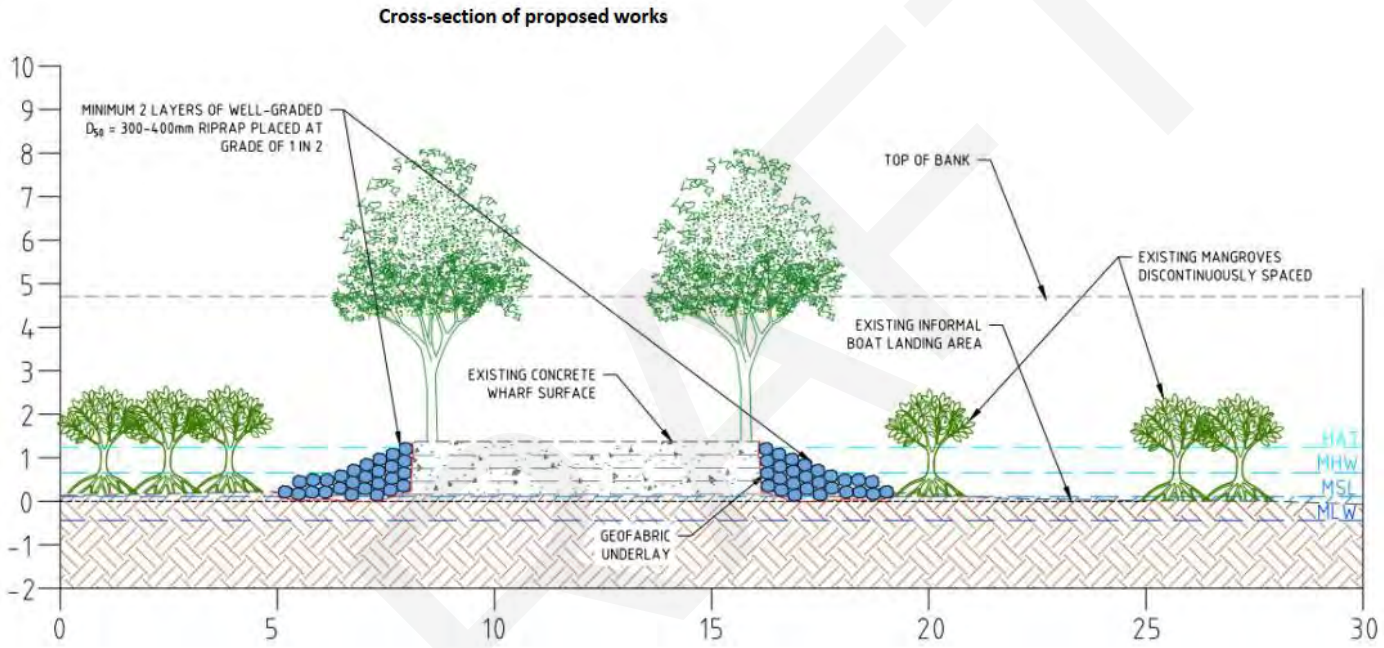

Figure C-27 Concept Design for Action S6.NPW.F at Gentlemans Halt. Source and further reference: (Alluvium, 2025)

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Concept design option 1
Beach nourishment and revegetation
Import sand to form a sand dune, then revegetate
Pros: A nature-based solution that does not impact beach use
Cons: The need to import or scrape sand, and the risk of a major storm washing away the sand leading to a need to top up again.
Design life estimate: 5-10 years

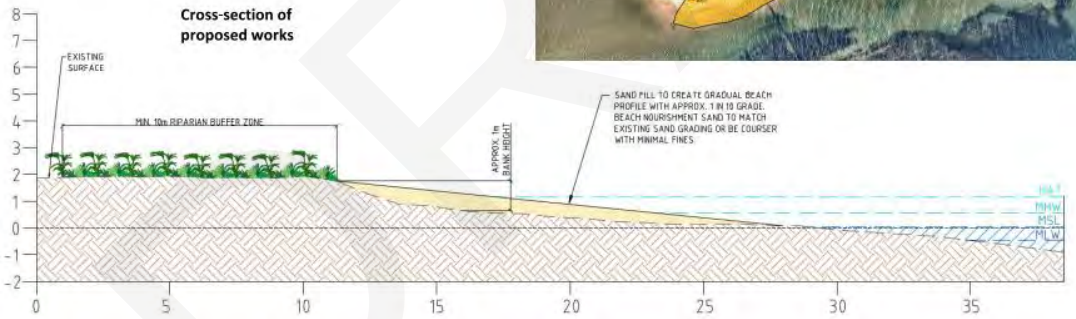

Figure C-28 Concept Design for Action S6.NPW.B at The Basin. Source and further reference: (Alluvium, 2025)

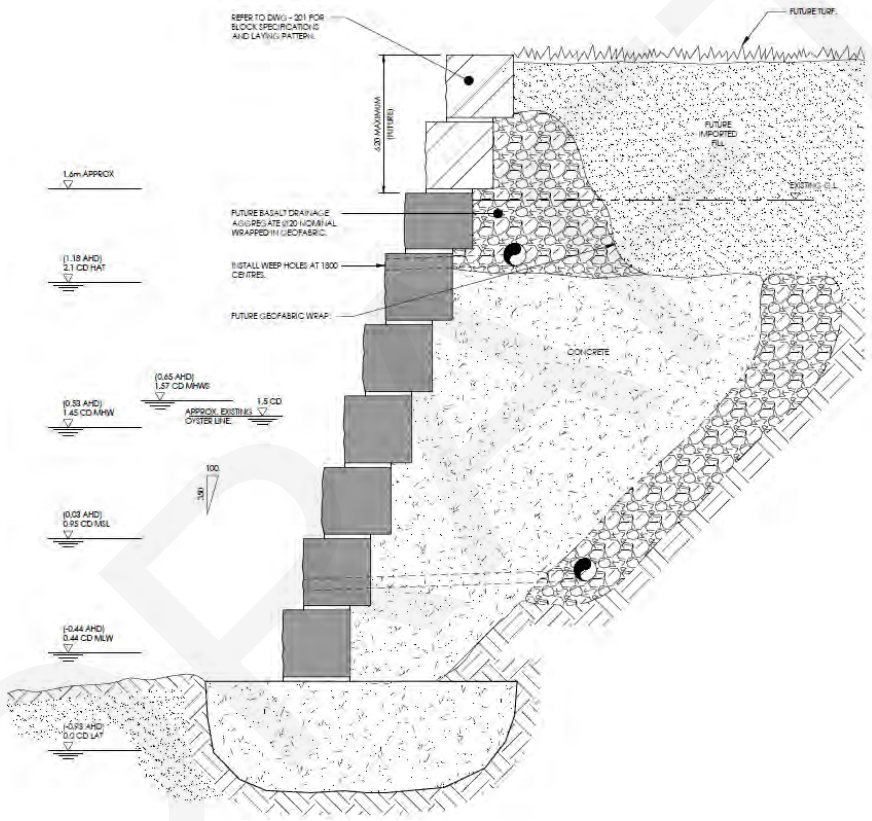

Figure C-29 Concept Design for Action S6.NPW.E at Bobbin Head (sandstone blockwork sections). Source and further reference: (Alluvium, 2025)

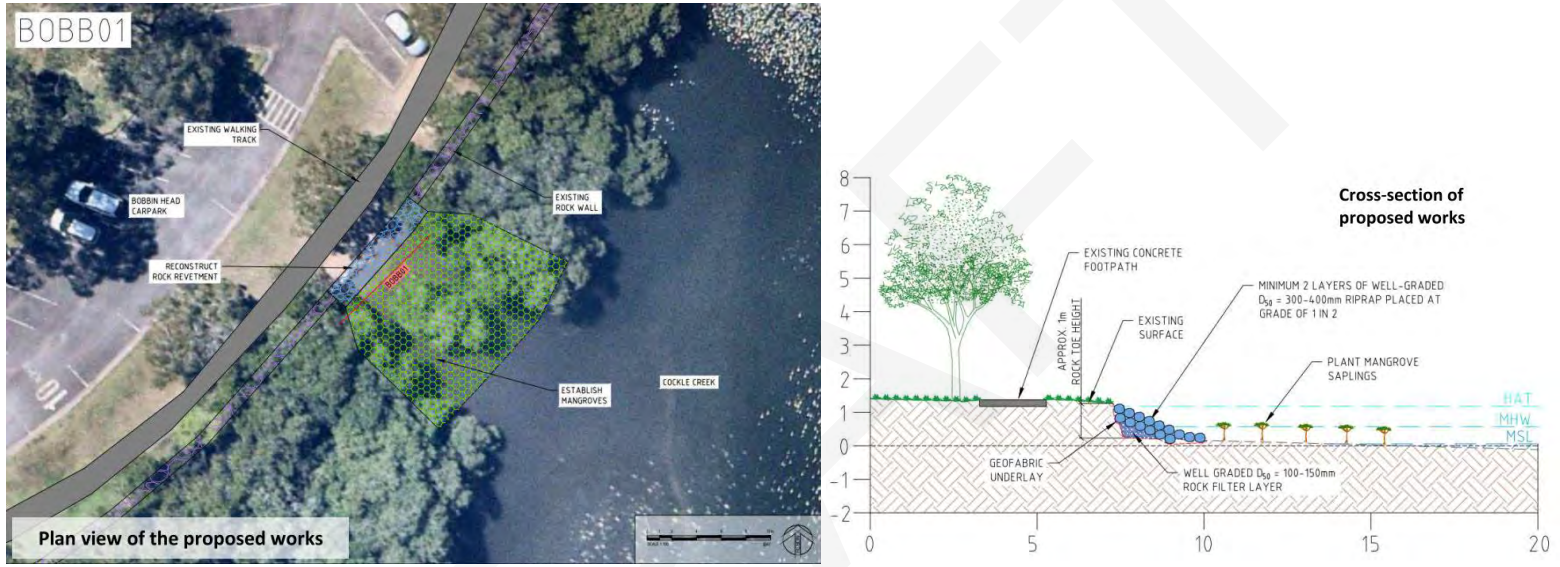

Figure C-30 Concept Design for Action S6.NPW.E at Bobbin Head (grouted rock wall section). Source and further reference: (Alluvium, 2025)

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APPENDIX D
ALIGNMENT OF THE CMP WITH THE OBJECTS OF THE CM ACT, AND R&H SEPP

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Table D-1 Objects of the CM Act and how they have been addressed in this CMP

CM Act Objects	How this is addressed in this CMP
a. to protect and enhance natural coastal processes and coastal environmental values including natural character, scenic value, biological diversity and ecosystem integrity and resilience	Stage 2 included a range of detailed studies of the various threats to physical coastal processes and environmental values of the study area. This is discussed in the CMP in Section 4 with a summary of key issues in Section 3. Stage 3 of the CMP process involved the development of management actions to address the risks and issues identified in Stage 2. Management options were identified that address the threats to the natural coastal processes and environmental values of the coastal zone. These actions were then assessed and prioritised using key criteria that included their efficacy in terms of the protection of these values. A number of actions outlined in Section 5 aim to protect and enhance natural coastal processes and coastal environmental values
b. to support the social and cultural values of the coastal zone and maintain public access and recreational amenity	Stage 2 included a range of detailed studies of the various threats to social and cultural values of the study area. This is discussed in the CMP in Section 4 with a summary of key issues in Section 3. Key social and cultural issues indigenous and non-indigenous cultural risks, population impacts and public safety hazards, including safe access to the coastal zone, amenity of the coastal zone and use. Stage 3 of the CMP process involved the development of management actions to address these risks and issues identified in Stage 2. Management options were identified that address the threats to the social and environmental values of the coastal zone. These actions were then assessed and prioritised using key criteria that included their efficacy in terms of the protection of these values. These actions are spelt out in Section 5.
c. to acknowledge Aboriginal peoples' spiritual, social, customary and economic use of the coastal zone	Extensive engagement with First Nations Groups has been undertaken as part of the preparation of this CMP – as described in Section 4.5. Through this engagement the CMP has identified the threats and risks to ACH values (see Section 3) and developed specific management actions aimed at protection of ACH and increasing the participation of local First Nations groups in coastal zone management detailed in Section 5.
d. to recognise the coastal zone as a vital economic zone and to support sustainable coastal economies	The Stage 1 Scoping Study of this CMP provided an overview of the economic value of the coastal zone, and this information is reiterated in the Business Plan (see Section 6). Management options were identified that address the threats to the economic value of the coastal zone (including coastal hazards, and the loss of social and recreational amenity). These actions were then assessed and prioritised using key criteria that included their efficacy in terms of the protection of these values. More information is provided in Section 5.
e. to facilitate ecologically sustainable development in the coastal zone and promote sustainable land use planning decision-making	Stage 2 included a range of detailed studies of the various threats to environmental and ecological values of the study area. This is discussed in the CMP in Section 3. Numerous actions are related to maintaining sustainable planning controls that appropriately manage development in the dynamic coastal zone. These actions were then assessed and prioritised using key criteria that included their efficacy in terms of the protection of these values. More information is provided in Section 5.
f. to mitigate current and future risks from coastal hazards, taking into account the effects of climate change	The extent of current and future coastal hazards - and the associated risks – were assessed in detail in Stage 2 of the CMP and summarised in the CMP in Section 3). Numerous options were developed with the aim to mitigate the impacts of coastal hazards on the study area. These actions are spelt out in Section 5. This includes incorporating the effects of climate change, including sea level rise.
g. to recognise that the local and regional scale effects of coastal processes, and the inherently ambulatory and dynamic nature of the shoreline, may result in the loss of coastal land to the sea	Local and regional coastal processes were assessed in detail in Stage 2 of the CMP, for example coastal erosion, and inundation, and regional processes. Numerous actions related to maintaining sustainable planning controls to appropriately managed development in the dynamic coastal zone, with recognition of the local and regional scale effects of coastal processes, understanding that coastal land may be lost to the sea. More information is provided in Section 5.

CM Act Objects	How this is addressed in this CMP
(including estuaries and other arms of the sea), and to manage coastal use and development accordingly	
h. to promote integrated and co-ordinated coastal planning, management and reporting	This CMP includes a Collaborative System Implement Plan to facilitate a large scale, coordinated approach to coastal zone and estuary management. Actions in the plan are delivered by multiple Councils through coordinated delivery partnerships. These Actions are detailed in Section 5.3. Inherently, the CMP process provides an integrated approach to coastal planning and management by providing a holistic "system wide" view of the coastal zone across the HNRS. The CMP also sets out a clear MER framework to monitor progress towards implementing the coastal management actions outlined in the CMP, and to assess the performance of the CMP in achieving its intended outcomes, and the objects of the CM Act. This provides an integrated and co-ordinated approach to reporting. The proposed MER program has followed the structure of a "Program Logic Model", that describes how the program is intended to work by linking activities with outputs, intermediate impacts, and longer-term outcomes. The program logic model supports a systematic and integrated approach to CMP planning, implementation, and evaluation.
i. to encourage and promote plans and strategies to improve the resilience of coastal assets to the impacts of an uncertain climate future including impacts of extreme storm events	The CMP includes a range of actions aimed at improving the resilience of coastal assets and infrastructure. These are covered in Section 5 in the action tables. These actions have been developed based on a thorough review of coastal hazard risks, and associated impacts of assets and infrastructure – this is discussed in Section 3. Future hazard projections have included a range of future SLR scenarios that account for future uncertainty associated with climate change and the response of coastal systems, including extreme storm events.
j. to ensure co-ordination of the policies and activities of government and public authorities relating to the coastal zone and to facilitate the proper integration of their management activities	This CMP has included a review and assessment of policies and activities from government and public authorities relating to the coastal zone, which facilitates the proper integration of management programs. This is provided in Section 2, and in further detail in the Stage 1 Scoping Study. To ensure the coordination of government and public authorities, a robust program of engagement with a range of public authorities was performed - including relevant state government agencies, and adjacent local government stakeholders.
k. to support public participation in coastal management and planning and greater public awareness, education and understanding of coastal processes and management actions	During Stage 1 of the CMP, a comprehensive Stakeholder and Community Engagement Strategy was developed. This outlined the timing, content, and engagement methods to be utilised during Stages 2 to 4 of the CMP. The engagement strategy was developed in accordance with the CMP Engagement Guidelines (OEH, 2018), and the use of the International Association for Public Participation (IAP2) guidelines. This strategy has been implemented through the development of the CMP, which has involved a robust regime of stakeholder and community engagement integrated through all stages. A summary of the engagement process for the CMP is described in Section 4.5. In addition, public participation in coastal management is encouraged through a series of actions, includes set out in Section 5.
l. to facilitate the identification of land in the coastal zone for acquisition by public or local authorities in order to promote the protection, enhancement, maintenance and restoration of the environment of the coastal zone	Whilst there are no actions in this CMP with the explicit intention to purchase private properties - the CMP has included a range of actions intended to promote the protection, enhancement, maintenance, and restoration of the environment of the coastal zone. This includes numerous actions related to dune restoration work, access tracks to minimise damage to vegetation and others.

CM Act Objects	How this is addressed in this CMP
m. to support the objects of the Marine Estate Management Act 2014; and	Stage 1 of this CMP identified a range of threats and risks to the study area, including the NSW Marine Estate Threat and Risk Assessment (TARA) (BMT WBM, 2017) – and included strong consideration of stressors identified in the TARA as high priority. This is described in Section 3 and 4. The CMP supports the objectives of the MEM Act by identifying and implementing actions that address these high priority stressors – both in the present day and over future planning horizons.

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Table D-2 Objects of the CM Act for the various CMAs, and how they have been addressed in this CMP

CMA Objectives	How this is addressed in this CMP
Coastal Wetlands and Littoral Rainforests	
(a) to protect coastal wetlands and littoral rainforests in their natural state, including their biological diversity and ecosystem integrity,	Potential risks to the coastal wetlands and littoral rainforests across the CMP study area have been identified and assessed in various Stage 2 studies. The identification and design of management actions in Stage 3 and 4 are cognisant of the need to protect coastal wetlands and littoral rainforests in their natural state and to improve the resilience of coastal wetlands and littoral rainforests to the impacts of climate change. Actions that may have a potential impacts on these areas were assessed as such and did not proceed to Stage 4.
(b) to promote the rehabilitation and restoration of degraded coastal wetlands and littoral rainforests,	
(c) to improve the resilience of coastal wetlands and littoral rainforests to the impacts of climate change, including opportunities for migration,	
(d) to support the social and cultural values of coastal wetlands and littoral rainforests,	
(e) to promote the objectives of State policies and programs for wetlands or littoral rainforest management	
Coastal Vulnerability Area	
(a) to ensure public safety and prevent risks to human life,	A detailed risk assessment of coastal hazard risks to public safety and public and private assets was undertaken in Stage 2 of the CMP, through the following studies: ▪ The Hawkesbury River Estuary Coastal Inundation Study (Rhelm and Baird, 2023) ▪ Pittwater Beach Erosion and Shoreline Recession Assessment (WRL, 2023) ▪ Central Coast Open Coast and Coastal Lagoons Coastal Hazard Assessment (Bluecoast Consulting Engineers, 2024) This included associated risks to public safety through coastal hazards, infrastructure and use of the coastal zone, including both in the present day and into the future, incorporating climate change. Subsequently, in Stage 3, actions were developed and prioritised in terms of their ability to mitigate these risks – whilst also considering social, environmental and cultural values.
(b) to mitigate current and future risk from coastal hazards by taking into account the effects of coastal processes and climate change	
(c) to maintain the presence of beaches, dunes and the natural features of foreshores, taking into account the beach system operating at the relevant place	Numerous actions relate to foreshore restoration works – in order to conserve wetlands, beaches, dunes and the natural features of foreshores. This takes into account the beach systems and natural sediment transport pathways.
(d) to maintain public access, amenity and use of beaches and foreshores,	Numerous actions relate to maintenance and upgrade of foreshore accessways in order to maintain and, where practicable, improve public access, amenity and use of beaches, foreshores, headlands and rock platforms. This also includes dune restoration works, dinghy storage racks to increase the use of beaches and foreshores and retaining public foreshores and recreational areas.
(e) to encourage land use that reduces exposure to risks from coastal hazards, including through siting, design, construction and operational decisions	Several actions relate to maintaining and enforcing planning controls to encourage land use that reduces exposure to risks from coastal hazards and ensures ecologically sustainable development.

CMA Objectives	How this is addressed in this CMP
	This includes the design, construction and operational decisions of land use, including adaptation pathways for landwards movement.
(f) to adopt coastal management strategies that reduce exposure to coastal hazards (i) in the first instance and wherever possible, by restoring or enhancing natural defences including coastal dunes, vegetation and wetlands, and (ii) if that is not sufficient, by taking other action to reduce exposure to those coastal hazards,	Numerous actions relate to beach restoration and dune restoration works – in order to preserve beaches, dunes and the natural features of foreshores. All potential options in Stage 3 were assessed, not just on their ability to provide coastal hazard protection, but their impact on the coastal environment, public safety, social and recreational amenity. As a result, this CMP promotes the use of "nature-based solutions", and numerous actions relate to beach restoration and dune restoration works. If these are not sufficient, then other actions, for example relocation of assets, are management actions that are promoted through the CMP.
(g) if taking that other action to reduce exposure to coastal hazards— (i) to avoid significant degradation of biological diversity and ecosystem integrity, and (ii) to avoid significant degradation of or disruption to ecological, biophysical, geological and geomorphological coastal processes, and (iii) to avoid significant degradation of or disruption to beach and foreshore amenity and social and cultural values, and (iv) to avoid adverse impacts on adjoining land, resources or assets, and (v) to provide for the restoration of a beach, or land adjacent to the beach, if any increased erosion of the beach or adjacent land is caused by actions to reduce exposure to coastal hazards,	
(h) to prioritise actions that support the continued functionality of essential infrastructure during and immediately after a coastal hazard emergency	Numerous studies in Stage 2 of the CMP specifically investigated coastal hazard risks to essential infrastructure including roads, wastewater assets, major infrastructure. In Stage 3, actions were developed specifically to address these risks. The CZEAS documents attached to this CMP (Appendix E, F and G) prioritises actions that support the continued functionality of essential infrastructure during a coastal hazard emergency. The actions that improve the resilience of coastal development and communities are provided in Section 5, after being evaluated for their feasibility, acceptability and viability to meet these objectives in Section 4.
(i) to improve the resilience of coastal development and communities by improving adaptive capacity and reducing reliance on emergency responses.	
Coastal Environment Area	
(a) to protect and enhance the coastal environmental values and natural processes of coastal waters, estuaries, coastal lakes and coastal lagoons, and enhance natural character, scenic value, biological diversity and ecosystem integrity,	The various threats to the environmental, social and cultural values of the study area were assessed in detail in the various Stage 2 studies. These values and their associated threats were considered in the development and assessment of management actions in Stage 3. Numerous actions relate to foreshore / riparian restoration and dune restoration works – in order to preserve the natural features of foreshores. Numerous actions relate to maintenance and upgrade of foreshore accessways in order to maintain and, where practicable, improve public access, amenity and use of beaches, foreshores, headlands and rock platforms.
(b) to reduce threats to and improve the resilience of coastal waters, estuaries, coastal lakes and coastal lagoons, including in response to climate change,	
(c) to maintain and improve water quality and estuary health,	
(d) to support the social and cultural values of coastal waters, estuaries, coastal lakes and coastal lagoons,	

CMA Objectives	How this is addressed in this CMP
(e) to maintain the presence of beaches, dunes and the natural features of foreshores, taking into account the beach system operating at the relevant place,	
(f) to maintain and, where practicable, improve public access, amenity and use of beaches, foreshores, headlands and rock platforms	
Coastal Use Area	
(a) to protect and enhance the scenic, social and cultural values of the coast by ensuring that— (i) the type, bulk, scale and size of development is appropriate for the location and natural scenic quality of the coast, and (ii) adverse impacts of development on cultural and built environment heritage are avoided or mitigated, and (iii) urban design, including water sensitive urban design, is supported and incorporated into development activities, and (iv) adequate public open space is provided, including for recreational activities and associated infrastructure, and (v) the use of the surf zone is considered	The various threats to the scenic, social and cultural values of the study area were assessed in detail in the various Stage 2 studies (See Section 4). These values and their associated threats were considered in the development and assessment of management actions in Stage 3. All potential options in Stage 3 were assessed, not just on their ability to provide coastal hazard protection, but also their impact on the coastal environment, public safety, social and recreational amenity. This is outlined in Section 3, and if they did not meet this criteria, then the proposed option did not proceed through to Stage 4 of the CMP.
(b) to accommodate both urbanised and natural stretches of coastline	

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APPENDIX E
COASTAL ZONE EMERGENCY ACTION SUBPLAN: BROKEN BAY BEACHES

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Coastal Zone Emergency Action Subplan – Broken Bay Beaches

Hawkesbury-Nepean River System CMP

Central Coast Council

29 August 2025

Coastal Zone Emergency Action Subplan – Broken Bay Beaches

Hawkesbury-Nepean River System CMP

Central Coast Council

29 August 2025

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GLOSSARY AND ABBREVIATIONS

Term	Definition
AIDR	The Australian Institute for Disaster Resilience
Beach erosion	Landward movement of the shoreline and/or a reduction in beach volume, usually associated with storm events or a series of events, which occurs within the beach fluctuation zone. Beach erosion occurs due to one or more process drivers: wind, waves, tides, currents, ocean water level, and downslope movement of material due to gravity.
BoM	Bureau of Meteorology
Council	Central Coast Council
CM Act	*The Coastal Management Act 2016*
Coastal cliff and slope instability	Geotechnical instabilities on coastal cliffs and bluffs, including rock falls, slumps, and landslides.
Coastal emergency	An emergency due to actual or imminent coastal inundation, coastal erosion, or coastal cliff and slope instability which (a) threatens endangers, or threatens to endanger, the safety or health of persons; or (b) destroys or damages, or threatens to destroy or damage, any property or the natural environment.
Coastal inundation	Coastal inundation occurs when a combination of marine and atmospheric processes raises the water level at the coast above normal elevations, causing land that is usually 'dry' to become inundated by sea water. Alternatively, the elevated water level may result in wave run-up and overtopping of natural or built shoreline structures (e.g., dunes, seawalls).
Coastal lake or watercourse entrance instability	Refers to the variety of potential hazards and risks associated with the dynamic nature of both natural and trained entrances. Coastal lake and watercourse entrances are highly active environments with their shape constantly changing in response to processes such as alongshore sediment transport, tidal flows, storms and catchment flooding.
Coastal protection works	The CM Act defines coastal protection works as: a) beach nourishment b) activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters, including (but not limited to) seawalls, revetments, and groynes.
Combat Agency	The agency identified in this subplan as the agency primarily responsible for controlling the response to a particular emergency (SERM Act 1989).
CZEAS	Coastal Zone Emergency Action Subplan (this document)
DCCEEW	The NSW Department of Climate Change, Energy, the Environment and Water. Prior to 1 January 2024, the responsibilities of the department were carried out by the former NSW Department of Planning and Environment (DPE).
ECL	East Coast Low
EMPLAN	Emergency Management Plan
Essential infrastructure	Defined in the CM Act as infrastructure for the following purposes: electricity generation, transmission and distribution, telecommunications, rail, roads, gas, sewerage systems, water supply systems or stormwater management systems, airports, ports shipping and harbours.
Estuary	The CM Act defines an estuary as any part of a river, lake, lagoon, or coastal creek that is affected by coastal tides, up to the highest astronomical tide.

Term	Definition
FRNSW	Fire and Rescue NSW
Hs	Significant Wave Height - the average of the highest one third of waves during a specific period.
LEMC	Local Emergency Management Committee. The LEMC is constituted under the SERM Act for each local government area and is responsible for preparing plans for response and recovery from emergencies.
LEMO	Local Emergency Management Officer
Local Emergency Operations Controller (LEOCON)	A Police Officer appointed by the District Emergency Operations Controller as the Local Emergency Operations Controller for the Local Government Area.
LGA	Local Government Area
MHWS	Mean High Water Springs. The long-term mean of the heights of 2 successive high waters during those periods of 24 hours (approximately once a fortnight) when the range of tide is greatest, during full and new moon.
NABE	Nature Assisted Beach Enhancement - sometimes referred to as beach scraping.
NSW SES	NSW State Emergency Service
Regional Emergency Operations Controller (REOCON)	The NSW Police Southern Region Commander is appointed as the REOCON. This role is typically responsible for coordinating emergency management efforts within a specific region of NSW during crises or disasters. performs the role of REOCON.
RFS	NSW Rural Fire Service
State Emergency Operations Controller (SEOCON)	This SEOCON role is a member of the New South Wales Police Force Senior Executive Service responsible for overseeing emergency response operations at the state level during major emergencies or disasters.
SERM Act	*State Emergency and Rescue Management Act 1989*
Tsunami	Defined in the State tsunami Plan as “A series of ocean waves with very long wavelengths (typically hundreds of kilometres) caused by large-scale disturbances of the ocean, such as earthquakes, landslide, volcanic eruptions, explosions, or meteorites”.
Wave Run-up	The vertical distance above mean water level reached by the uprush of water from waves across a beach or up a structure.

1 INTRODUCTION

1.1 Background

This Coastal Zone Emergency Action Subplan (CZEAS) forms an integral part of the Hawkesbury-Nepean River System Coastal Management Program (HNRS CMP). It applies specifically to the beaches of Broken Bay within the Central Coast Council Local Government Area (LGA), which fall inside the legally defined study area for the HNRS CMP (Water Technology, 2025).

This CZEAS has been prepared in accordance with the requirements of:

- *The Coastal Management Act 2016* (the CM Act).
- The NSW Coastal Management Manual (OEH, 2018a).
- The NSW Guideline for preparing a coastal zone emergency action subplan (DPIE, 2019).

This document has been prepared to align with the CZEAS prepared for the Central Coast Council Open Coast Beaches CMP (OC CMP) (Worley Consulting, 2025) – which covers all other open coast beaches in the Central Coast LGA.

1.2 Purpose and Objectives

As specified in the CM Act, a CZEAS is a plan that outlines the roles and responsibilities of all public authorities (including the local council) in response to coastal emergency events immediately preceding or during periods of beach erosion, coastal inundation, or coastal cliff and slope instability, where those processes occur through storm activity or an extreme or irregular event.

Subsequently, this CZEAS details arrangements for the four phases of emergency events (prevention, preparation, response, and recovery) relating to coastal hazards for the Broken Bay beaches.

In accordance with the New South Wales (NSW) Guideline for preparing a coastal zone emergency action subplan (DPIE, 2019), the purpose of this CZEAS is to identify and facilitate the implementation of appropriate emergency response actions in order to:

- Protect human life and public safety.
- Minimise damage to property and assets.
- Minimise impacts on social environmental and economic values.
- Not create additional hazards or risk.

The objectives of this CZEAS are to:

- Set a clear definition for what constitutes a coastal emergency (Section 2), and associated triggers for emergency response actions (Section 3).
- Identify the locations that may be affected by beach erosion, coastal inundation, or coastal cliff and slope instability that would constitute a coastal emergency (Section 4).
- Outline the roles and responsibilities of all public authorities, including Central Coast Council (Council), and coordinate their response to emergencies immediately preceding or during periods of beach erosion, coastal inundation and coastal cliff and slope instability (Section 5).
- Outline the communications required in the four phases of emergency management (Section 6).
- Summarise key actions to be carried out in the four phases of emergency (Section 7).

- Identify approvals pathways for CZEAS actions as they relate to the NSW Coastal Management Framework (Section 8).

1.3 Consultation

Agencies other than Council involved in the implementation of this CZEAS, such as NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW), NSW State Emergency Service (NSW SES), and approval agencies have been provided a copy of the draft CZEAS for review and comment. The final CZEAS has addressed all feedback received from key stakeholders.

1.4 Study Area

There are 5 beaches (Figure 1-1) in the HNRS CMP Study Area in Broken Bay that are potentially at risk of coastal hazards:

- Ettalong Beach
- Ocean/Umina Beach
- Pearl Beach
- Patonga
- Little Patonga Beach

Figure 1-1 CMP and CZEAS study area

1.5 Overview of this CZEAS

A quick-reference overview of the contents of this CZEAS is provided in Figure 1-2, which contains references to the various sections of the CZEAS where more detail is provided. It is important to note that this procedural flow chart is a non-linear continuum and contains feedback loops based on continuous monitoring and assessment throughout a given emergency event.

DRAFT

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

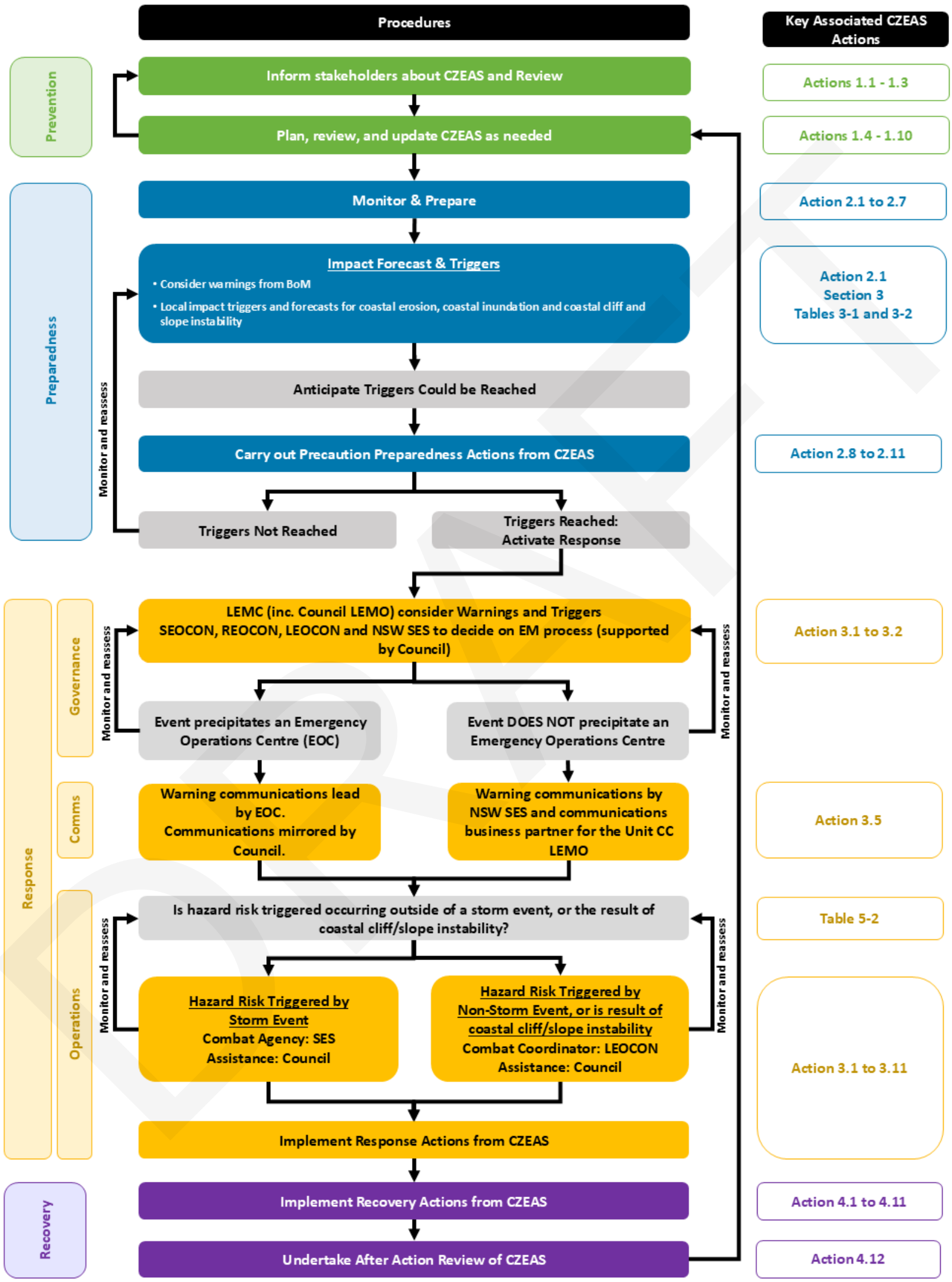

Figure 1-2 Quick reference overview of this CZEAS

2 SCOPE OF THE CZEAS

2.1 What is an Emergency?

2.1.1 Definition

An "emergency" is defined in the *State Emergency and Rescue Management Act 1989* (SERM Act) and the State Disaster Plan as:

> "*An emergency due to an actual or imminent occurrence (such as fire, flood, storm, earthquake, explosion, terrorist act, accident, epidemic or warlike action) which -*
>
> *a) endangers, or threatens to endanger, the safety or health of persons or animals in the State; or*
>
> *b) destroys or damages, or threatens to destroy or damage, any property in the State, or*
>
> *c) causes a failure of, or a significant disruption to, an essential service or infrastructure, being an emergency, which requires a significant and co-ordinated response.*
>
> *For the purposes of the definition of emergency, property in the State includes any part of the environment of the State. Accordingly, a reference in the Act to -*
>
> *a) threats or danger to property includes a reference to threats or danger to the environment, and*
>
> *b) the protection of property includes a reference to the protection of the environment."*

2.1.2 The Four Phases of an Emergency

Both the SERM Act and the NSW Coastal Management Manual (OEH, 2018a) identify four distinct stages of an emergency – prevention, preparation, response, and recovery (Figure 2-1).

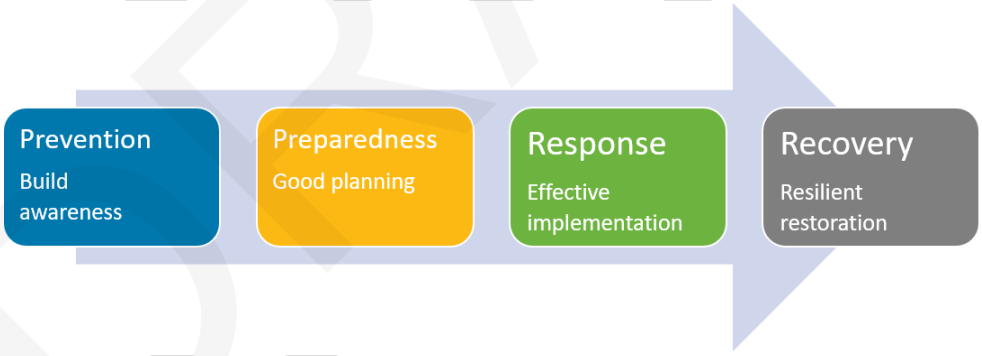

Figure 2-1 Stages of Emergency Planning

2.2 Coastal Hazards

2.2.1 Definitions of Coastal Hazards

The NSW 2017 State Level Risk Assessment (NSW Office of Emergency Management, 2017) classifies storm and coastal erosion as priority hazards that pose a significant risk to the state. The CM Act identifies three types of coastal hazards that should be considered when developing a CZEAS. These are defined in the guidelines (DPIE, 2019) as:

- **Beach erosion:** Not all beach erosion occurring during a storm event provokes a coastal emergency response. Therefore, a "beach erosion emergency" in the context of this CZEAS can be defined as an actual or imminent occurrence of a beach erosion event that occurs when wind, waves, and currents are removing the sediment that comprises the foreshore and/or frontal dune system, landward of the fully accreted condition. The consequence of such erosion can create risks to public safety, and public and private assets - which requires a coordinated emergency response.
- **Coastal inundation:** Coastal inundation occurs when marine and atmospheric forces combine and raise water levels at the coast (or inside estuaries) above normal elevations causing dry land to be inundated by seawater. Coastal inundation is often associated with storms and results in elevated still water levels (storm surge), wave set-up, wave runup and over-wash flows. Storm surges and powerful waves can also penetrate estuaries giving rise to strong currents or seiching. This may result in the inundation of roads and low-lying land adjacent to estuaries. For the open coast, it is associated with wave overtopping of beach dunes and the extent of wave runup onto the back-beach area.
- **Coastal cliff and slope instability:** This refers to a variety of geotechnical processes on coastal cliffs and bluffs, including rock fall, slumps, and landslides. These may be driven by coastal processes such as wave undercutting and overtopping, or by differential weathering of rock layers in cliffs and bluffs or by surface and groundwater flows generated by extreme rainfall. Instability may occur during or following a coastal storm event but may also occur at other times. There may be very little warning that a coastal cliff or slope instability incident is imminent. These hazards may endanger life and property at the site of the process (e.g., through collapse of a lookout platform or walking track, or undermining of dwellings), and at the toe of the cliff or bluff (rock platform or beach).

As stipulated in the *NSW Guideline for preparing a coastal zone emergency action subplan* (DPIE, 2019), the other coastal hazards identified in the CM Act are outside the scope of this CZEAS – including long term shoreline recession, coastal lake or watercourse entrance instability, tidal inundation, and erosion and inundation of estuary foreshores caused by tidal waters and the action of waves. These hazards either pertain to estuary environments outside the scope of this CZEAS or are not related to storm activity or an extreme or irregular event.

As outlined in Section 2.3, this CZEAS does not relate to other forms of inundation including flooding from land or tsunamis.

2.2.2 Recognising the Complexity of Coastal Hazard Events

Storm Clustering

From a coastal hazard perspective, it is important to note the impacts of storm clustering. An erosion storm cluster occurs when a beach is unable to adequately recover from a previous storm event before a subsequent one commences. The response of a beach to a storm and a storm cluster will depend largely on the physical characteristics of that particular beach, including sediment type, shoreline orientation and wave climate (Geoscience Australia, 2021).

In this way, a cluster of less severe storm events can generate a greater erosion response than an individual, high severity event (Gravois, Baldock, Callaghan, Daivies, & Nichol, 2018).

The implication for the CZEAS are:

- Even moderate swell events may cause significant levels of damage if they occur after a large event.
- Emergency teams must re-evaluate site conditions after each event to update risk profiles.
- Recovery and readiness plans must anticipate follow-up storms before full repairs or natural recovery occur.

- Previously stable areas (e.g., access points, cliffs, dunes) may become dangerous after cumulative impacts.

Cascading and Compounding Emergencies

The Broken Bay coastline is impacted by East Coast Lows (ECLs), and this phenomenon is one of the most significant contributing factors to the occurrence and intensity of coastal hazard emergencies along the NSW coast (AdaptNSW, 2023). ECLs are intense low-pressure systems that occur off the east coast of Australia. They bring damaging winds and surf, as well as heavy rainfall, which leads to erosion and flooding.

Consequently, coastal hazards emergencies do not always occur at a localised scale, nor with a single discrete hazard type. When facing events like an ECL, the consequences can be multifaceted. Coastal erosion and inundation may be occurring at numerous beaches concurrently, while the same event may also generate rainfall that leads to riverine or estuarine flooding, and potential coastal cliff and slope instability.

In this way, cascading and compounding natural hazard emergencies can place significant strain on the resources and capabilities of combat agencies during response efforts. These concurrent crises require a coordinated response from multiple agencies and authorities.

The implication for the CZEAS are:

- Multi-hazard environments: Agencies may face erosion, inundation, flooding, and cliff instability all at once, requiring broader coordination.
- Concurrent site demands: Multiple locations may need simultaneous interventions, creating critical decisions on priorities and triage.
- Communication pressure: Rapid, clear information-sharing across agencies and the public becomes critical to avoid confusion or duplication.
- Logistical complexity: Access routes, staging areas, and evacuation options can be compromised by overlapping hazards.

2.3 Coastal Emergencies Covered by the CZEAS

2.3.1 Legislative Requirements

The scope of this CZEAS is dictated by the requirements of the CM Act and the SERM Act.

SERM Act 1989

The SERM Act established the overarching framework for emergency management in NSW. The SERM Act outlines roles and responsibilities for all emergency management in the state, and specifies:

- That emergency management committees are established at the state, regional and local levels.
- That emergency management plans (EMPLANs) are prepared and reviewed at the state, regional and local level.
- Arrangements for controlling emergency operations.
- Responsibilities of emergency operations controllers.

The NSW State EMPLAN (NSW Office of Emergency Management, 2023) describes the NSW approach to emergency management, the governance and coordination arrangements, and roles and responsibilities of agencies. The plan is supported by hazard specific subplans and functional area supporting plans.

The NSW SES is the designated combat agency for management of floods, tsunami, and storms, including severe storms which cause coastal erosion. The NSW SES prepares the State Storm Plan, State Flood Plan and State Tsunami Plan, which are subplans to the NSW State EMPLAN.

CM Act 2016

The CM Act identifies specific emergency management considerations associated with beach erosion, coastal inundation, and cliff instability. Section 15 (3) of the CM Act states that:

> *"A **coastal zone emergency action subplan** is a plan that outlines the roles and responsibilities of all public authorities (including the local council) in response to emergencies immediately preceding or during periods of **beach erosion**, **coastal inundation** or **cliff instability**, where the beach erosion, coastal inundation or cliff instability occurs through storm activity or an extreme or irregular event"*

Mandatory requirements for a CMP, including the preparation of a CZEAS where required, are identified in Part A of the NSW Coastal Management Manual (OEH, 2018a).

When preparing a CZEAS, it is crucial to consider the relationship between the coastal management framework established by the CM Act, and the broader NSW emergency management framework. This relationship is depicted in Figure 2-2. To this end, Section 15 (4) of the CM Act states that:

> *"A coastal management program **must not** include the following—*
>
> *(a) matters dealt with in any plan made under the State Emergency and Rescue Management Act 1989 in relation to the response to emergencies"*

The purpose of this clause is to ensure that is no duplication or ambiguity of emergency response planning, and to ensure that the CZEAS is consistent with the emergency management provisions addressed in the stage, regional and local EMPLANs, and state and local flood plans .

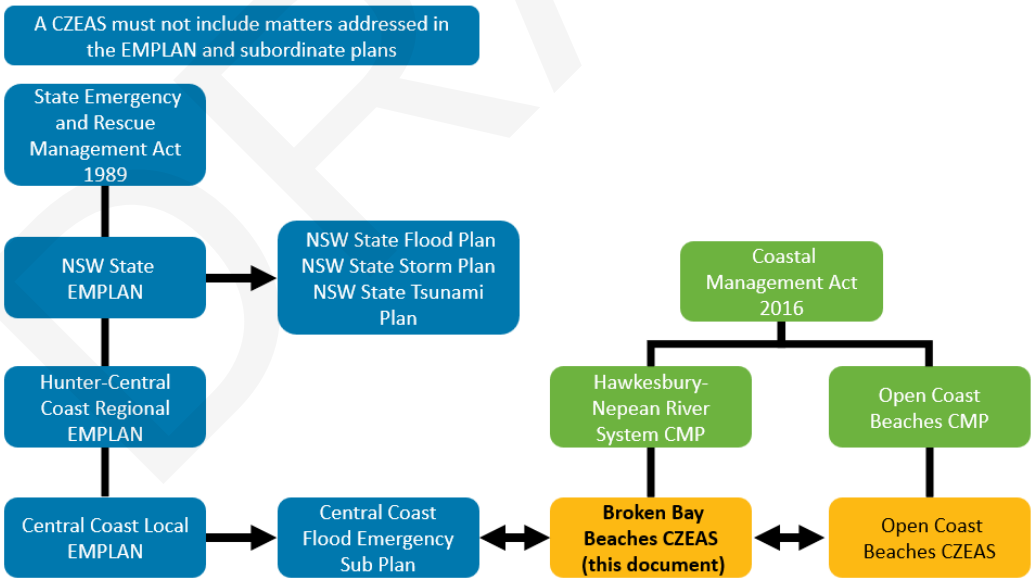

Figure 2-2 Simplified legislative framework for emergency management in NSW and its relationship with coastal management legislation and coastal management programs

2.3.2 Relationship of the CZEAS to other Emergency Plans

The requirements of the CM Act stipulate that this CZEAS must not cover emergencies that are already dealt with by another plan made under the SERM Act.

NSW State Storm Plan

The NSW State Storm Plan (NSW SES, 2023) is a sub plan to the NSW State EMPLAN (see Figure 2-2), and is a comprehensive strategy to effectively prepare for and respond to severe storms across NSW. Section 1.4.3 of the plan states that:

> *"Coastal erosion caused by storm activity is within the scope of this plan. Emergency management of coastal erosion that is not caused by storm activity will be controlled and coordinated by the Local Emergency Operations Controller (LEOCON)".*

Coastal erosion is therefore within the scope of the NSW State Storm Plan. However, in doing so, the Plan identifies the triggers and instances for when local councils need to activate their CZEAS at a local level. It is in this way that these two emergency planning documents dovetail, without overlapping.

Section 1.4.4 of the State Storm Plan (NSW SES, 2023) states that the arrangements for the emergency management of flooding are dealt with in the New South Wales State Flood Emergency Sub Plan (NSW SES, 2021) – described below.

NSW State Flood Plan

The NSW Flood Plan (NSW SES, 2021) is a sub plan to the NSW State EMPLAN (see Figure 2-2), and sets out the state level multi-agency arrangements for the emergency management of flooding in NSW. Section 1.4.2 of the NSW Flood Plan defines "flooding" as:

> "*a relatively high-water level which overtops the natural or artificial banks in any part of a stream, river,* ***estuary****, lake, or dam, and/or local overland flooding associated with drainage before entering a watercourse,* ***and/or coastal inundation resulting from super-elevated sea levels and/or waves (including tsunami) overtopping coastline defences***".

Subsequently, at a strategic level, the emergency management arrangements for prevention, preparation, response, and initial recovery for still water level coastal inundation is covered by the NSW Flood Plan. At a more regional, level this issue is addressed by the Central Coast Flood Emergency Sub Plan (NSW SES, 2021) – described below.

NSW State Tsunami Plan

The NSW Tsunami Emergency Sub Plan (NSW SES , 2023) is a sub-plan to the NSW State EMPLAN. The purpose of the plan is to set out the state-wide multi-agency arrangements for the emergency management of tsunamis in NSW – including the prevention, preparation, response, and initial recovery (including immediate relief) for tsunami activity at the strategic level. The plan accounts for all tsunami magnitudes and generation mechanisms.

The NSW SES is identified in the NSW State EMPLAN (NSW Office of Emergency Management, 2023) and the SES Act as the lead (combat) agency for preparation for and response to tsunami, and for leading the coordinated response to the impact of tsunami including the evacuation of affected communities and immediate relief if required.

Central Coast Council Flood Emergency Sub Plan

The Central Coast Council Flood Emergency Sub Plan (NSW SES, 2021) is a sub plan of the Central Coast EMPLAN 2021 (Central Coast Council , 2023) – see Figure 2-2, but specifically covers the local preparedness

measures, the conduct of response operations, and the coordination of immediate recovery measures from flooding within the entirety of the Central Coast LGA. The Plan therefore covers land-based flooding across open coast and in estuarine settings of the LGA. The additional arrangements required for wave run-up hazards are therefore covered as part of this CZEAS.

Central Coast Open Coast CMP and CZEAS

A CZEAS was developed for the Central Coast Open Coast CMP (Worley Consulting, 2025). For consistency across all beaches within the Central Coast LGA, this CZEAS has been aligned with the Open Coast CMP CZEAS to the greatest extent practical.

Summary

Table 2-1 and Table 2-2 below provide an overview of the planning hierarchy for coastal hazards across the study area.

Table 2-1 Planning hierarchy for coastal hazards listed in the CM Act across the study area

Coastal Hazard	Strategic Arrangements	Local Operations
Coastal erosion	The NSW State Storm Plan (NSW SES, 2023)	This CZEAS
Coastal inundation – land-based flooding	The NSW State Flood Plan (NSW SES, 2021)	Central Coast Council Flood Emergency Sub Plan (NSW SES, 2021)
Coastal inundation –wave run-up	The NSW State Flood Plan (NSW SES, 2021)	This CZEAS
Coastal cliff and slope instability	The NSW State Storm Plan (NSW SES, 2023)	This CZEAS

Table 2-2 Planning hierarchy for coastal hazards not listed in the CM Act across the study area

Coastal Hazard	Strategic Arrangements	Local Operations
Tsunami	The NSW State Tsunami Plan	Central Coast Council Flood Emergency Sub Plan (Central Coast Council , 2023)

3 TRIGGERS FOR EMERGENCY ACTION

3.1 Overview

For the purposes of this CZEAS, a coastal emergency event within Broken Bay beaches is occurring when one or more of the below triggers occurs:

- The following **official hazard forecasts** are issued:
  - When the Bureau of Meteorology (BoM) has issued the release of a **Coastal Hazard Warning** that applies to any of the locations at risk identified in Section 0. More detail regarding these warnings is provided in Section 3.2.
- The following **local impact forecasts** are made:
  - In addition to the BoM Coastal Hazard Warning, there are location-specific forecast and triggers for when coastal hazards will activate this CZEAS. These triggers are discussed in Section 3.3.

In identifying triggers for erosion protection works, a balance needed to be found between predicted storm erosion and inundation in large events, and avoiding the triggers being reached too often, resulting in "false alarms" and implementation of emergency coastal protection works unnecessarily often.

3.2 BoM Coastal Hazard Warnings

The actions contained in this CZEAS are triggered by the release of a **Coastal Hazard Warning** from the BoM. The BoM issues Coastal Hazard Warnings for abnormally high tides or storm tides that:

- May be higher than the highest astronomical tide, and
- Could flood low lying coastal areas.

The BoM also issues **Severe Weather Warning for Damaging or Dangerous Surf -** when the waves are expected to be powerful enough to cause damage to property or significant erosion to beaches.

These warnings are issued whenever a coastal hazard is:

- Happening in an area, or
- Is expected to develop or move into an area.

A Coastal Hazard Warning includes:

- A list of all potential phenomena, coastal forecast districts and locations that may be affected.
- A description of the threat and the area likely to be affected (the threat area).
- The time the warning was issued and what time the next warning will be issued.
- A description of the weather pattern, including forecast developments of significant weather systems.
- A technical summary of all potential phenomena, their timing and likelihood.
- Confirmed observations and reports.
- Recommended actions.

The lead time depends on the weather situation. It can extend from an hour to 36 hours. While the threat remains, a Coastal Hazard Warning is updated routinely every 6 hours. More frequent warnings may be issued if required.

NSW weather warnings are issued by the BoM and can be found at the following link: http://www.bom.gov.au/nsw/warnings/. Alternatively, the BoM weather App can show only the weather warnings that apply to the area set by the user.

3.3 Local Impact Triggers and Forecasts

The Role of Local Triggers

In addition to the official warnings from the Bureau of Meteorology, the NSW State Storm Plan stipulates that the response phase of the storm plan is triggered when information processes or intelligence indicates imminent or actual storm impacts to the community (NSW SES, 2023). For example, if there is no official warning from the Bureau of Meteorology, other evidence may be used to determine that there is a coastal hazard risk to the community that will trigger the actions in this CZEAS, including:

- Verbal advice from BoM forecasters
- Advice issued from the DCCEEW Coastal Expert.
- Real-time local monitoring and forecast systems

This is particularly important as there are a number of possible scenarios under which coastal erosion may occur without an official BoM Coastal Hazard Warning being issued. This may include a storm clustering event, where a local beach profile may be depleted from a recent event to the extent that even a relatively low or moderate swell coinciding with a high tide may erode the dune system resulting in landward recession of the erosion escarpment.

Given such complexities, *triggers alone* cannot replace expert engineering judgment. Response decisions must account for real-time conditions, local intelligence, and agency consultation.

Monitoring and Data Sources

To strengthen early warnings and improve preparedness, it is necessary for Council to monitor additional sources of forecasting and intelligence information. Forecasts and real-time data regarding various coastal hazard parameters (such as wave conditions, tide level, and beach state) can provide information on coastal inundation and erosion along coastlines several days in advance of an impending hazard events, potentially providing a “window of opportunity” to implement a range of emergency responses (Matheen & Nashwan, 2022).

Forecasting coastal erosion and inundation is a complex and challenging task due to the fact that it is not solely governed by a single factor, rather an intricate interplay of several variables, including:

- The astronomical tide cycle, and potential magnitude and timing of storm surge.
- Offshore wave height and direction, and the complex nearshore wave transformation processes that will impacts on wave conditions in the nearshore.
- The beach state prior to the onset of the storm. Beaches undergo continuous cyclic evolution in the form of erosion and accretion, and the beach profile at any given instant has an effect on the impact of subsequent storms.

Subsequently, as part of an early warning process, Council should actively monitor forecasts and real-time information related to ocean waves and tides, using the available data sources provided in Table 3-1. Council can also actively monitor the state of their beaches using the tools and data sources provided in Table 3-1, noting that no forecasts are available for beach erosion, and these datasets are limited in their ability to provide real-time (or even near-real time) information.

Table 3-1 Available sources of data for coastal hazard parameters

Parameter	Forecast Source	Forecast Window	Real-time Information
Wave Height	BoM Interactive Weather and Wave Forecast[1].	7 days	MHL NSW Ocean Wave Data Collection Program[2].
	The NSW Nearshore Wave Tool[3]	5 days	
Ocean Tide	MHL NSW Tide Charts[4]	1 year	MHL NSW Ocean Tide Data Collection Program[5]
	BoM New South Wales Tide Tables[6]	1 year	
Parameter	**Historical Data Availability**		**Data Type**
Beach State	Central Coast Council Beach Monitoring and Inspections		Photographs, Beach surveys
	CoastSnap (at available beaches)		Photographs
	NSW Beach Profile Database		Beach profiles
	CoastSat		Shoreline position

Proposed Trigger Conditions

A proposed set of conditions for triggering the Preparedness, Response and Recovery phases of the CZEAS is presented in Table 3-2, in consistency with the Open Coast CZEAS (Worley Consulting, 2025).

Table 3-2 LGA-wide and local triggers

Phase	Trigger
Prevention Phase	Prevention actions are to be undertaken as soon as practicable and are independent of the occurrence of a coastal inundation emergency
Preparedness Phase	**LGA-wide trigger**: Significant wave height at Sydney to exceed 5 m within next 5 days **Site specific triggers**: Sydney Hs forecast to exceed 3m, direction S to ENE within next 5 days apply at the following locations, subject to advice/consultation with DCCEEW: ▪ Ettalong Beach ▪ Ocean Beach ▪ Umina Beach ▪ Peral Beach ▪ Patonga Beach ▪ Little Patonga Beach
Response Phase	**LGA-wide trigger:** Significant wave height at Sydney to exceed 5 m within next 12 hours **Site specific triggers**: Sydney Hs forecast to exceed 3m, direction S to ENE within next 12 hours, OR coastal hazards are impacting critical public infrastructure. Site specific triggers apply at the locations listed above.

[1] http://www.bom.gov.au/australia/charts/viewer/index.shtml
[2] https://mhl.nsw.gov.au/Data-Wave
[3] https://nearshore.waves.nsw.gov.au/home/forecast
[4] https://mhl.nsw.gov.au/TideCharts
[5] https://mhl.nsw.gov.au/Data-OceanTide
[6] http://www.bom.gov.au/oceanography/projects/ntc/tide_tables.shtml

Phase	Trigger
Recovery Phase	Wave heights fall below trigger levels for 24 hours, BoM lifts warnings and confirmation that danger has passed received from DCCEEW

In addition to the triggers outlined above - location-specific triggers for when coastal hazards will activate the Response Phase of this CZEAS include when:

- *Coastal erosion* is occurring or expected to occur at key locations at risk of beach erosion identified in Section 4, impacting or with potential to impact on public or private assets and/or affect safe access/egress.
- *Wave run-up* is occurring or expected to occur at the key locations at risk of coastal inundation identified in Section 4, affecting/with potential to affect safe access/egress or impacting/with potential to impact on public or private assets.
- A situation in which *instability of coastal cliffs and slopes* is imminent, occurring or has occurred, and the threat of landslide endangers, or threatens to endanger, the safety or health of people or destroys or damages, or threatens to destroy or damage any sites and assets, as identified in Section 4.

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4 AREAS AT RISK

4.1 Overview

This CZEAS only applies to the known locations affected by beach erosion, coastal inundation or cliff and slope instability as noted in this section.

It is possible that beach erosion, coastal inundation or cliff and slope instability will affect additional locations not currently assessed or known to be risk locations anywhere in the Broken Bay beaches. In this event, Council should assess these locations and revise this CZEAS to include new locations at risk, as the need arises.

Mapping in Appendix A of this CZEAS depicts mapped coastal hazard extents, including:

- Beach Erosion: The Present Day 1% Annual Exceedance Probability Coastal Hazard Mapping (Bluecoast Consulting Engineers, 2024)
- Coastal Inundation of open coast beaches: The Present Day 2% Wave Run-up Line (Bluecoast Consulting Engineers, 2024)
- Coastal Inundation of estuarine foreshores (for Brisbane Water and Patonga Creek): The Hawkesbury River Coastal Inundation Study (Rhelm and Baird, 2023)
- Coastal Cliff and Slope Instability: The Present Day Coastal Cliff and Slope Instability Hazard Line (JK Geotechnics, 2023)

Based on analysis of the datasets listed above, Table 4-1 summarises the risks of beach erosion and coastal inundation at the 6 beaches. It should be noted that hazard information for Little Patonga Beach is unavailable; therefore, a more generalised risk assessment has been applied for this location to guide emergency response actions.

Table 4-1 Summary of risks of beach erosion and coastal inundation

Beach	Beach Erosion	Coastal Inundation	Coastal Cliff/Slope Instability	Overall Risk
Ettalong Beach** Figure A-1	The main road along the beach (The Esplanade) is at risk of erosion across the reaches of foreshore that are not currently protected by permanent Coastal Protection Works (CPW). Towards the eastern end of Ettalong Beach, the foreshore in the vicinity of the Ettalong Wharf is also potentially exposed	The 1% AEP estuary inundation layer shows inundation of public roads (The Esplanade) and private properties along The Esplanade in between Kourung Street, and Ridge Street.	Not Mapped.	**High** – western parts of Ettalong beach due to both erosion and inundation.
Ocean/Umina Beach Figure A-2 and Figure A-3	In a 1% AEP event, the main road along the beach (The Esplanade) is at risk of erosion with potential impacts in adjacent properties particularly those near the intersection with Barrenjoey Road. Erosion from this event is close to compromising Ocean Beach Surf Life Saving Club (SLSC). There is little impact of erosion in the central and western parts) of the beach except to beach access paths (e.g. in front of Umina Beach SLSC). Some of the foreshore recreation infrastructure in the NRMA Ocean Beach Holiday Resort could be impacted by erosion in a 1% AEP event.	In a 1% AEP event, the main road along the beach (The Esplanade) is at risk of inundation near the intersection with Barrenjoey Road. However, there are no properties at the eastern end of the beach that are at risk of inundation in this event. There is little impact of inundation in the central and western parts of the beach except to beach access paths (e.g. in front of Umina Beach SLSC). There is a landward incursion of inundation at the Ettalong Creek entrance in a 1% AEP event. This may impact the adjacent infrastructure in the NRMA Ocean Beach Holiday Resort.	Not Mapped.	**High** – western part of Ocean/Umina Beach particularly due to the impacts of beach erosion. **Low** - central and eastern parts of Ocean/Umina Beach due to little impacts of beach erosion and coastal inundation

Beach	Beach Erosion	Coastal Inundation	Coastal Cliff/Slope Instability	Overall Risk
Pearl Beach	There are about 25 foreshore properties north of the entrance to Pearl Beach Lagoon that will be impacted by erosion in a 1% AEP event. In the south of the beach there are 4 foreshore properties close to the entrance of Green Point Creek that will be impacted in a 1% AEP event. Impacts are also expected to public roads such as Coral Cres and Pearl Parade.	Foreshore properties north of the entrance to Pearl Beach Lagoon will be slightly inundated in a 1% AEP event with no above floor flooding. In the south of the beach), there are 4 foreshore properties close to the entrance of Green Point Creek that will be impacted in a 1% AEP event, with the possibility of above floor inundation.	Coastal cliff/slope instability may present a risk to the Pearl Beach ocean pool and corresponding access point.	**High** - about 30 properties will be impacted by erosion in a 1% AEP event. A few properties in the south of the beach will be inundated a 1% AEP event.
Patonga	There are little risks of beach erosion impacts on private or public infrastructure other than a small section of Patonga Drive in front of The Boathouse Hotel, the Ferry Wharf, and the access road to the Boat Ramp.	There are significant risks associated with coastal inundation – with the primary mechanism being storm tide inundation from the Patonga Creek side (western side) of the township. Over 60 properties are identified as at risk, located along Patonga Drive, Bay Street, and Jacaranda Ave.	Not Mapped.	**High** – about 60 properties will be impacted by coastal inundation in a 1% AEP event.
Little Patonga	No erosion or inundation (wave run-up) mapping is available for Little Patonga Beach. Based on proximity to the foreshore it is likely that the walking trail and amenities building may be at risk from both hazards.		Not Mapped.	**Medium** – walking trail and amenities building likely to be be at risk

5 ROLES AND RESPONSIBILITIES

5.1 Agencies and Personnel

The general responsibilities of emergency services organisations and support agencies are listed in the Local and State EMPLANs, such as the NSW State Storm Plan (NSW SES, 2023), NSW State Flood Plan (NSW SES, 2021), and the Central Coast Council Flood Emergency Sub Plan (NSW SES, 2021). Table 5-1 summarises the roles and responsibilities of these stakeholders that are specifically relevant to this CZEAS.

It should be noted that private landholders are responsible for private land. Private property owners have responsibilities to monitor, manage, prepare and repair their properties for risks associated with coastal erosion, inundation and cliff and slope instability. Any physical works on private property are subject to development controls and environmental planning instruments, including the Central Coast Development Control Plan (DCP). Private property owners should notify Council immediately of any concerns outside of their property; however, property owners should seek advice directly from suitably qualified geotechnical and/or coastal engineers with regards to instability concerns within their property boundaries. Council does not have a positive obligation to take particular action to protect private property. There is, however, a statutory obligation upon Council to consider any valid development application for coastal protection works which may be lodged by property owners.

Table 5-1 Roles and Responsibilities

Organisation / Personnel	Responsibilities
Central Coast Council	▪ Prepare, maintain, and update this CZEAS (NSW SES, 2023). ▪ Provide the NSW SES with a copy of this CZEAS (NSW SES, 2023). ▪ Assist the NSW SES with community awareness programs to ensure people in locations potentially threatened by coastal erosion, inundation, and cliff/slope instability understand the threat and its management (NSW SES, 2023). ▪ Prevention & Preparation: Implement the Prevention and Preparation Phase emergency actions prior to a coastal emergency event occurring. ▪ Response: In the event of a coastal emergency at a location at risk, activate this CZEAS and implement the Response Phase emergency actions for the duration of the coastal emergency event. ▪ Recovery: Implement the Recovery Phase emergency actions following a coastal emergency event. ▪ Under the CM Act, Council is the designated coastal authority with responsibility for care of public land within its care, control, and management. The carrying out (or authorising and coordinating) of coastal emergency protective works to protect public assets from coastal erosion, inundation, and cliff/slope instability is Council's role, if it chooses to undertake such measures. ▪ Assist, at their request, the Police, NSW SES, and Local Emergency Operations Controller (LEOCON) in dealing with a coastal emergency. ▪ Liaise with the NSW SES Incident Controller to provide advice regarding the need for response actions by the NSW SES such as evacuations.
Local Emergency Management Committee (LEMC)	▪ The LEMC is constituted under the SERM Act for each local government area and is responsible for preparing plans for response and recovery from emergencies. ▪ The LEMC is chaired by the Chief Executive Officer or their nominated representative from Central Coast Council. Represented on the LEMC are combat agencies including:

Organisation / Personnel	Responsibilities
	– Police. – Rural Fire Service. – Fire and Rescue NSW. – State Emergency Services. – Surf Life Saving NSW. – Marine Rescue. ▪ The LEMC will review the Central Coast Local EMPLAN every three (3) years, or following any: – activation of the Plan in response to an emergency; – legislative changes affecting the Plan; – exercises conducted to test all or part of the Plan; – In the event of that deficiencies are identified; or – Change of roles and responsibilities.
Local Emergency Operations Controller (LEOCON)	▪ Monitor coastal emergency event operations. ▪ Act as the combat/responsible agency in the event of: – Coastal erosion that is not caused by direct storm activity, as per Section 1.4.3 of the NSW State Storm Plan (NSW SES, 2023); or – Coastal cliff and slope instability ▪ Coordinate support to the NSW SES Local Incident Controller, if requested to do so.
Central Coast Council Local Emergency Management Officer (LEMO)	▪ If requested by the NSW SES Incident Controller, advise appropriate agencies and officers of the start of response operations. ▪ Provide executive support to the LEMC and LEOCON in accordance with the Central Coast Local EMPLAN.
Regional Emergency Operations Controller (REOCON)	▪ The REOCON is responsible for the overall control and coordination of emergency response operations at Region level for which the REOCON is the designated controller (NSW Office of Emergency Management, 2023). ▪ The REOCON is also the designated controller where there is no designated Combat Agency, or where it is necessary to coordinate two or more local level operations which are controlled by Emergency Operations Controllers, or when directed by the SEOCON. ▪ The REOCON is responsible, when requested by a combat agency, to co-ordinate the provision of resources support.
State Emergency Operations Controller (SEOCON)	▪ Responsible for the control and coordination of emergency response operations at State level, for which the SEOCON is the designated Controller or where there is no designated Combat Agency (NSW Office of Emergency Management, 2023). ▪ Provide advice to the Minister regarding emergencies, including whether or not a declaration of a ‘State of Emergency’ may be necessary. ▪ Consider requests for State or Commonwealth assistance. ▪ Coordinate the establishment of a Major Evacuation Centre in accordance with Major Evacuation Centre Guidelines if required.
NSW State Emergency Service	▪ Act as the combat/responsible agency for damage control and the coordination of community evacuation during the following coastal zone hazards as per the Central Coast Local EMPLAN (Central Coast Council , 2023):

Organisation / Personnel	Responsibilities
(NSW SES) Local Unit Members	– Flooding. – Storms. – Tsunami. ▪ Act as the combat/responsible agency in the event of coastal erosion that is caused by storm activity (NSW SES, 2023). ▪ NSW SES roles and responsibilities in relation to storms and coastal erosion are detailed within the NSW State Storm Plan (NSW SES, 2023), and where relevant the NSW State Flood Plan (NSW SES, 2021). Responsibilities may include: – Assist in the collection of flood and coastal erosion/inundation information for the development of intelligence. – Evacuation. – Delivery of warnings. – Assisting with road closures and traffic control operations. ▪ The NSW SES is not authorised to undertake emergency coastal protection works such as placement of rock armour or geotextile sand containers. ▪ Undertake preparedness education related to its legislated responsibilities of flood, storm, tsunami, and earthquake.
NSW SES Incident Controller	▪ Deal with floods as per the Central Coast Flood Emergency Sub Plan (NSW SES, 2021) ▪ Identify and monitor people and/or communities at risk of flooding and coastal erosion. ▪ Provide an information service in relation to: – Coastal erosion. – Coastal inundation. – Road conditions and closures (general information only). – Warning products in line with the AWS. ▪ Direct the evacuation of people and/or communities. ▪ Ensure caravan parks are advised of flood/coastal inundation warnings. ▪ Coordinate the collection of flood and coastal erosion/inundation information for development of intelligence.
NSW Rural Fire Service (RFS)	Roles and responsibilities are outlined in NSW State Storm Plan (NSW SES, 2023) and NSW State Flood Plan (NSW SES, 2021) and include: ▪ Identify and notify the NSW SES of any locations at risk of fire or hazardous materials that pose a significant threat to surrounding populations due to the impact of a flood for incorporation into NSW SES flood intelligence and planning. ▪ Conduct HAZMAT operations including asbestos risks, arising from flood and storm emergencies in coordination with the SES Incident Controller. ▪ Assist the NSW SES with the: – Delivery of warning products in line with the AWS, and the conduct of evacuations. – Warning and/or evacuation of at-risk communities. – Monitoring/reconnaissance of flood prone areas. ▪ Provide equipment for pumping flood water out of buildings and from low-lying areas. ▪ Assist with clean-up operations, including the hosing of flood affected properties.

Organisation / Personnel	Responsibilities
Ambulance Service of NSW	▪ The roles and responsibilities for NSW Ambulance are outlined in the Health Services (HEALTHPLAN) Supporting Plan and NSW State Flood Plan (NSW SES, 2021). Roles and responsibilities in addition those include: – Participate in NSW SES briefings, training & exercises as required. – Provide a Liaison Officer to the NSW SES State Command or Incident Control Centre/s as required. – Provide Incident Management Personnel and Liaison Officers to the NSW SES where required.
Australian Government Bureau of Meteorology (BoM)	Roles and responsibilities are outlined in NSW State Storm Plan (NSW SES, 2023) and NSW State Flood Plan (NSW SES, 2021) and include: ▪ The BoM issue public weather and storm warning products before and during a storm (NSW SES, 2023). These may include: – Coastal Hazard Warnings – Severe Thunderstorm Warnings. – Severe Weather Warnings. – Tropical Cyclone Watches. – Tropical Cyclone Warnings. – Coastal Strong Wind, Gale Storm and Hurricane Force Warnings. – Flood Watches and Flood Warnings. ▪ Provide weather and flood information directly to the NSW SES, LEMC and relevant agencies (NSW SES, 2021).
Marine Rescue NSW	Roles and responsibilities are outlined in NSW State Storm Plan (NSW SES, 2023) and NSW State Flood Plan (NSW SES, 2021) and include: ▪ When requested by NSW SES, assist in flood operations when training and equipment are available and suitable including assistance with: – Warning and/or evacuation of at-risk communities. – Providing communications personnel. – Property protection tasks including sandbagging. – Flood rescue operations
NSW Department of Climate Change, Energy, the Environment and Water	DCCEEW is the NSW government authority responsible for advising on coastal zone management. Roles and responsibilities are outlined in NSW State Storm Plan (NSW SES, 2023) and NSW State Flood Plan (NSW SES, 2021) and include: ▪ Advise the NSW SES about conditions which may lead to coastal erosion; ▪ Provide storm damage response teams to assist the NSW SES and National Parks and Wildlife Service. ▪ Provide related advice on coastal hazards to Council and the NSW SES on request. ▪ Support recovery committees as required.
NSW National Parks and Wildlife Service	Roles and responsibilities are outlined in NSW State Storm Plan (NSW SES, 2023) and NSW State Flood Plan (NSW SES, 2021) and include: ▪ Assist the NSW SES with identification of road infrastructure in National Parks at risk from storms. ▪ Close and reopen NPWS managed roads when affected by storms and advise the NSW SES of its status.

Organisation / Personnel	Responsibilities
	▪ Facilitate the safe reliable access by emergency resources on NPWS managed roads. ▪ Assist the NSW SES with the communication of warnings and information provision to the public through variable message signs and other appropriate means.
NSW Police Force	Roles and responsibilities are outlined in NSW State Storm Plan (NSW SES, 2023) and NSW State Flood Plan (NSW SES, 2021) and include: ▪ Provide Incident Management personnel and Liaison Officers to the NSW SES Operation Centre if required. ▪ When requested by LEOCON, act as the response agency for coastal cliff and slope instability ▪ When requested by NSW SES in storm operations: – Restrict access to areas affected by storms. – Assist with warning and/or evacuation of at-risk communities. – Provide specialist storm damage response teams to assist the NSW SES if available. – Assist with monitoring and reconnaissance of areas potentially damaged by storms. ▪ Coordinate search and rescue operations. ▪ Conduct road and traffic control operations in conjunction with NSW SES, Council and/or TfNSW. ▪ Coordinate security of supply lines for evacuated and damaged areas. ▪ Manage Disaster Victim Registration. ▪ Operate the Public Information and Inquiry Centre, if requested or otherwise needed during flood events.
Surf Life Saving NSW	▪ Where local arrangements allow, provide support to NSW SES as per agreed arrangements (NSW SES, 2023). This includes providing assistance to close beach access during and after storm events.
Transport for NSW	Roles and responsibilities are outlined in NSW State Storm Plan (NSW SES, 2023) and NSW State Flood Plan (NSW SES, 2021) and include: ▪ TfNSW (Maritime), following the direction of the NSW Police Force will assist in the identification and recovery of vessels.

5.2 Combat Agencies

It is important to note that the NSW State Storm Plan (NSW SES, 2023) and the Hunter and Central Coast Regional EMPLAN (Hunter-Central Coast Regional Emergency Management Committee, 2021) identify different combat agencies are responsible for different types of coastal hazard - and that this also varies depending on whether or not the emergency event is occurring within or outside of a storm event. This information is summarised in Table 5-2.

Table 5-2 Combat agencies for coastal hazard events

Coastal hazard	Storm Event	Non-Storm Event	Reference
Coastal erosion and inundation	NSW SES	LEOCON	NSW State Storm Plan
Coastal cliff and slope instability	LEOCON	LEOCON	Hunter/Central Coast Regional EMPLAN

5.3 Emergency Operation Centres

An Emergency Operations Centre (EOC) is a centre established at State, Region, or Local level as a centre of communication and as a centre for the coordination of operations and support during an emergency. In NSW, the activation of an EOC is triggered by various factors depending on the nature and severity of the emergency or incident. Emergencies that exceed the capabilities of individual agencies or require a coordinated multi-agency response may prompt the activation of the EOC to manage resources and coordination effectively.

As per the NSW State EMPLAN (NSW Office of Emergency Management, 2023):

- The SEOCON is responsible for establishing and controlling a State Emergency Operations Centre (SEOC)
- The REOCON is responsible for establishing and controlling a Regional Emergency Operations Centre (REOC)
- The LEOCON is responsible for establishing and controlling a Local Emergency Operations Centre (LEOC)

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6 COMMUNICATION PROTOCOLS

6.1 Overview

Council will provide information about anticipated coastal emergency events to impacted communities through the following mechanisms provided in Table 6-1.

Table 6-1 Communication Protocols

Communication	
	▪ Provide routine emergency management briefings to communicate the strategy outlined in this plan including coastal emergency triggers, areas at risk, roles and responsibilities and response action plan.
	▪ Provide emergency management information (in the form of signage and brochures) at local community centres and community information hubs. ▪ Inform the community of Council's intended erosion emergency responses under this CZEAS. ▪ Inform community members and businesses about the need to develop a household / business Emergency Management Plan (EMP) for coastal hazards.
	▪ In consultation with the NSW SES and BoM, provide public information about approaching coastal emergencies where possible through digital means including social media. ▪ Provide emergency management briefings to the public as needed, in particular affected landholders, to communicate the strategy outlined in this CZEAS, including coastal emergency event triggers, locations at risk, roles and responsibilities and the emergency response actions, including what actions a landholder may need to take and any assistance that may be available to them. ▪ Coordinate with the NSW SES to ensure residents are aware of urgent hazards during emergency events and provide assistance with door-to-door communication as necessary. ▪ See Section 6.2 for more information about message construction.
	▪ Place barriers and signage at Council-managed beach access tracks that are closed due to the impacts of coastal erosion, inundation and/or cliff/slope instability.
	▪ Provide up to date information on Council's website regarding Council-managed beach access tracks closures and re-openings.

6.2 Message Construction

6.2.1 The AWS Framework

As per Section 6.1, Council is to consult with the NSW SES and BoM, in order to help provide public information about approaching coastal emergencies.

The design of Council's external messaging during an emergency event should be aligned with the Australian Warning System framework (AIDR, 2021) – which is a new national approach to information and warnings during emergencies like bushfire, flood, storm, extreme heat, and severe weather. There are three warning levels, provided in Table 6-2, as per AIDR (2021).

Table 6-2 Warning Levels from the Australian Warning System framework (AIDR, 2021)

Alert Level	Description
Advice (Yellow)	An incident has started. There is no immediate danger. Stay up to date in case the situation changes.
Watch and Act (Orange)	There is a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family.
Emergency Warning (Red)	An Emergency Warning is the highest level of warning. You may be in danger and need to take action immediately. Any delay now puts your life at risk.

The Australian Warning System utilises a system of triangular hazard icons with escalating tiers and associated colour palettes. Specific icons have been developed for bushfire, flood, storm, extreme heat, and severe weather, as per Figure 6-1 below. It is recommended that the following icons are used:

- "Storm" icon – for coastal erosion, coastal inundation, and coastal cliff and slope instability that are jointly occurring with storm events.
- "Other" icon – for coastal erosion and coastal cliff and slope instability that does not directly coincide with storm events (as these two hazards may also occur in the aftermath of a specific storm event).

The Australian Warning System utilises a nested model for communications that includes the warning level + hazard / location + action statements – as per Figure 6-1. Each warning level has a set of action statements to give the community clearer advice about what to do. Calls to action can be used flexibly across all three warning levels and contextualised for each hazard for a given location. Table 6-3 provides some examples of the Australian Warning System's "calls to action" input (AIDR, 2021) that may be useful in a coastal emergency.

Figure 6-1 Australian Warning System messaging model (top) and hazard icons (AIDR, 2021)

Table 6-3 Examples of Australian Warning System calls to action (AIDR, 2021) that may be used in a coastal emergency

Advice	Watch and Act	Emergency Warning
▪ Prepare now ▪ Stay informed ▪ Monitor conditions ▪ Threat is reduced ▪ Avoid the area ▪ Return with caution	▪ Prepare to leave/evacuate ▪ Leave/evacuate now (if you are not prepared) ▪ Prepare to take shelter ▪ Move/stay indoors ▪ Stay near shelter ▪ Walk two or more streets back ▪ Monitor conditions as they are changing ▪ Move to higher ground (away from creeks/rivers/coast) ▪ Limit time outside ▪ Avoid the area ▪ Stay away from damaged buildings and other hazards ▪ Prepare for isolation ▪ Do not enter flood water ▪ Not safe to return ▪ Prepare your property	▪ Leave/evacuate (immediately, by am/pm/hazard timing) ▪ Seek/take shelter now ▪ Shelter indoors now ▪ Too late/dangerous to leave

6.2.2 Message Communication

According to the Australian Disaster Resilience Handbook (AIDR, 2009):

'the best predictions, the best interpretive material and the best warning messages are of little value if they have no impact on damages or safety. Failure is guaranteed if warning messages based on … predictions and interpretations … are not conveyed effectively to those expected to respond. In essence, a warning which is not communicated effectively is no warning at all if it is not heard or heeded'.

The handbook identifies two different types of message communication based on target audience:

1. General warnings are disseminated ('broadcast') to whole communities or regions.
2. Specific warnings are intended for individuals or parts of communities and reflect the need for 'narrowcasting' to specific audiences who may have specific characteristics or be at different kinds of risk.

A combination of the following warning methods may be utilised:

- Internet – including authorised social media and the official Council website.
- Mobile and fixed public address systems
- Two-way radio
- Emergency Alert
- Telephone/fax
- Doorknocking

- Variable message signs
- Community notices in identified hubs
- Distribution through established community liaison networks/partnerships

Emergency Alert is a national telephony-based alert system used by emergency service agencies to send voice messages and short message service (SMS) to landline/mobile telephones in times of emergency. Where appropriate and usually in conjunction with other warning messages, Emergency Alert is used to send SMS/voice alerts to landline and mobile telephones in a specified geographic area. The emergency alert system should be used in conjunction with the three levels of emergency waring depicted in Figure 6-1.

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7 EMERGENCY RESPONSE ACTION PLAN

7.1 Overview

This section outlines what actions are to be undertaken in the four phases of emergency management at each of the locations at risk that this CZEAS applies to.

- **LGA-wide Actions:** Section 7.2 summarises the coastal emergency actions through the four phases of emergency management (see Figure 2-1), which apply to the locations at risk along the entire study area.
- **Site-Specific Actions:** In addition to the LGA-wide actions specified in the table below that would apply generally to all areas impacted by a coastal emergency, site-specific emergency actions that would apply to particular locations are outlined in individual site plans in Appendix A.

Council's ability to undertake the actions identified in this subplan will be dependent on the availability of resources during emergency events. The actions prescribed must not conflict with or impede the actions of the NSW SES or the other agencies with roles and responsibilities listed in Section 5 of this document.

All actions must not put personnel, staff or volunteers in danger. Emergency management works must not be undertaken during extreme weather unless environmental conditions permit works to be undertaken safely. Implementation of the actions outlined in this document are to be undertaken in accordance with the provisions of Council's Work Health and Safety Management System. The safety of the personnel who might be working under the extreme adverse weather conditions that gave rise to the emergency is to be prioritised over the execution of any actions outlined in this document. The implementation of an applicable safety hazard risk assessment is required prior to the undertaking of any intervention or non-intervention management measures.

Actions in this CZEAS aim to reduce risk:

- In areas where Council has chosen not to implement other coastal protection works to reduce coastal hazard risks, which have been evaluated as tolerable or acceptable.
- Where coastal hazard risks persist because an agreed action in this CMP has not yet been implemented.
- In situations where coastal hazard risks persist even after the implementation of other actions, leading to what is termed as residual risk.
- When rare and large or unexpected events occur, outside the design criteria or capacity of agreed management actions in this CMP.

7.2 Study Area Wide Actions

The following tables set out the LGA-wide emergency actions to be undertaken across the four phases of emergency management: Prevention, Preparedness, Response, and Recovery. These actions provide a consistent framework for managing coastal hazard risks across all locations within the study area, ensuring clarity around responsibilities, timing, and operational priorities. Site-specific actions for individual locations are provided separately in Appendix A.

WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Table 7-1 Coastal Emergency Actions: Phase 1 – Prevention

Action	Description	Responsibility	Timing
1.1	**Inform:** Make this CZEAS available to all relevant stakeholders identified in Section 5 of this CZEAS.	Council	Ongoing
1.2	**Inform:** Share information with NSW SES for incorporation into coastal hazard planning and intelligence for the study area	Council NSW SES	Ongoing
1.3(a)	**Inform:** Provide advice to the community, landholders, and the NSW SES about the potential for a coastal emergency from beach erosion, coastal inundation or cliff or slope instability – and the types of responses that are and are not permitted.	Council	Ongoing
1.3(b)	**Inform:** Inform the community of Council's intended erosion emergency responses under this CZEAS.	Council	Ongoing
1.4	**Plan:** Apply development controls to developments in the coastal hazard areas in accordance with the LEP and DCP.	Council	Ongoing
1.5	**Plan:** Maintain a plant and equipment resource list for equipment necessary to enact the actions in this Subplan.	Council NSW SES	Ongoing
1.6	**Plan:** Develop protocols between Council and NSW SES and LECON in relation to operational activities for situations where an Emergency Operations Centre (EOC) is not established.	Council	Ongoing
1.7	**Review:** Through the Local Emergency Management Committee (LEMC), consult with SES, DCCEEW, Local Police, LEOCON, FRNSW to ensure this CZEAS remains consistent the relevant local, regional, and state-based emergency management plans (see Figure 2-2).	Council	Within 6 months of EMPLAN updates
1.8	**Review:** Review and update this CZEAS in line with any future updates to the CVA Mapping or CMP implementation.	Council NSW SES	Ongoing
1.9	**Plan:** Establish internal operational protocol and procedures for all coastal hazard scenarios for LEMO, Council's coastal officers and works crews, and communications staff.	Council	Ongoing

Action	Description	Responsibility	Timing
1.10	**Monitor:** Monitoring of physical environmental conditions to assess potential for occurrence of coastal emergency and seeking appropriate advice when required	Council NSW SES DCCEEW	Ongoing

Table 7-2 Coastal Emergency Actions: Phase 2 – Preparedness

Action	Description	Responsibility	Timing
"Sunny Day" Preparedness			
2.1	**Monitor:** Undertake regular monitoring of coastal conditions, tide, wave height, rainfall, and weather condition forecasts for indication of approaching coastal hazards, as per Section 3.	Council	Ongoing
2.2	**Inform:** Inform community members and businesses about the need to develop a household / business Emergency Management Plan (EMP) for coastal hazards.	Council	Ongoing
2.3	**Inform:** Inform Council staff about the emergency responses within this plan and ensure relevant personnel have the copies of the plan.	Council	Ongoing
2.4	**Plan:** The LEMC will review the Local EMPLAN every three (3) years as per Table 5-1 to ensure interoperability preparedness.	LEMC	Ongoing
2.5	**Plan:** Prepare an up-to-date list of contact details for key Council staff involved in coordinating actions under the CZEAS (include responsibilities of staff who prepare for, manage and coordinate recovery from an erosion emergency event) and individuals from whom Council may need advice, such as DCCEEW staff, or with whom to integrate from other emergency sectors).	Council	Ongoing
2.6	**Plan:** Prioritise planning and response to maximise (to the greatest extent practical) continued functionality for essential infrastructure during an emergency event.	Council	Ongoing
2.7	**Plan:** Develop an operations procedure to guide Council's response to coastal emergency events (including resourcing, internal training, testing and periodic review).	Council	Ongoing

Action	Description	Responsibility	Timing
Precaution Preparedness - where of triggers for Response Phase are anticipated			
2.8	**Plan:** Ensure signage to close Council-managed beach access tracks and other public areas, and signage warning pedestrians of coastal hazards risks are available for use during coastal emergencies.	Council	Ongoing
2.9	**Plan:** Ensure appropriate plant, equipment and experienced personnel are available for protection of assets at risk. Both internal and external personnel will be required based on specific scope of works. Place appropriate equipment on standby (back up radios, signs, and barricades etc.).	Council	Ongoing
2.10	**Monitor:** Undertake regular monitoring of hazard forecasts and local forecasts and triggers (see Section 3) that may activate the Response Phase.	Council NSW SES	Ongoing
2.11	**Inform:** Initiate communications protocol described in this CZEAS to advise the community of the likelihood of an impending coastal inundation emergency that would initiate actions under the Subplan	Council	Within 24 hours after *Preparedness* Phase triggered

Table 7-3 Coastal Emergency Actions: Phase 3 – Response

Action	Description	Responsibility	Timing / Trigger
3.1	**Monitor:** Undertake regular monitoring of hazard forecasts and local forecasts and triggers (see Section 3) that may activate the Response Phase	Council NSW SES	Ongoing
3.2(a)	**Plan:** The LEMC (inc. Council LEMO) should consider Council advice regarding Warnings and Triggers, and advice provided by the NSW BoM. From here SEOCON, REOCON, LEOCON and NSW SES are to decide on the emergency management process (supported by Council). This may include the establishment of an Emergency Operations Centre (EOC).	SEOCON REOCON LEOCON NSW SES	Response phase activated.
3.2(b)	**Plan:** No actions undertaken should impede, conflict, or overlap with those of response agencies under the SERM Act unless there is prior agreement between the relevant parties.	Council	Response phase activated.

Action	Description	Responsibility	Timing / Trigger
3.3	**Implement:** Initiate erection of safety barriers or safety signage across potentially dangerous access points on roads assessed within the CZEAS to be vulnerable to coastal hazards. ▪ Refer to the coastal hazard maps in Appendix A and specific locations listed in Section 4 of this CZEAS as a guide to assess locations where action such as road closures will be required. Sections of roadway that may be subject to inundation that pose a high public safety risk should be temporarily closed to public access. This can be done through erection of temporary barricades, cyclone fencing and/or signage ▪ Undertake inspection of these areas where it is safe to do so and inform the NSW SES of any intelligence on unforeseen impacts of coastal inundation gathered during the emergency. In a potential emergency event, the foreshore areas listed in Table 4-1 should be inspected daily, particularly at high tide, where resources permit. Work with NSW SES and NSW DCCEEW-CPHR to collect data during and after coastal inundation events (e.g. RTK survey of debris lines, photographs of inundated or eroded areas. ▪ Assist the NSW SES to enact closure of access points that the NSW SES Incident Controller has deemed to be unsafe and that may not have been identified as specific locations of coastal erosion or inundation risk within this CZEAS. ▪ Council will coordinate the closure and reopening of council managed roads once inspections have been carried out by the relevant authority.	Council	Response phase activated. Ony if/when safe to do so.
3.4	**Implement:** Install temporary fencing and/or signage on council managed land (e.g. foreshore reserves) affected by coastal inundation or erosion resulting from major storm activity or an extreme or irregular event, where this has resulted in unsafe conditions	Council	Response phase activated. Ony if/when safe to do so.
3.5	**Communicate:** Implement the communication protocol in conjunction with the combat agency (NSW SES) to advise landholders, residents, public authorities and other organisations that a coastal emergency is likely or is occurring and that actions in this CZEAS are to be implemented. When EOC not is in place, communications are to be directed through the communications business partner for the Coastal Management Unit. LEMO to be copied into all communications for oversight (see Figure 1-2). Release media information as necessary to keep the community informed. Community information hubs and social media to be utilised, refer to Section 6.	Council NSW SES	Response phase activated.

Action	Description	Responsibility	Timing / Trigger
3.6	**Implement:** Provide support to NSW SES in accordance with the provisions in the Central Coast Local EMPLAN as required and where resources allow	Council	As requested by NSW SES.
3.7	**Implement:** Manage Essential Infrastructure under Council control (water supply and sewerage operations). Through consultation with utilities providers assess the requirement and options for utilities management where such infrastructure becomes or is likely to become affected by coastal hazards.	Council	Response phase activated. Ony if/when safe to do so.
3.8	**Communicate:** Liaise with other agencies (e.g., Transport for NSW, NSW DPHI – Crown Lands, National Parks and Wildlife Service) if debris from coastal erosion or inundation creates a safety hazard in adjoining areas (or liaise with road owners to enable closure).	Council	As required.
3.9	**Respond:** Seek specialist coastal engineering advice where required.	Council DCCEEW	As required.
3.10	**Respond:** Seek advice from DCCEEW staff as required.	Council DCCEEW	As required.
3.11	**Respond:** Install emergency coastal protection works (ECPW) at the locations outlined in Section 7.3 and Appendix A of this CZEAS. This will comprise the placement of sand, or the placement of sandbags for a period of not more than 90 days.	Council	Response phase activated. Ony if/when safe to do so.

Table 7-4 Coastal Emergency Actions: Phase 4 – Recovery

Action	Description	Responsibility	Timing / Trigger
4.1(a)	**Monitor:** Initiate Recovery phase of CZEAS once waves and water levels have fallen below trigger levels. ▪ Continue to monitor waves and water levels throughout the event, and initiate the Recovery Phase of the CZEAS 24 hours after the cancellation of the Severe Weather Warning from the Bureau of Meteorology, AND real-time monitoring indicates that significant wave height at Sydney has fallen below 3 m AND water levels at high tide have fallen to below Mean High Water Springs. ▪ Monitor physical environmental conditions to assess whether the trigger conditions to initiate the recovery phase have been reached	Council	Once trigger for recovery phase is reached

Action	Description	Responsibility	Timing / Trigger
4.1(b)	**Monitor:** Conduct/organise detailed inspections of sites potentially affected by coastal hazards and assess damage to assets and the natural environment. Assess the structural integrity of any damaged infrastructure. Seek professional advice as required.	Council	Recovery phase activated. Following an emergency event. Once it is safe to do so.
4.2	**Restore:** Assess and where practical, remove any threats to public safety, such as debris deposited or exposed in public areas. Where required, supporting agencies will assist with clean-up operations after coastal inundation events, where possible when resources and personnel permit. NSW SES will support the short-term transition to recovery as per the State Recovery Plan and NSW Flood Plan.	Council	Recovery phase activated. Following an emergency event. Once it is safe to do so.
4.3	**Restore:** Assess and reopen Council-managed roads and access points once inspections have been carried out by the relevant authority and deemed safe to do so. Maintain temporary safety fencing and associated warning signage, as necessary. Liaise with NSW-SES as required	Council	Recovery phase activated. Following an emergency event. Once it is safe to do so.
4.4	**Monitor:** Undertake post-storm reconnaissance of affected areas to gather intelligence including recording of maximum erosion or inundation levels, mapping of inundation extents, surveys of debris marks, post-event damage assessments. Use the intelligence gathered to improve future CZEAS operations and share resources/work with the NSW SES and NSW DCCEEW to assist in future decision-making.	Council	Initiate within 24 hours after Recovery Phase has been activated
4.5	**Restore:** Assess, repair and/or replace any essential Council-owned/managed structures that are damaged as a result of a coastal emergency. Assess the structural integrity of unprotected assets affected by or damaged during the emergency event. Geotechnical, structural and/or coastal engineering investigations may be required to understand residual risk following an emergency event. Expert advice to be sought as required.	Council	Recovery phase activated. Following an emergency event. Once it is safe to do so.
4.6	**Restore:** Restore safe foreshore access in public spaces. This may require regrading of eroded steep embankments greater than 1 m in vertical height to 1V:4H at designated public access points to restore foreshore amenity	Council	Recovery phase activated. Following an emergency event. Once it is safe to do so.
4.7	**Restore:** Replenish any emergency materials and supplies for use in any future erosion events.	Council	Recovery phase activated.

Action	Description	Responsibility	Timing / Trigger
4.8	**Restore:** Remove any temporary coastal protection works placed during the coastal emergency in accordance with the requirements of the CM Act. Obtain expert coastal engineering advice to assess the safety and condition of any temporary coastal protection works placed during the coastal emergency and remove these if required, or seek the appropriate development approval for these to remain in place, based on expert advice.	Council NSW SES DCCEEW	Initiate within 90 days after Recovery Phase has been activated.
4.9	**Monitor and Inform:** Investigate any unauthorised private coastal works and monitor as necessary. Liaise with property owners to ensure any private and/or public structures do not pose a risk to the public. Issue orders under the *Local Government Act 1993* and/or the *Environmental Planning and Assessment Act 1979* when properties are deemed structurally unsafe, or where erosion or inundation protection works have been constructed illegally or result in exposure of contamination/landfill, or where structures otherwise pose a risk to the public. Ensure premises are fit and safe for reoccupation and assess any need for demolition.	Council	Recovery phase activated.
4.10	**Inform:** Continue to maintain a communication strategy warning of the dangers of any persisting high, unstable, or near-vertical erosion escarpments drying out and collapsing without notice.	Council	Recovery phase activated.
4.11	**Record:** Record coastal emergency impacts and response actions. Take remedial action where necessary. Maintaining photographic and written records of events and decision-making processes. See Section 7.4.	Council	Recovery phase activated.
4.12	**Review:** Undertake an After Action Review (see section 7.5) review of this CZEAS and update as necessary to improve the future effectiveness of coastal emergency response actions.	Council NSW SES DCCEEW	Within 2 weeks of plan activation, or as necessary.
4.13	**Inform:** Erect permanent warning signs if necessary.	Council	Following an emergency event.

7.3 Emergency Coastal Protection Works

7.3.1 Definition

Emergency coastal protection works (ECPW) are defined in the State Environmental Planning Policy (Resilience and Hazards) 2021 as:

"*works comprising the placement of sand, or the placing of sandbags for a period of not more than 90 days, on a beach, or a sand dune adjacent to a beach, to mitigate the effects of coastal hazards on land*"

7.3.2 Specifications for Emergency Coastal Protection Works

Types of ECPW Set out in the CZEAS

Locations where ECPW may be carried out, the nature of the works, and accosted triggers are summarised in identified Table 7-5. The nominated ECPW would generally be comprised:

- **Geotextile sand containers (sandbags)**: The ECPW will be temporary and generally constructed as a single stack of sandbags along the erosion scarp to a maximum height of 1.5 – 2.0 m from the toe of the escarpment (DECCW, 2011), as shown in Figure 7-1. Approximately 25 containers are required for every 10m of structure length, with the total number required dependant on the length of shoreline requiring immediate protection and the number of containers that can be installed in the time available.
- **Beach scraping:** Beach scraping as a form of beach nourishment, could also be undertaken during the response phase if time, resource and event magnitude permit. Determination of local specifications for the scraping works would be dependant upon the beach state at the time, and would therefore involve consultation with relevant NSW government agencies as per the communication protocol. Such works would also be undertaken as per the protocols and methods set out in the Central Coast Develop Beach Maintenance Program, which is included as an action in both the HNRS CMP (Water Technology, 2025) and the OC CMP (Worley Consulting, 2025). Nominally the following parameters apply:
  - The 'borrow' area should be restricted to within the intertidal zone with no greater than 0.3 m depth removed from the beach profile between elevations of - 0.5mAHD and +1.0 mAHD.
  - The 'placement' area should be placed at the base of the asset at a slope of approximately 1 in 8. Placement volumes are likely to be approximately 10 - 20m^3/m width of beach. Ideally a small lip can be left to minimise sand blowing over the top of foreshore, and/or other considerations such as use of jute mesh and plantings on the landward margin of the nourishment if appropriate can increase stability.
  - There are numerous technical references which can assist in the delivery of beach scaping work for either Response or Recovery (Gordon, 2015; Carley, et al., 2010)

Importantly, during the emergency response phase, the window for physical works is extremely limited. Realistically, only the measures listed above are likely to be feasible. Any larger or more complex measures would need to be assessed case-by-case and are unlikely to proceed within the short timeframes associated with active emergency conditions (Worley Consulting, 2025).

The determination of which ECPW measure is most appropriate should be made in conjunction with technical coastal engineering advice, including engagement with DCCEEW (see Response Action 3.9 to 3.11). All emergency works must be undertaken in consultation with a suitably qualified coastal or geotechnical engineer to ensure structural integrity, safety, and compliance with environmental and planning requirements.

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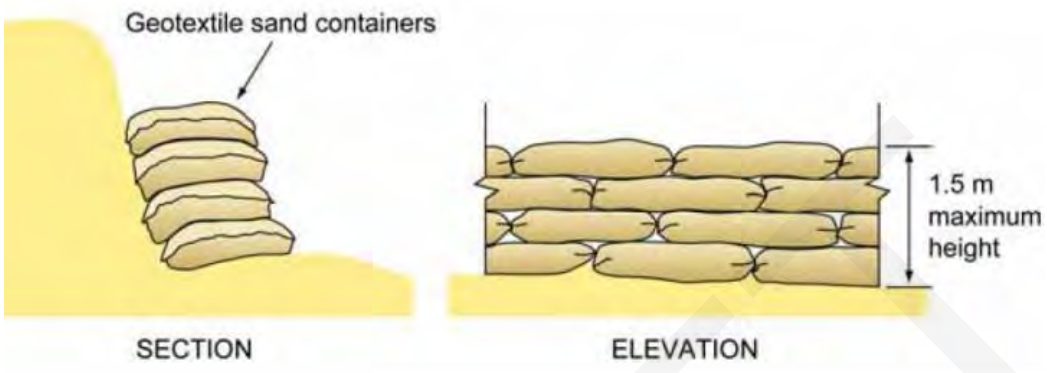

Figure 7-1 Concept Sand Container Placement Method (DECCW, 2011)

Nominated Locations for ECPW

ECPW would prioritise sections of the shoreline most exposed at the time and remain within the area specified in the mapping in Appendix A. This sites have generally been identified for locations where major public assets and infrastructure are impacted by the available coastal hazard mapping (see Sectio 4).

Appendix A of this document provides a series of Local Area Sub-Plan for local beaches considered to be exposed to high levels of infrastructure or public safety risk due to coastal hazards. These plans provide local beach-level specificity to CZEAS actions, along with associated companion mapping.

Table 7-5 Nominated Emergency Coastal Protection Works

Location	Response Phase	Recovery Phase
Ettalong	▪ Sandbag ECPW	▪ Placement of sand on an opportunistic basis from dredging activities in the Ettalong Channel
Umina / Ocean Beach	▪ Sandbag ECPW ▪ Beach Scraping	▪ Placement of sand on an opportunistic basis from dredging activities in the Ettalong Channel ▪ Beach Scraping
Pearl Beach	▪ Sandbag ECPW ▪ Beach Scraping	▪ Beach Scraping
Patonga Beach	▪ Sandbag ECPW ▪ Beach Scraping	▪ Beach Scraping

7.4 Recording Coastal Emergency Impacts and Emergency Response Actions

After a coastal emergency event, Council is to issue a formal After Action Review in coordination with LEMC partners, in order to record the following details in a database, and to maintain effective emergency actions and understand any changes in coastal conditions over time (DPIE, 2019):

- Details of the emergency event – including any coastal erosion, coastal inundation (and wave run-up), and coastal cliff and slope instability. Details are to include the weather conditions and tide under which they were caused including photographs where possible.
- The location of any assets and infrastructure that were damaged and details of the extent of the damage.
- Details of any emergency coastal protection works undertaken (including NABE), including the cost and the installation date.
- Details of any planned future coastal protection works in the CMP that are not yet undertaken, including the cost and the expected implementation timeframe.
- Details of any survey of the beach levels and other features that may be considered required to provide a greater understanding of the hazard or the event.
- Where possible, community feedback regarding the emergency communication and response efforts.
- Review and update (if required) this CZEAS, in particular the Emergency Action Plan, in consultation with the NSW SES and any other relevant agencies (see Section 5 above).

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8 APPROVALS PATHWAYS

Information on approval pathways for coastal protection works and emergency coastal protection works are set out in the NSW coastal protection works fact sheet (NSW DPE, 2018). A public authority may carry out coastal protection works without development consent if the works are:

- Identified in the relevant certified CMP.
- Beach nourishment.
- Placing sand bags for not more than 90 days.
- Routine maintenance works or repairs to existing coastal protection works.
- Explicitly identified in a certified CZEAS

The NSW coastal management framework requires all proposals for coastal protection works to be considered strategically through the development of a CMP. Public authorities can carry out emergency coastal protection works, as exempt development, where these works are in accordance with a CZEAS (such as this document) prepared by the relevant council and included in a certified CMP – see Figure 8-1.

Where works do not meet these criteria, assessment and approval by the relevant Regional or Local Planning Panel would be required before implementation.

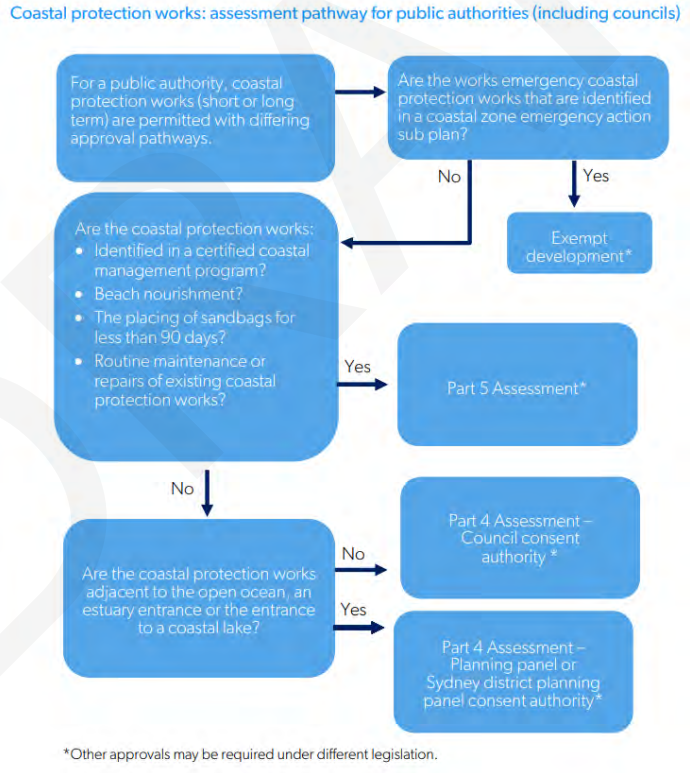

Figure 8-1 Coastal protection works: assessment pathway for public authorities (including councils). Source: DPE (2018).

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APPENDIX A
BEACHES – LOCAL AREA PLANS

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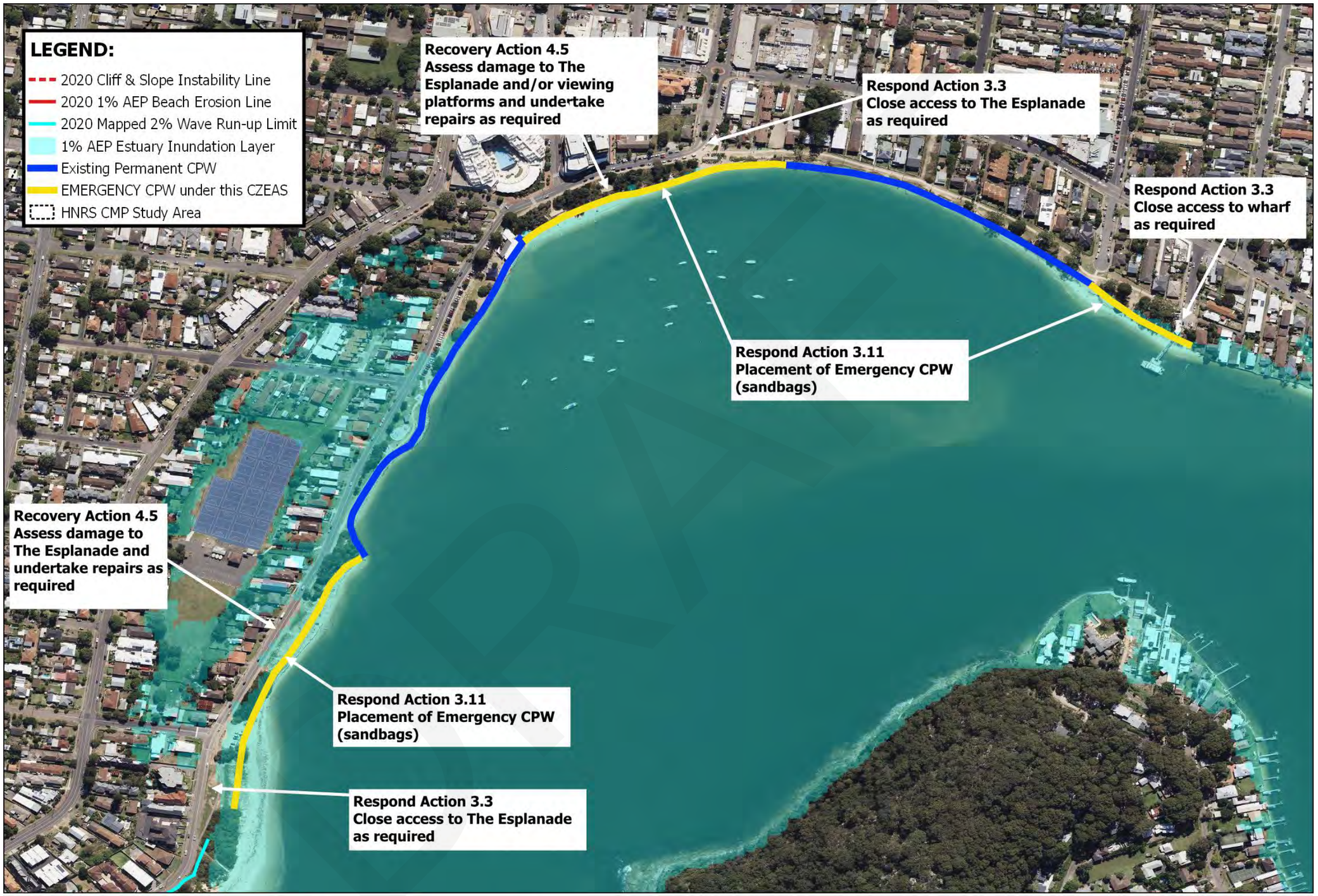
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2020 Cliff & Slope Instability Line
2020 1% AEP Beach Erosion Line
2020 Mapped 2% Wave Run-up Limit
1% AEP Estuary Inundation Layer
Existing Permanent CPW
EMERGENCY CPW under this CZEAS
HNRS CMP Study Area
Recovery Action 4.5
Assess damage to The Esplanade and/or viewing platforms and undertake repairs as required
Respond Action 3.3
Close access to The Esplanade as required
Respond Action 3.3
Close access to wharf as required
Respond Action 3.11
Placement of Emergency CPW (sandbags)
Recovery Action 4.5
Assess damage to The Esplanade and undertake repairs as required
Respond Action 3.11
Placement of Emergency CPW (sandbags)
Respond Action 3.3
Close access to The Esplanade as required
Data sources:
Contains NSW SEED Portal Information © State of NSW 2025
0
100
200 m
Broken Bay Beaches CZEAS
Figure A-1: Ettalong Foreshore
2025-08-28T20:29:49.769

LEGEND:
2020 Cliff & Slope Instability Line
2020 1% AEP Beach Erosion Line
2020 Mapped 2% Wave Run-up Limit
Existing Permanent CPW
EMERGENCY CPW under this CZEAS
HNRS CMP Study Area
Respond Action 3.3
Close access to The Esplanade as required
Respond Action 3.3
Close access to The Esplanade as required
Recovery Action 4.5
Assess damage to The Esplanade and undertake repairs as required
Recovery Action 4.5
Assess damage to SLSC and undertake repairs as required
Recovery Action 4.6
Collapse escarpment at accessway(s) to reinstate safe access
Respond Action 3.11
Placement of Emergency CPW (sandbags and/or beach scraping)
Data sources:
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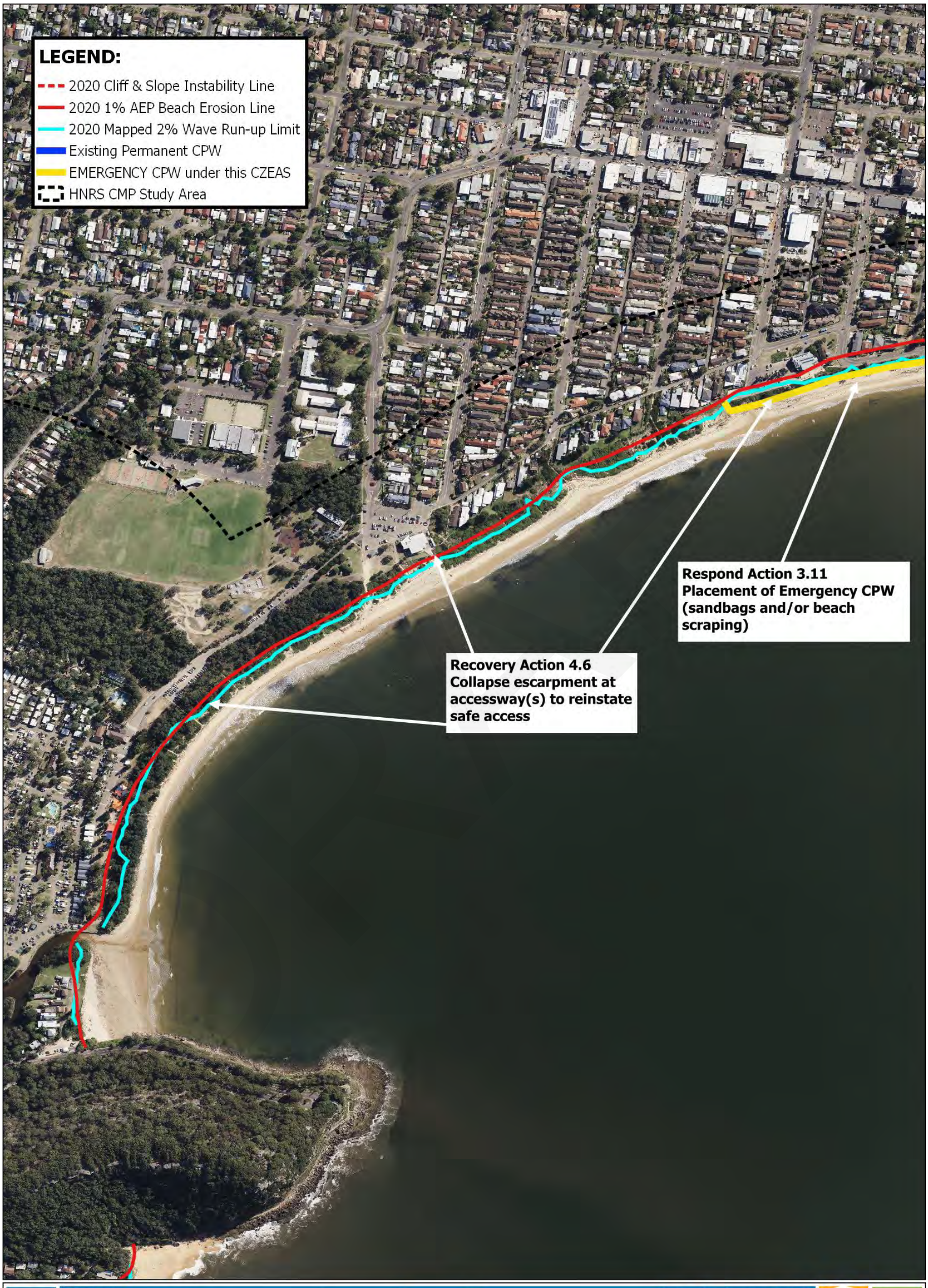
Broken Bay Beaches CZEAS
Figure A-2: Ocean Beach
2025-08-28T21:25:51.393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2020 1% AEP Beach Erosion Line
2020 Mapped 2% Wave Run-up Limit
Existing Permanent CPW
EMERGENCY CPW under this CZEAS
HNRS CMP Study Area
Respond Action 3.11
Placement of Emergency CPW (sandbags and/or beach scraping)
Recovery Action 4.6
Collapse escarpment at accessway(s) to reinstate safe access
Data sources:
Contains NSW SEED Portal Information © State of NSW 2025
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200 m
Broken Bay Beaches CZEAS
Figure A-3: Ocean Beach
2025-08-28T21:27:07.218

LEGEND:
2020 Cliff & Slope Instability Line
2020 1% AEP Beach Erosion Line
2020 Mapped 2% Wave Run-up Limit
Existing Permanent CPW
EMERGENCY CPW under this CZEAS
HNRS CMP Study Area
Respond Action 3.3
Close access to Coral Crescent and Pearl Parade as necessary
Recovery Action 4.6
Collapse escarpment at accessway(s) to reinstate safe access
Respond Action 3.11
Placement of Emergency CPW (sandbags and/or beach scraping)
Respond Action 3.3
Close access to Pearl Beach ocean pool as becessary
Data sources:
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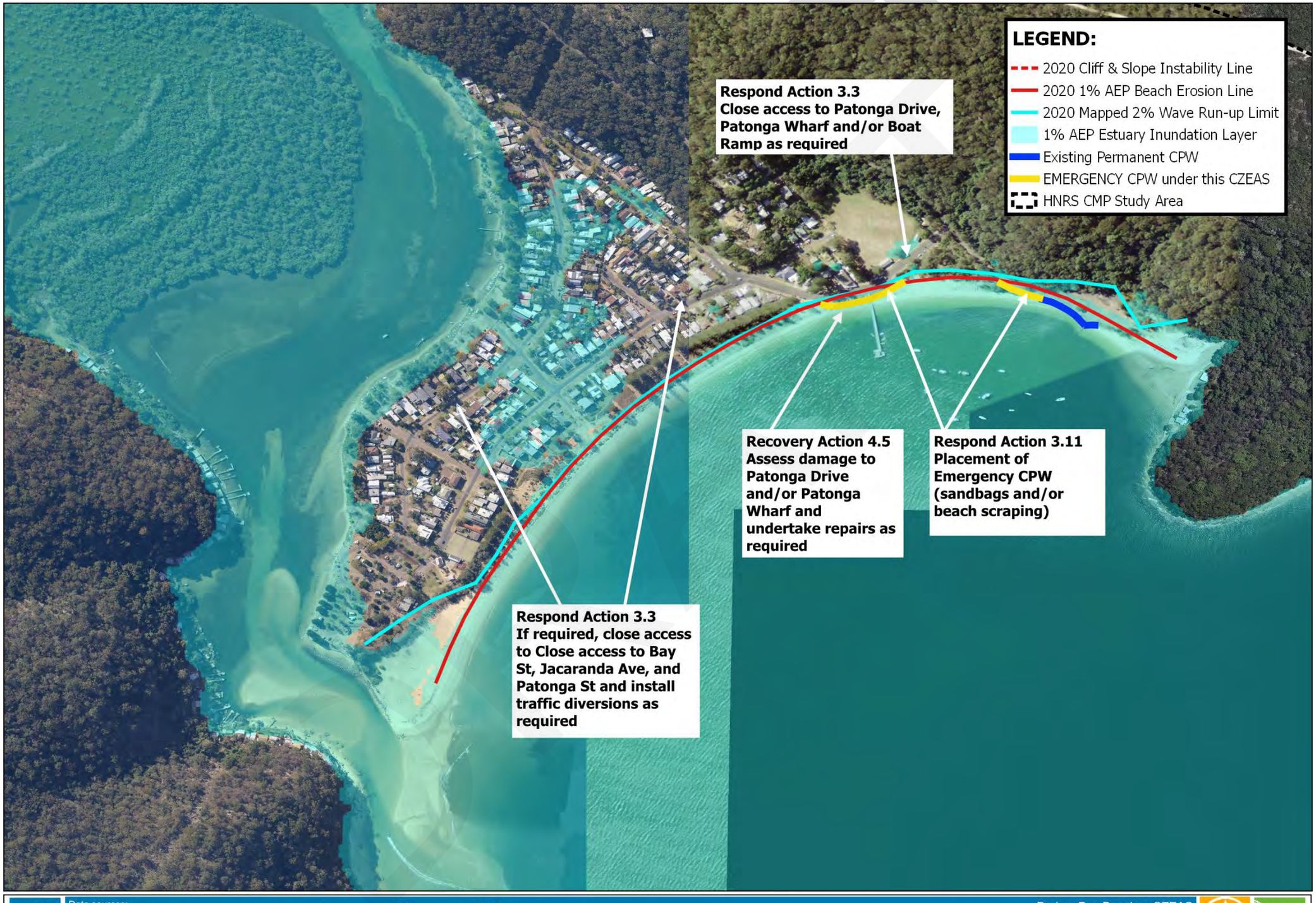
200 m
Broken Bay Beaches CZEAS
Figure A-4: Pearl Beach
2025-08-29T13:10:05.896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2020 1% AEP Beach Erosion Line
2020 Mapped 2% Wave Run-up Limit
1% AEP Estuary Inundation Layer
Existing Permanent CPW
EMERGENCY CPW under this CZEAS
HNRS CMP Study Area
Respond Action 3.3
Close access to Patonga Drive, Patonga Wharf and/or Boat Ramp as required
Recovery Action 4.5
Assess damage to Patonga Drive and/or Patonga Wharf and undertake repairs as required
Respond Action 3.11
Placement of Emergency CPW (sandbags and/or beach scraping)
Respond Action 3.3
If required, close access to Close access to Bay St, Jacaranda Ave, and Patonga St and install traffic diversions as required
Data sources:
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Broken Bay Beaches CZEAS
Figure A-5: Patonga Beach
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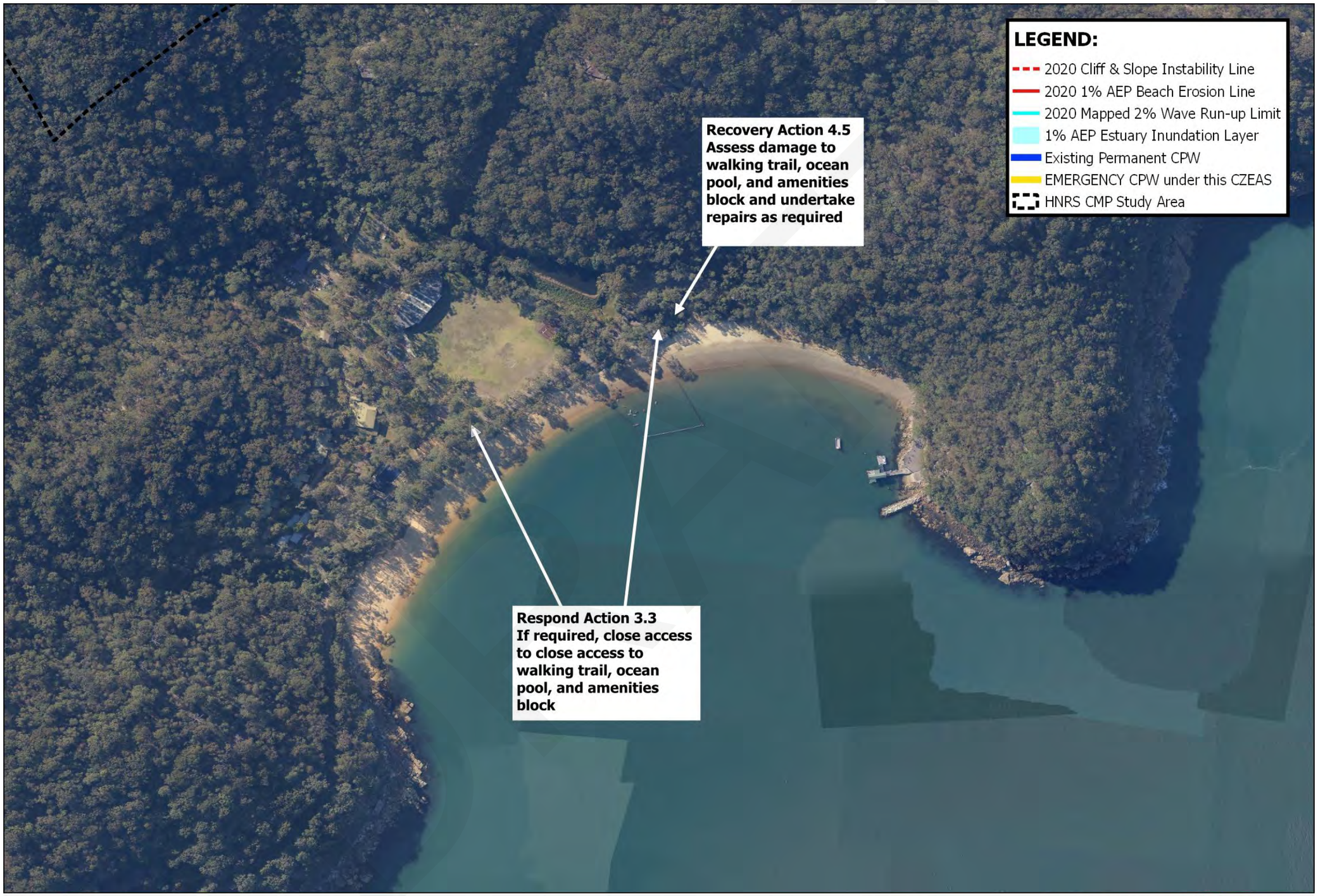
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2020 1% AEP Beach Erosion Line
2020 Mapped 2% Wave Run-up Limit
1% AEP Estuary Inundation Layer
Existing Permanent CPW
EMERGENCY CPW under this CZEAS
HNRS CMP Study Area
Recovery Action 4.5
Assess damage to walking trail, ocean pool, and amenities block and undertake repairs as required
Respond Action 3.3
If required, close access to close access to walking trail, ocean pool, and amenities block
Data sources:
Contains NSW SEED Portal Information © State of NSW 2025
0
100
200 m
Broken Bay Beaches CZEAS
Figure A-5: Little Patonga Beach
2025-08-29T15:34:58.127

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APPENDIX F
COASTAL ZONE EMERGENCY ACTION SUBPLAN: PITTWATER

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APPENDIX G
COASTAL ZONE EMERGENCY ACTION SUBPLAN: LOWER HAWKESBURY RIVER

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APPENDIX H
GLOSSARY OF TERMS AND ABBREVIATIONS

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Term	Definition
Acceptable risk	A risk that, following an understanding of the likelihood and consequences, is sufficiently low to require no new treatments or actions to reduce risk further. Individuals and society can live with this risk without feeling the necessity to reduce risks further. Positive and negative risks are negligible or so small that no risk treatments are needed.
Accretion	As the build-up of sediments to form land or shoaling in coastal waters or waterways. It may be either natural or artificial. Natural accretion is the build-up of land on the beach, dunes, or in the water by natural processes, such as waves, current and wind. Artificial accretion is a similar build-up of land resulting from built structures such as groynes or breakwaters, or activities such as filling and beach nourishment, or also aggradation.
ACH	Aboriginal Cultural Heritage.
Adaptation	Adjustment in natural or human systems in response to actual or expected climate change or its effect, to moderate harm or to take advantage of beneficial opportunities.
AHD	Australian Height Datum (AHD) is the geodetic datum for altitude measurement in Australia. The level of 0.0 m AHD approximately corresponds to mean sea level.
Alongshore or Longshore	Parallel to and near the shoreline.
Ambulatory	In relation to the coastal foreshore, this means the movement of the foreshore seaward or landward over time, in response to coastal processes and sediment budgets. The movement of the foreshore may occur at different rates or in different directions along a beach or within a sediment compartment.
Annual Exceedance Probability (AEP)	The probability (expressed as a percentage) of an exceedance (e.g., large wave height or high water level) in a given year.
Aquatic habitat	Typical submerged communities extending from near sea, river, or lake level down several feet, such as tidal flats, oyster beds, clam flats, seagrass beds, or fishing reefs.
Asset	Something of value and may be environmental, economic, social, recreational or a piece of built infrastructure.
Astronomical tide	Water level variations due to the combined effects of the Earth's rotation, the Moon's orbit around the Earth and the Earth's orbit around the Sun. It excludes and oceanographic or meteorological influences.
Back beach or back shore	The zone of the shore or beach lying between the foreshore and the coastline comprising the berm or berms and acted upon by waves only during severe storms, especially when combined with exceptionally high water.
BCR	Benefit-Cost Ratio.
Beach	The CM Act defines beach as an area that is generally composed of sand or pebbles or similar sediment that extends landward from the lowest astronomical tide to the line of vegetation or bedrock or structure.
Beach erosion	Refers to landward movement of the shoreline and/or a reduction in beach volume, usually associated with storm events or a series of events, which occurs within the beach fluctuation zone. Beach erosion occurs due to one or more process drivers; wind, waves, tides, currents, ocean water level, and downslope movement of material due to gravity.

Term	Definition
Beach nourishment	Beach restoration or augmentation using clean dredged or fill sand. Dredged sand is usually hydraulically pumped and placed directly onto an eroded beach or placed in the littoral transport system. When the sand is dredged in combination with constructing, improving, or maintaining a navigation project, beach nourishment is a form of beneficial use of dredged material.
Beach plan shape	The shape of the beach in plan; usually shown as a contour line, combination of contour lines or recognisable features such as beach crest and/or the still water line.
Beach profile	A cross-section taken perpendicular to a given beach contour; the profile may include the face of a dune or seawall, extend over the backshore, across the foreshore, and seaward underwater into the nearshore zone.
Beach rotation	Beach rotation refers to a natural morphological process whereby the opposing ends of an embayed beach may narrow and widen in opposition to one another in response to seasonal or periodic changes in climate parameters such as wave direction and/or gradients in wave energy.
Beach scraping	Also referred to as 'nature assisted beach enhancement' (NABE) is a mechanical intervention to speed up the natural processes of berm and foredune recovery after a storm event.
Beach system	The CM Act defines as 'the processes that produce the beach fluctuation zone and the incipient foredunes and foredunes landward of the relevant beach'. In general, this means coastal lands, composed of sand, gravel or shell, between a seaward limit of 40 metres depth in the State coastal waters and a landward limit at the lee side of the dunes.
Berm	On a beach, a nearly horizontal plateau on the beach face or backshore, formed by the deposition of beach material by wave action or by means of a mechanical plant as part of a beach renourishment scheme. Some natural beaches have no berm, others have several.
Biodiversity	The variety and variability of wildlife (both plants and animals) and habitats. Biodiversity is typically a measure of variation at the genetic, species, and ecosystem level.
Blow out	A depression on the land surface (usually a dune) caused by wind erosion.
Bluff	A high, steep bank or cliff.
BoM	The Australian Bureau of Meteorology.
Breaker zone (or surf zone)	The zone within which waves approaching the coastline commence breaking, typically in water depths of between 5 and 10 metres for ocean coasts, but sometimes in shallower water.
Buffer area	A parcel or strip of land that is designed and designated to permanently remain vegetated in an undisturbed and natural condition to protect an adjacent aquatic or wetland site from upland impacts, to provide habitat for wildlife and to afford limited public access.
Capital Costs	Expenditure incurred to acquire, construct, or significantly upgrade physical assets. In the CMP context, capital costs typically relate to planning, design, and construction of new infrastructure or major upgrades intended to provide long-term service capacity and resilience. These costs are generally one-off and accounted for as fixed assets

Term	Definition
CBA	Cost-Benefit Analysis (CBA) is a systematic economic evaluation technique used to assess and compare the costs and benefits of a proposed project, policy, or investment. It involves quantifying both the positive outcomes (benefits) and the negative aspects (costs) of a decision to determine if the benefits outweigh the costs. CBA typically assigns monetary values to all relevant factors, allowing decision-makers to make informed choices by comparing the net benefits (benefits minus costs) of different options. The goal of CBA is to maximize societal welfare by ensuring that resources are allocated efficiently and that projects or policies with a positive net benefit are favoured.
CEA	Coastal Environment Area – a mapped area under the R&H SEPP.
Cliff	A high, steep face of rock; a precipice.
Climate	The characteristic weather of a region, particularly regarding temperature and precipitation, averaged over some significant interval of time (years).
Climate change	The long-term change (decades or longer) in pattern of weather, and related changes in oceans, land surfaces and ice sheets.
CM Act	*NSW Coastal Management Act 2016.*
CM Manual	The NSW Coastal Management Manual.
CMA	Coastal Management Area - Any one of 4 areas that make up the coastal zone as defined in the CM Act. These are the coastal wetlands and littoral rainforests area, coastal vulnerability area, coastal environment area, and the coastal use area.
CMP	Coastal Management Program – a long-term strategy for the coordinated management of land within the coastal zone, prepared and adopted under Part 3 of the CM Act.
Coast	A strip of land of variable width that extends from the shoreline inland to the first significant landform that is not influenced by coastal processes (such as waves, tides and associated currents).
Coastal cliff and slope instability	Geotechnical instabilities on coastal cliffs and bluffs, including rock falls, slumps, and landslides.
Coastal dune	Vegetated and unvegetated sand ridges built-up at the back of a beach. They comprise dry beach sand that has been blown landward and trapped by plants or other obstructions. Stable sand dunes act as a buffer against wave damage during storms, protecting the land behind from salt water intrusion, sea spray and strong winds. Coastal dunes also act as a reservoir of sand to replenish and maintain the beach at times of erosion.
Coastal emergency	An emergency due to actual or imminent coastal inundation, coastal erosion, or coastal cliff and slope instability which (a) threatens endangers, or threatens to endanger, the safety or health of persons; or (b) destroys or damages, or threatens to destroy or damage, any property or the natural environment.
Coastal engineering	A branch of civil engineering that applies engineering principles specifically to projects within the coastal zone (nearshore, estuary, marine, and shoreline).

Term	Definition
Coastal hazard	Defined in the CM Act to mean the following: ▪ beach erosion ▪ shoreline recession ▪ coastal lake or watercourse entrance instability ▪ coastal inundation ▪ coastal cliff and slope instability ▪ tidal inundation ▪ erosion and inundation of foreshores caused by tidal waters and the action of waves, including the interaction of those waters with catchment floodwaters
Coastal inundation	Coastal inundation occurs when a combination of marine and atmospheric processes raises the water level at the coast above normal elevations, causing land that is usually 'dry' to become inundated by sea water. Alternatively, the elevated water level may result in wave run-up and overtopping of natural or built shoreline structures (e.g., dunes, seawalls).
Coastal lake or watercourse entrance instability	Refers to the variety of potential hazards and risks associated with the dynamic nature of both natural and trained entrances. Coastal lake and watercourse entrances are highly active environments with their shape constantly changing in response to processes such as alongshore sediment transport, tidal flows, storms and catchment flooding.
Coastal processes	Marine, physical, meteorological and biological activities that interact with the geology and sediments to produce a particular coastal system.
Coastal protection works (CPW)	The CM Act defines coastal protection works as: *a) beach nourishment* *b) activities or works to reduce the impact of coastal hazards on land adjacent to tidal waters, including (but not limited to) seawalls, revetments and groynes.*
Coastal sediment compartment	An area of the coast defined by its sediment flows and landforms. Coastal sediment compartments may be mapped at primary, secondary or tertiary (local) scales. Boundaries are generally defined by structural features related to the geologic frameworks that define the planform of the coast.
Coastal wetland	Wetlands are areas that are inundated cyclically, intermittently or permanently with fresh, brackish or saline water and have soils, plants and animals in them that are adapted to, and depend on, moist conditions for at least part of their lifecycle. Coastal wetlands include marshes, mangroves, swamps, melaleuca forests, casuarina forests, sedgelands, brackish and freshwater swamps and wet meadows.
Coastal zone	As defined in the CM Act and CM SEPP: the area of land comprised of the following coastal management areas: the coastal wetlands and littoral rainforest area, the coastal vulnerability area, the coastal environment area and the coastal use area.
Crown Land	In NSW, crown land refers to land that is owned by the NSW government and managed by various government agencies. In relation to this CMP, Crown lands include submerged Crown land, seabed and subsoil to 3 nautical miles from the coastline of NSW that is within the limits of the coastal waters of the State.

Term	Definition
CSP	Community Strategic Plan. The CSP forms the overarching, visionary document that translates the community's key priorities and aspirations into long-term strategic goals that guide the future direction of a given LGA. The Plan represents the highest level of strategic planning undertaken by a local council. The CMP must reflect and support implementation of the CSP. Under the CM Act, the objectives and management actions developed as part of CMPs are required to be strategically aligned with the objectives and strategies outlined in the CSP.
CUA	Coastal Use Area – land identified by the CM Act and R&H SEPP as being land adjacent to coastal waters, estuaries, coastal lakes and lagoons where development is or may be carried out (now or in the future). The R&H SEPP maps the extent of the coastal use area for planning purposes.
CVA	Coastal Vulnerability Area – defined in the CM Act as land subject to 7 coastal hazards.
CWLR	Coastal Wetland and Littoral Rainforests – a mapped area under the R&H SEPP.
CZEAS	A coastal zone emergency action subplan – Defined in the CM Act as plan that outlines the roles and responsibilities of all public authorities (including the local council) in response to emergencies immediately preceding or during periods of beach erosion, coastal inundation or coastal cliff and slope instability, where the beach erosion, coastal inundation or coastal cliff and slope instability occurs through storm activity or an extreme or irregular event.
CZMP	Coastal Zone Management Plan – a plan for managing the coastal zone developed under the old (now superseded) coastal management framework for NSW. Now replaced by CMPs.
DCCEEW	The NSW Department of Climate Change, Energy, the Environment and Water.
Design storm	A hypothetical extreme storm with waves that coastal protection structures will often be designed to withstand. The severity of the storm (i.e., return period) is chosen in view of the acceptable level of risk of damage or failure. A design storm consists of a design wave condition, a design water level, and a duration.
DP	Delivery Programs. The Delivery Program is a 4 year program that translates the strategic objectives of the Community Strategic Plan into actions. It is a fixed 4 year program, which is a statement of commitment from each newly elected Council. It identifies all key activities a council has committed to undertake over its 4 year life cycle.
DPIRD	The NSW Department of Primary Industries and Regional Development
DPHI	The NSW Department of Planning, Housing and Infrastructure. Prior to 1 January 2024, the responsibilities of the department were carried out by the former NSW Department of Planning and Environment (DPE).
East Coast Low (ECL)	An intense low-pressure system that occurs off the east coast of Australia, bringing storms, high waves and heavy rain. East coast lows generally occur in autumn and winter off NSW, southern Queensland, and eastern Victoria.

Term	Definition
Economic evaluation	An assessment that helps decision-makers to understand the socioeconomic implications of adopting alternative management options and to make choices that will provide net benefits to the community. Cost-benefit analysis is a type of economic evaluation that considers and evaluates a wide range of costs and benefits associated with a proposal, in qualitative or quantitative (monetary) terms (with future costs and benefits reduced to today's prices), compared with a base case. It may be used in conjunction with other criteria (such as technical feasibility, community acceptance or environmental impact) to select optimal management responses. A multi-criteria assessment is not an economic evaluation but may assist decision-making in other ways.
Ecosystem	The living organisms and the non-living environment interacting in an area, encompassing the relationships between biological, geochemical, and geophysical systems; or a community and its environment including living and non-living components.
Entrance management	Includes artificial opening of entrances, managing the configuration, height or location of the beach berm to facilitate entrance opening at a level lower than the natural range.
Environmental Protection Works (EPW)	These are defined in the Standard Instrument - Principal Local Environmental Plan (2006 EPI 155a) as: *"works associated with the rehabilitation of land towards its natural state or any work to protect land from environmental degradation, and includes bush regeneration works, wetland protection works, erosion protection works, dune restoration works and the like, but does not include coastal protection works"*.
EP&A Act	The NSW Environmental Planning and Assessment Act - An act that governs land use planning and development in NSW, focusing on sustainable development, environmental protection, community participation, and compliance measures.
Erosion	The removal of land by natural forces such as waves, tidal currents and / or littoral currents.
Essential infrastructure	The CM Act defines infrastructure for the following purposes: electricity generation, transmission and distribution, telecommunications, rail, roads, gas, sewerage systems, water supply systems or stormwater management systems, airports, ports shipping and harbours.
Estuary	The CM Act defines as any part of a river, lake, lagoon, or coastal creek whose level is periodically or intermittently affected by coastal tides, up to the highest astronomical tide.
Extreme storm event	The storm for which characteristics (wave height, period, water level etc.) were derived by statistical 'extreme value' analysis. Typically, these are storms with average recurrence intervals (ARI) ranging from one to 100 years.
Fit for purpose	Right for the job it is intended to do. A fit for purpose assessment considers the level of data detail and the types of consultation required to make a reasonable management decision. In general, the detail and consultation required will increase with risk, complexity and impact.
Flood tide delta	Deposit of marine sediment (usually sand) within a coastal embayment that has formed at the landward side of a tidal inlet by rising (or flood) tidal currents and wave action.
Foredune	The larger and more mature dune lying between the incipient dune and the hind dune area. Foredune vegetation is characterised by grasses and shrubs. Foredunes provide an essential reserve of sand to meet the erosion demand during storm conditions. During storm events, the foredune can be eroded back to produce a pronounced dune scarp.

Term	Definition
Foreshore	The part of the shore, lying between the crest of the seaward berm (or upper limit of wave wash at high tide) and the ordinary low water mark, that is ordinarily traversed by the uprush and backrush of the waves as the tides rise and fall; or the beach face, the portion of the shore extending from the low water line up to the limit of wave uprush at high tide. The CM Act defines the foreshore as 'the area of land between highest astronomical tide and the lowest astronomical tide'.
Geomorphology	A branch of physical geography encompassing the formation of the earth's surface, including the distribution of land and water.
Geotechnical investigations	Subsurface investigation of soils, rock, and other strata for the purposes of engineering design.
Groyne	A shore protection structure built (usually perpendicular to the shoreline) to trap littoral drift or retard erosion of the shore; or a narrow, roughly shore normal structure built to reduce longshore currents, and/or to trap and retain littoral material. Most groynes are of timber or rock and extend from a seawall, or the backshore, well onto the foreshore and rarely even further offshore.
GSC	Geotextile Sand Container. A sand filled container made out of a synthetic geotextile synthetic fabric which may be woven or non woven.
HHWSS	High High Water Solstice Springs. The HHWSS tidal plane was originally defined as the level beyond which tides seldom reach. It is consistent with predicted levels for higher (king) tides but is slightly lower than highest astronomical tide (HAT).
Hydrodynamic	Relates to the specific scientific principles that deal with the motion of fluids and the forces acting on solid bodies immersed in fluids, and in motion relative to them.
IAP2	International Association for Public Participation.
ICOLL	Intermittently Closed and Open Lakes and Lagoons. Coastal lakes and lagoons where the entrance may be closed to the sea from time to time and for varying periods, by accretion of a berm. ICOLLs have sensitive water quality because they accumulate loads of sediment and nutrients from the catchment and may have poor water circulation and flushing. The most sensitive waterways listed in the R&H SEPP are all ICOLLs. The catchments of these lakes and lagoons are included in the coastal environment area.
Impacts	Include damage, harm or losses to exposed communities, property, services, livelihoods, access, use and amenity, heritage, ecosystems and the environment because of exposure and sensitivity. Impacts may also be positive.
Incipient dune	The most seaward and immature dune of the dune system. Vegetation characterised by grasses such as spinifex. On an accreting coastline, the incipient dune will develop into a foredune.
Intertidal zone	The region of the foreshore that is above the water at LAT but submerged at HAT.
IPCC	Intergovernmental Panel on Climate Change. A scientific and intergovernmental body under the auspices of the United Nations, set up at the request of member governments, dedicated to the task of providing the world with an objective, scientific view of climate change and its political and economic impacts.
IP&R	NSW Integrated Planning and Reporting Framework.
King tides	Any high water level that is well above the average, commonly applied to two spring tides that are the highest for the year, one during summer and one in winter.

Term	Definition
LALC	A Local Aboriginal Land Council (LALC) in New South Wales, Australia, is a statutory body established under the New South Wales *Aboriginal Land Rights Act 1983*. These councils are created to represent the interests and needs of the local Aboriginal communities within their respective areas. The primary purpose of Local Aboriginal Land Councils is to acquire, hold, and manage land on behalf of the Aboriginal people in their local areas.
LEP	Local Environmental Plan.
LG Act	*The Local Government Act 1993*
LGA	Local Government Area.
Littoral	Of or pertaining to a shore, especially of the sea. Often used as a general term for the coastal zone influenced by wave action, or, more specifically, the shore zone between the high and low water marks.
Littoral rainforest	A closed forest ecological community recognised by its close proximity to the ocean (generally <2km) and closed canopy (i.e., ~70% of the sky obscured by tree leaves and limbs). Listed as an endangered ecological community under the *NSW Biodiversity Conservation Act 2016.* Littoral rainforest areas are mapped with coastal wetlands in the R&H SEPP, to form the coastal wetlands and littoral rainforests management area. Development controls apply to the management area and a proximity area which is also mapped.
LLS	NSW Local Land Services.
Longshore transport (littoral drift)	Refers to the sediment moved along a coastline under the action of wave-induced longshore currents. The net drift is the sum of the positive (conventionally northwards direction in NSW) and negative (southwards in NSW) direction. The gross drift is the sum of the drift magnitudes (absolute values). The differential drift is the difference between the net drift into and out of a coastal compartment. Both gross and net drift are typically averaged over a year and expressed in m3/yr.
Maintenance costs	Expenditures required to preserve the functional condition and performance of an asset over its design life. Maintenance costs include inspections, servicing, repairs, and minor renewals undertaken to mitigate deterioration, sustain safety and compliance, and avoid premature capital replacement.
Marine estate	The *Marine Estate Management Act 2014* defines it as: *(a) the coastal waters of the State within the meaning of Part 10 of the Interpretation Act 1987,* *(b) estuaries (being any part of a river whose level is periodically or intermittently affected by coastal tides) up to the highest astronomical tide,* *(c) lakes, lagoons and other partially enclosed bodies of water that are permanently, periodically or intermittently open to the sea,* *(d) coastal wetlands (including saltmarsh, mangroves and seagrass),* *(e) lands immediately adjacent to, or in the immediate proximity of, the coastal waters of the State that are subject to oceanic processes (including beaches, dunes, headlands and rock platforms),* *(f) any other place or thing declared by the regulations to be the marine estate, but does not include any place or thing declared by the regulations not to be the marine estate.*

Term	Definition
MCA	Multi-criteria analysis. A decision-making methodology used to evaluate and compare multiple options or alternatives based on a set of diverse and often conflicting criteria. It enables a systematic approach to complex decision processes by assigning weights to these criteria to reflect their relative importance. MCA helps decision-makers assess the trade-offs and make informed choices, considering a variety of factors, such as cost, environmental impact, social implications, and more. This method assists in addressing decisions that involve multiple objectives, enabling a structured and transparent evaluation process that supports rational and well-informed decision-making.
MEMA	Marine Estate Management Authority.
MEMS	Marine Estate Management Strategy.
MER	Monitoring, evaluation, and reporting. MER is an essential component of any CMP and is a mandatory requirement for CMPs under the CM Act. The purpose of the MER component is to monitor progress towards implementing the coastal management actions outlined in the CMP, and to assess the performance of the CMP in achieving its intended outcomes, and the objects of the CM Act.
MHW	Mean high water mark – the line of the medium high tide between the highest tide each lunar month (the springs) and the lowest tide each lunar month (the neap) averaged over out over the year. In NSW, the methods for determining the position of the MHWM are outlined in the Crown Directions to Surveyors - No. 6 Water as a Boundary.
MIDO	The NSW Maritime Infrastructure Delivery Office.
MSL	Mean Sea Level. The mean level of the sea over a long period (preferably 18.6 years) or the mean level which would exist in the absence of tides.
Multi-criteria analysis	A logical and structured decision-making tool for complex problems involving multiple factors or criteria, where a consensus is difficult to achieve. It may involve processes such as ranking, rating (with relative or ordinal scales) or pairwise comparisons. The process allows participants to consider, discuss and test complex trade-offs among alternatives.
Natural character	Includes all-natural aspects of the land and sea, including the underlying ecological, hydrological and geomorphological processes that shape landforms (including underwater features) and the natural movements of water and sediment. Natural character also includes aspects of the environment that affect human experience including the natural darkness of the night sky, the sounds and smell of the coast, and the context and setting of natural places.
Near shore	The area of ocean close to the coast that is affected by waves, tides and longshore currents.
No or low regrets actions	Options which would be justified under any plausible future scenario (i.e., they are best practice in any circumstance), and similarly, actions which require only moderate investment to achieve a beneficial outcome.
NPV	Net Present Value, the difference between the present value of cash inflows and the present value of cash outflows over a period of time.
NPWS	The NSW National Parks and Wildlife Service.
NSW	New South Wales.
NSW Coastal Council	Established under Part 4 of the CM Act. A group of 3 to 7 coastal experts, appointed by the Minister to provide advice on coastal management issues.

Term	Definition
Operational Costs	Recurrent expenditures associated with the routine operation of programs, systems, or assets. This includes staffing, administration, utilities, and other resource inputs required to maintain functional delivery of CMP initiatives. Operational costs are ongoing and do not directly extend the service life of an asset.
Outflanking or end effects	Erosion behind or around the land-based end of a groyne, jetty, or breakwater or the terminus of a revetment or seawall, usually causing failure of the structure or its function.
Overwash	The part of the wave uprush that runs over the crest of a berm or structure and does not flow directly back to the ocean or lake. When waves overtop a coastal protection structure, they often carry sediment landwards, which is then lost to the beach system. Also defines a process in which waves penetrate inland of the beach, which is common on low barriers.
Progradation	The building forward or outward toward the sea of a shoreline or coastline (as with a beach, delta, or fan) by nearshore deposition of river-borne sediments or by continuous accumulation of beach material thrown up by waves or moved by longshore drifting.
Public Authority	Defined in the CM Act as a Minister of the Crown of the State, a State owned corporation, an electricity supply authority, a department or instrumentality of the State, a local council and any other public or local authority constituted by or under any Act and includes any prescribed body.
Recession	A continuing landward movement of the shoreline; or a net landward movement of the shoreline over a specified time.
Resilience	The ability of a system (human or natural) to adapt to changing conditions (including hazards or threats, variability, and extremes), and rapidly recover from disruption due to emergencies. Resilient systems or communities have the capacity to 'bounce back' after a disrupting event such as a major storm or an extended heat wave, to moderate potential damages, take advantage of opportunities, maintain, or restore function or to cope with the consequences.
Revetment or seawall	A type of coastal protection works which protects assets from coastal erosion by armouring the shore with erosion–resistant material. Large rocks/boulders, concrete or other hard materials are used, depending on the specific design requirements.
R&H SEPP	State Environmental Planning Policy (Resilience and Hazards) 2021.
Risk	Chance of something happening that will have an impact. It is measured in terms of consequences and likelihood.
Sea level rise	An increase in the mean level of the oceans. Relative sea level occurs where there is a local increase in the level of the ocean relative to the land, which might be caused by ocean rising, the land subsiding, or both. In areas with rapid land level uplift (e.g., seismically active areas), relative sea level can fall.
Sediment transport	The process whereby sediment is moved offshore, onshore or along shore by wave, current or wind action.
Sediment Compartment	A sediment compartment is an area in which coastal processes, and their effects on the geology of the coast, are broadly homogeneous. The compartment boundary is usually a feature such as a headland or river mouth which effectively divides the compartment and its processes from its neighbour.
SEPP	State Environmental Planning Policy.
Shoreline recession	Refers to continuing landward movement of the shoreline, that is, a net landward movement of the shoreline, generally assessed over a period of several years. As shoreline recession occurs the beach fluctuation zone is translated landward.

Term	Definition
Significant wave height (Hs)	Due to the random nature and size of waves, the term “significant wave height” is used by engineers and scientists to quantify wave heights in a sea state. It represents the average of all the third highest waves that occur over a particular timeframe. It is typically written as Hs. It is important to appreciate that in deep offshore waters the largest individual wave in the sea state may be around twice the significant wave height
Stakeholder	A person or organisation with an interest or concern in something.
Storm demand	Storm demand is the volume of beach sand eroded from the subaerial (visible) part of the beach and dunes during a storm. Typically, it has been defined as the volume of eroded sand as measured above mean sea level (~ 0 m AHD datum).
Storm surge	The increase in coastal water levels caused by the barometric and wind set-up effects of storms. Barometric set-up refers to the increase in coastal water levels associated with the lower atmospheric pressure of storms. Wind set-up refers to the increase in coastal water levels caused by an onshore wind driving water shorewards and piling it up against the coast.
Storm tides	The total observed sea level during a storm, which is the combination of storm surge and normal astronomical tide.
Storm tide inundation	Flooding of coastal land due to inundation from storm tides. Inundation generally persists for the duration of a high tide, though it may persist longer in extreme cases.
Subaerial	On the earth’s surface, not underwater or underground.
TfNSW	Transport for NSW.
Tidal currents	Currents caused by the incoming (ebb) or outgoing (flood) tide (see Tide). Tidal currents are typically the main current within estuaries, particularly in the entrance area where tidal currents transport marine sediments (sand).
Tidal inundation	The inundation of land by tidal action under average meteorological conditions and the incursion of sea water onto low lying land that is not normally inundated, during a high sea level event such as a king tide or due to longer-term sea level rise. Sometimes referred to as ”sunny day flooding”.
Tide	The periodic rise and fall of the water of oceans, seas, bays, etc., caused mainly by the gravitational interactions between the Earth, Moon and Sun.
Tolerable risk	A risk that, following an understanding of the likelihood and consequences, is low enough to allow the exposure to continue, and at the same time high enough to require new treatments or actions to reduce risk. Society can live with this risk but believe that as much as is reasonably practical should be done to reduce the risks further. Note that individuals may find this risk unacceptable and choose to take their own steps, within reason, to make this risk acceptable. Residual risks are considered tolerable only if risk reduction is impractical.
Trigger	Pre-negotiated decision-making points and commitments, so that action on coastal risks is taken when necessary, and when it is most convenient and affordable for the affected community.

Term	Definition
Vulnerability	A function of exposure and sensitivity of assets to a hazard, which determines the potential impacts of the hazard. For instance, the vulnerability of coastal assets may be influenced by the extent and impact of environmental, social and economic factors such as saline contamination of soils from flooding, erosion of built-up and natural areas, loss of vegetation, disruption to use, or access, or continuity of service, or loss of amenity, corrosion of built structures, undermining of foundations or damage to contents. Vulnerability also considers the adaptive capacity which is the capacity to adapt or the resilience in the system to manage the impacts and changes.
Wave climate	The seasonal and annual distribution of wave height, period and direction.
Wave energy	The capacity of waves to do work. The energy of a wave system is theoretically proportional to the square of the wave height; a high–energy coast is characterised by breaker heights greater than 50 centimetres and a low–energy coast is characterised by breaker heights less than 10 centimetres. Most of the wave energy along equilibrium beaches is used in shoaling and in sand movement. The NSW coast is a high wave energy coast.
Wave Height (H)	The vertical difference between the elevation of a wave crest and a neighbouring trough.
Wave Length (L)	The horizontal distance between two wave crests.
Wave Period (T)	The time it takes for two successive wave crests to pass a given point.
Wave run-up	The vertical distance above mean water level reached by the uprush of water from waves across a beach or up a structure.
Wave set-up	The rise in the water level above the still water level when a wave reaches the coast. It can be very important during storm events as it results in further increases in water level above the tide and surge levels.
Zone of reduced foundation capacity (ZRFC)	A Zone of Reduced Foundation Capacity (ZRFC) for building foundations is delineated to take account of the reduced bearing capacity of the sand adjacent to the storm erosion escarpment. Nielsen et al (1992) recommended that structural loads should only be transmitted to soil foundations outside of this zone (i.e., landward, or below), as the factor of safety within the zone is less than 1.5 during extreme scour conditions at the face of the escarpment.
Zone of slope adjustment (ZSA)	The area landward of an escarpment cut by storm bite, which may be affected by slumping to the angle of repose of the sand as it dries.

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DRAFT

POST-EXHIBITION DEVELOPMENT CONTROL PLAN 4, 12 & 14 COWAN ROAD, ST IVES PYMBLE GOLF CLUB

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	For Council to consider submissions received in response to the exhibition of the *Draft Development Control Plan* for 4, 12 & 14 Cowan Road, St Ives (Pymble Golf Club).
BACKGROUND:	On 22 July 2025, Council endorsed the public exhibition of the *Draft Development Control Plan Part 140 - Pymble Golf Club* and the associated *Greenweb Map Sheet 13,* prepared to support the Planning Proposal which enables high density residential development to part of the Pymble Golf Club site.
COMMENTS:	The exhibition was conducted from Friday 1 August to Friday 29 August 2025, a period of 29 days. A total of 254 notification letters were sent to neighbouring properties. Eight submissions were received during the exhibition, including one from the proponent. The majority of matters raised in the submissions were generally beyond the scope of the Development Control Plan as they were subject to consideration under the Planning Proposal or will be considered as part of a future development application. A number of minor post-exhibition amendments are proposed to address some of the concerns raised and to provide correction and clarification to the content.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	That Council adopts the draft *Ku-ring-gai Development Control Plan Part 14 Pymble Golf Club* and *Part 18R Greenweb Map Sheet 013*, incorporating post-exhibition amendments as detailed in this report and at Attachment A2.

PURPOSE OF REPORT

For Council to consider submissions received in response to the exhibition of the *Draft Development Control Plan* for 4, 12 & 14 Cowan Road, St Ives (Pymble Golf Club).

BACKGROUND

Planning Proposal

On 16 January 2020 the Pymble Golf Club submitted a Planning Proposal to amend the *Ku-ring-gai Local Environmental Plan 2015* as follows:

EXISTING	PROPOSED
Zoning	
Part R3 Medium Density Residential Part RE2 Private Recreation	R4 High Density Residential Part RE2 Private Recreation (on R3 land)
Height of Buildings	
11.5m	11.5m, 14.5m, 17.5m
Floor Space Ratio	
0.8:1	0.92:1
Minimum Lot Size	
Nil	1200sqm (R4 land)
Heritage	
Nil	12 and 14 Cowan Road (local heritage items)

Following receipt of adequate documentation, assessment of the Planning Proposal commenced on 22 April 2020. On 16 May 2023 Council considered the Planning Proposal and resolved not to support the amendment as follows:

A. *That the Planning Proposal is not supported by Council.*

B. *That the Department of Planning and Environment be advised of Council's position and the Planning Proposal not be submitted for a Gateway Determination in accordance with section 3.34 of the Environmental Planning and Assessment Act 1979.*

Following Council's resolution, the Planning Proposal has progressed as follows:

- 26 June 2023 - proponent lodged a rezoning review application.
- 18 October 2023 - the Sydney North Planning Panel (SNPP) progressed the Planning Proposal to Gateway Determination and appointed itself as the Principal Planning Authority.
- 12 July 2024 – Gateway Determination was issued by the Department of Planning, Housing and Infrastructure (DPHI).
- 18 September to 17 October 2024 – public exhibition of the Planning Proposal.

  On 22 October 2024 Council considered the exhibition of the Planning Proposal and resolved:

  That Council make a submission to the NSW Department of Planning, Housing and Infrastructure supporting finalisation of Planning Proposal PP-2022-2519 subject to the

proposal being amended to incorporate an additional local provision specific for this site which requires an affordable housing contribution of at least 10%, either monetary or in kind (in perpetuity), as part of future development on the site.

- 1 May 2025 – SNPP considered submissions to the exhibition and supported the finalisation of the Planning Proposal.
- 24 October 2025 – gazettal of the amendment by DPHI.

Development Control Plan

As part of their original Planning Proposal application, the proponent included a draft site specific Development Control Plan (DCP) to support the Planning Proposal standards.

On 22 July 2025 Council considered the following proposed draft amendments to the DCP for the Pymble Golf Club site:

- Part 140 Pymble Golf Club - to include site-specific controls for high density residential development at 4, 12 and 14 Cowan Road, St Ives.
- Part 18R Greenweb Map Sheet 13 - to include the Angophora Costata on the eastern boundary of 10 Cowan Road as 'Canopy Remnant' category.

and resolved:

A. *That Council endorses, for the purpose of public exhibition, the amendments to the Ku-ring-gai Development Control Plan (KDCP) at Part 14 (Attachment A1) to include site-specific controls to support the Planning Proposal for Pymble Golf Club (4, 12 and 14 Cowan Road, St Ives) and Part 18R Greenweb Mapping (Attachment A2), subject to the following amendment:*

    a. *140.4 Built Form Control 3 – replace "complementary" with "consistent".*

B. *That the draft site-specific DCP amendments be placed on public exhibition in accordance with Council's Community Participation Plan and the provisions of the Environmental Planning and Assessment Regulation 2021.*

C. *That a report be brought back to Council at the conclusion of the exhibition period for Council to consider any submissions made.*

COMMENTS

Public Exhibition

The draft DCP *Part 140 Pymble Golf Club* and *Part 18R Greenweb Map Sheet 013* were exhibited on Council's website for 29 days between Friday 1 August and Friday 29 August 2025.

A total of 254 notification letters were sent to neighbouring properties with details of the exhibition.

Community Submissions

Eight submissions were received, one from the proponent, Pymble Golf Club, and seven from residents. The submissions have been summarised and may be viewed at Attachment A1 with an overview of the issues provided below.

- *Zoning, Height, Floor Space Ratio*

  Three submissions objected to the amended height, floor space ratio (FSR) and rezoning of the Pymble Golf Club land.

  - *Response:*

    Height, FSR and zoning are standards covered by the *Ku-ring-gai Local Environmental Plan (2015)* (KLEP 2015). These standards have already been amended by the State government. They are not a matter for consideration in this DCP as the DCP is only a guide document and cannot be inconsistent with the associated development standards in KLEP 2015.

  - *Recommendation:*

    No Change.

- *Traffic, Access and Parking*

  Five submissions raised traffic related issues. The issues raised included traffic impact resulting from the future development on the Pymble Golf Club site; increased traffic on the already congested Cowan Road; pedestrians safety issues at adjoining intersections; the need for traffic lights at the Killeaton Road/Cowan Road intersection; the current lack of street parking available for visitors and deliveries to existing residents; and adverse amenity and health impacts resulting from increased traffic volumes.

  - *Response:*

  The traffic and transport aspects of the Planning Proposal were considered by Council in May 2023 and the Sydney North Planning Panel in May 2025. While it was acknowledged that there were some constraints, it was noted the site is well positioned to take advantage of improved bus services between Mona Vale and Macquarie Park which are foreshadowed in *Future Transport Strategy* and the *Macquarie Park Strategic Infrastructure and Services Assessment*. The site is also within 10 minutes walking time of retail, health/medical, leisure/recreational and community/cultural facilities.

  In addition, the proposal is not expected to have significant additional impact on the operation of the key nearby intersections, with only minor increases in average delay at the intersection of Cowan Road/Village Green Parade and the intersection of Killeaton Street/Cowan Road. Future traffic signals are planned at the Killeaton Street/Cowan Road intersection, as well as other intersection upgrades in St Ives as identified in the *Ku-ring-gai Contributions Plan 2010*.

Discussions are ongoing with Transport for NSW regarding other upgrades in St Ives associated with any potential future redevelopment of St Ives Shopping Village.

- *Recommendation:*

  No Change.

- *Heritage*

Two submissions on heritage issues were received. One from the proponent disputing the exhibited heritage curtilage and indicative location of the relocated cottages; and the other from a resident suggesting demolition of the cottages and replacement with landscaping.

- *Response:*

  The heritage curtilage has been determined by Council's heritage consultant as the required area to provide an appropriate setting to the cottages. It has been based on the 10-12m distance indicated in the Planning Proposal. The location of the relocated cottages is indicative only and will be subject to heritage analysis provided at the DA stage.

  The heritage listing of the cottages is a legislated amendment and cannot be amended by the DCP. Demolition of the cottages would require justification through a Development Application.

- *Recommendation:*

  No Change.

- *Trees and Vegetation*

Two submissions raised concern over tree impacts of the proposed development on the Pymble Golf Club Site

- *Response:*

  Any future Development Application will be required to declare and justify any tree removal and impacts to the tree root zones. The wider DCP has requirements for deep soil, landscaping and tree provision which will have to be addressed in the application.

- *Recommendation:*

  No Change.

- *Building Design and Amenity*

Three submissions from residents raised concerns regarding loss of amenity due to traffic and building works including noise, dust and congestion, and issues of overshadowing.

Comment was also received from Council's landscape staff raising concern regarding the 1m setback to part of the northern boundary adjacent to the heritage cottage. Staff state it is inconsistent with Council's side setbacks (1.5m for single storey building) and prevents the necessary landscape provisions to the side boundary for screening and shrub/tree provision.

- *Response:*

  Amenity impacts will be assessed and conditioned as part of any future Development Application for the site. Detailed shadow diagrams will be required to justify loss of solar access to neighbouring properties.

  It is acknowledged that this setback is inconsistent with low density residential side setbacks across Ku-ring-gai and will be unable to deliver the path and landscape requirements for side setbacks. These are important for the amenity of the cottage and to screen the neighbouring development. Whilst this increased setback allocates an additional 0.5m to the side boundary, it is noted that no setbacks are provided between the two cottages nor to the side of the cottage to the south. This would enable some flexibility in the dwelling positioning and delivery of landscaping to the north side boundary. This landscaping element is important to retain the prevailing Ku-ring-gai character of built form within a landscaped setting including trees, particularly important with heritage settings.

- *Recommendation:*

  It is recommended that Figure 140.3-1 be amended to increase the northern side setback from 1m to 1.5m.

- *Clarifications and corrections*

The proponent submitted a number of items requesting amendment to the DCP. These are described in the Submission Summary Table at Attachment A1. Council staff have also noticed some inconsistencies with the wider DCP on the issues raised by the proponent.

- *Response:*

  It is agreed that those items that improve the clarity of the DCP, correct errors and go towards aligning this site specific DCP with the wider DCP and its definitions should be amended.

- *Recommendation:*

It is recommended that the amendments delineated in Attachment A1 be included in the DCP.

Proposed Post-Exhibition Amendments

All issues raised in response to the exhibition have been assessed. As recommended above, some minor post-exhibition amendments are proposed to *Part 140 Pymble Golf Club* in response to the submissions. No amendment is proposed to the exhibited *Part 18R Greenweb Map Sheet 013.*

The amended DCP showing the post-exhibition amendments in red may be seen at Attachment A2.

INTEGRATED PLANNING AND REPORTING

Outcome 2: Sustainable urban growth and change.

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
U2: Ensure land use strategies, plans and processes are in place to protect existing character and effectively manage growth and change.	U2.3: Strategies, plans and processes are prepared, implemented and reviewed to effectively manage the impact of new development.	U2.3.2: Investigate the inclusion of Local Character Controls within the Ku-ring-gai Development Control Plan.

GOVERNANCE MATTERS

This report relates to draft site-specific DCP amendments that have been prepared to support the amendments approved by the Planning Proposal for the Pymble Golf Club. The site-specific DCP controls are required to be consistent with the proposed LEP provisions contained in the Planning Proposal. Under Section 4.43(5)(b) of the *Environmental Planning and Assessment Act 1979*, a provision of a development control plan has no effect to the extent that it is inconsistent or incompatible with a provision of the LEP applying to the land.

The Ku-ring-gai Local Environmental Plan 2015 has recently been amended to incorporate high density residential zoning, with associated height and FSR standards, within the Pymble Golf Club site at 4, 12 & 14 Cowan Road, St Ives. The proposed DCP seeks to provide guidance for the development of that land at the new standards. It includes controls and objectives that aim to integrate any future development into the locality and retain key values of the site including trees and heritage buildings.

RISK IMPLICATION STATEMENT

Given State government has finalised the rezoning of part of the Pymble Golf Club land from recreational use to high density residential use, it is important to put in place a DCP to guide any future development. The DCP will ensure assessment of any future development assessment is made consistent with controls applied to similar scale and complexity of development. It also ensures the types of outcomes that underpinned the approval of the Planning Proposal will be delivered on the site. If a DCP is not put in place, there is a risk that site specific considerations will be ignored and impact on neighbouring sites including the Golf Club facility to the rear.

FINANCIAL CONSIDERATIONS

The cost to prepare, exhibit and report on the site-specific DCP provisions have been paid by the proponent of the Planning Proposal in accordance with Council's Schedule of Fees and Charges.

SOCIAL CONSIDERATIONS

The draft site-specific DCP amendment includes objectives and controls to conserve heritage items on the site and ensure that any future development responds to the scale, design, setting and character of the items.

Inclusion of DCP controls relating to the future development of the Pymble Golf Club land will provide a due diligent process, requiring consideration and assessment of any development application on the land. The controls give certainty to the community, both neighbouring residents and members of the Pymble Golf Club, on what type and standard of development will occur on the land.

ENVIRONMENTAL CONSIDERATIONS

The draft site-specific DCP amendments include requirements to ensure the retention and protection of existing trees and vegetation, including Blue Gum High Forest on the site.

COMMUNITY CONSULTATION

The draft site-specific DCP amendments were placed on public exhibition in accordance with the requirements of Council's Community Participation Plan and the provisions of the *Environmental Planning and Assessment Regulation 2021*.

The draft amendments to the DCP *Part 140 Pymble Golf Club* and *Part 18R Greenweb Map Sheet 13* were exhibited for 29 days between Friday 1 August and Friday 29 August 2025. A total of eight submissions were received, including one from the proponent, Pymble Golf Club, and seven from local residents and some minor post-exhibition amendments are proposed in response to the submissions. All persons who made a submission were notified of this matter going to Council.

INTERNAL CONSULTATION

Internal consultation has taken place for the preparation of the site-specific DCP provisions with relevant staff with expertise in the areas of urban planning, urban design, heritage and traffic.

SUMMARY

The Planning Proposal for the Pymble Golf Club site at 4, 12 and 14 Cowan Road, St Ives has been finalised by the Department of Planning, Housing and Infrastructure and the amendment to the KLEP 2015 has been completed. Draft site-specific development controls and objectives have been prepared by Council in order to guide future development outcomes on the site achieved by the rezoning, increased height and floor space ratio.

The draft DCP *Part 140 Pymble Golf Club* and *Part 18R Greenweb Map Sheet 013* were exhibited on Council's website for 29 days between Friday 1 August and Friday 29 August 2025. Eight submissions were received, one from the proponent, Pymble Golf Club, and seven from local residents. The submissions have been assessed (Attachment A1) and resulted in some minor post-exhibition amendments as indicated in the draft DCP at Attachment A2.

RECOMMENDATION:

A. That Council adopts the draft *Ku-ring-gai Development Control Plan Part 14 Pymble Golf Club* and *Part 18R Greenweb Map Sheet 013*, incorporating post-exhibition amendments as detailed in this report and at Attachment A2.

B. That Council's adoption of the amended *Ku-ring-gai Development Control Plan* be notified on Council's website in accordance with Clause 21(4) of the *Environmental Planning and Assessment Regulation 2000.*

C. That the amended *Ku-ring-gai Development Control Plan* comes into effect on the day that it is notified on Council's website.

D. That people who made a submission to the public exhibition be notified of Council's resolution.

E. That delegation be given to the Director, Strategy and Environment to correct any minor amendments or errors and inconsistencies to the draft *Ku-ring-gai Development Control Plan*.

Rathna Rana
Executive Urban Planner

Craige Wyse
Team Leader Urban Planning

Antony Fabbro
Manager Urban & Heritage Planning

Andrew Watson
Director Strategy & Environment

Attachments:	A1⇩	Submission Summary Table	2025/256858
	A2⇩	Draft Part 14O - Pymble Golf Club and Part 18R Greenweb Map Sheet 13	2025/364160

SUBMISSION SUMMARY TABLE – PYMBLE GOLF CLUB PLANNING PROPOSAL - (exhibited 1 to 29 August 2025)

<table>
<tr><th>SUBMISSION</th><th>MATTERS RAISED IN THE SUBMISSION</th><th>COUNCIL COMMENT</th><th>RECOMMENDATION</th></tr>
<tr>
<td>1
Proponent</td>
<td>Suggested Amendments:
• Suggests several amendments as indicated in red in the below table:
<table>
<tr><th>Control</th><th>Exhibited DCP Controls</th><th>Submission Comment</th></tr>
<tr><td>N/A</td><td></td><td>Questions: “for consistency throughout the text, are compass point capitalised or not capitalised?”</td></tr>
<tr><td>14O.1, Control 2</td><td>“Where there is an inconsistency between Part 14O and other sections of the DCP. The controls in Part 14O will prevail to the extent of that inconsistency.”</td><td>“Where there is an inconsistency between Part 14O and other sections of the DCP, the controls in Part 14O will prevail to the extent of that inconsistency.”</td></tr>
<tr><td>14O.1, Control 3,c.</td><td>“water sensitive urban design (WSUD) measures to meet the requirements outlined in 24C.3 and 24C.6 of the DCP”</td><td>Repetition of other parts of the DCP, already applicable to the development, why is it necessary here?</td></tr>
<tr><td>14O.1, Control 3,e.</td><td>“conservation of the on site retained cottages at 12 and 14 Cowan Road;”</td><td>“conservation of the relocated cottages at 12 and 14 Cowan Road.”</td></tr>
<tr><td>14O.2, Control 1, iii.</td><td>“a single two-way vehicular access point to Cowan Road to the residential site. Basement parking between residential buildings may be linked via an underground tunnel used only for car movement.”</td><td>“a single two-way vehicular access point to Cowan Road to the residential site. Basement parking between residential buildings may be linked via an underground tunnel used only for car movement, and necessary service vehicles.”</td></tr>
<tr><td>14O.3, Control 5</td><td>“All setbacks are to be densely landscaped with canopy trees, hedging, and screening vegetation to enhance privacy for adjoining properties and reduce noise transmission from communal open spaces and balconies.”</td><td>Does not think an acoustic engineer would agree with this suggestion/statement, and suggest landscaping does not reduce acoustic impacts?</td></tr>
<tr><td>14O.4, Control 1, ii.</td><td>“Area 2: A maximum of 3 storeys with top storey set backs;”</td><td>“Area 2: A maximum of 3 storeys; ~~with top storey set backs;~~”</td></tr>
<tr><td>14O.4, Control 5, iii.</td><td>“in proportion to the scale of the masonry wall and maximum of 5 sqm;”</td><td>“in proportion to the scale of the masonry wall and maximum of 5 sqm each;”</td></tr>
<tr><td>14O.5 Control 5</td><td>“The proposed future Curtilage Area is to be maintained around the two relocated heritage cottages with suitable landscaping as per figure 14O.5-2, and include suitable landscaping.”</td><td>“The proposed future Curtilage Area is to be maintained around the two relocated heritage cottages with suitable landscaping as per figure 14O.5-2, ~~and include suitable landscaping.~~”</td></tr>
<tr><td>Part 14O.5 Heritage</td><td colspan="2">• Seeks clarification on 12m curtilage to relocated heritage cottages. References planning proposal Urban Design Study which shows 10-13m distance to future development to the west. Considers the heritage curtilage area prescriptive and requests removal or reduced to 9m to enable the planning proposal design scheme to be achieved on the site.
• Points out that the relocated heritage cottages are not shown in the same location as in the planning proposal Urban Design Report.</td></tr>
</table>
</td>
<td>
<table>
<tr><th>Council Comment</th></tr>
<tr><td></td></tr>
<tr><td>Grammatical correction agreed</td></tr>
<tr><td>This control was included in the site specific DCP prepared by the proponent which was exhibited with the original Planning Proposal as follows: “14O.1 7.e Water Sensitive Urban Design (WSUD) is to be incorporated.” The added reference to Part 24C.3 and 24C.6 provide clarification for this requirement.</td></tr>
<tr><td>Agree to include “relocate” however “retained” will remain to ensure existing heritage cottages are retained, the amendment clarifies that the heritage cottages can be relocated on the site.</td></tr>
<tr><td>Agreed.
Given underground tunnels are generally not supported in Ku-ring-gai due to their interference with deep soil provisions and disturbance of sub-strata water movements on which trees and vegetation rely, clarification that this control relates to a single tunnel and provision of an objective to support the control is recommended.</td></tr>
<tr><td>Agreed – Control should be amended to provide clarity consistency with other landscaping controls in the DCP.</td></tr>
<tr><td>Agreed – existing DCP controls only require top storey setbacks for building four storeys and above.</td></tr>
<tr><td>Not agreed – signage will be determined in accordance Part 12.2, Control 1 of the DCP, where signage is limited to “a maximum of one sign per street frontage” and “to be in proportion to the building facade and a maximum of 5sqm.”</td></tr>
<tr><td>Agreed.</td></tr>
<tr><td>The heritage curtilage was determined by Council’s heritage consultant as the required area to provide an appropriate setting to the cottages. It was based on the 10-12m distance indicated in the proponent’s planning proposal. The DCP, including a measured curtilage (see below diagram), was included in the formal SNPP exhibition of the planning proposal. There was no instruction from SNPP to alter this curtilage area. The location of the relocated cottages is indicative only and will be subject to heritage analysis provided at the DA stage.
</td></tr>
</table>
</td>
<td>It is recommended to amend the DCP as follows:

14O.1 Control 2
correct grammar: “DCP, the”

14O.1 Control 3e
insert the word: “relocated.”

14O.2 Control 1 iii
Amend text to read: “a single two-way vehicular access point to Cowan Road to the residential site. Basement parking between residential buildings may be linked via ~~an~~ one underground tunnel used only for car movement, and necessary service vehicles. Parking is only to be provided under the building footprint.“

14O.2 New Objectives
To ensure vehicle access and parking does not undermine deep soil, landscaping and the provision of tall trees adjacent to the residential building.

To balance built form and landscaped areas including tall trees and shrubs.

14O.3 Control 5
Amend text to read: “All setbacks are to be densely landscaped with tall ~~canopy~~ trees, large shrubs, ~~hedging~~, and screening vegetation to provide ~~enhance~~ privacy ~~for~~ to adjoining properties and reduce ~~noise transmission~~ impacts from communal open spaces and balconies.”

14O.4 Control 1 ii
Delete text: “with top storey setbacks” and amend punctuation

14O.4 Control 7 x
Delete text: “and maximum of 5 sqm” and amend grammar and punctuation.

14O.5 Control 5
Delete text: “with suitable landscaping” and amend punctuation.</td>
</tr>
</table>

SUBMISSION SUMMARY TABLE – PYMBLE GOLF CLUB PLANNING PROPOSAL - (exhibited 1 to 29 August 2025)

SUBMISSION	MATTERS RAISED IN THE SUBMISSION	COUNCIL COMMENT	RECOMMENDATION
2 **Resident**	**Height and FSR:** • Objects to increase in building height to 17.5m. as is out of character with the locality and streetscape. • Objection to increase in FSR from 0.8 to 0.92. **Building and Amenity:** • Concerns raised regarding potential increased overshadowing of Cowan Road and nearby Christ Church St Ives building opposite the site. • Requests requirements to include solar & battery storage system. **Traffic, Access and Parking:** • Requests reduced site access to a maximum 2 vehicular crossings. • Requests the development to assess current parking controls in the immediate area. • Points out traffic issues in Cowan Road and raises concern regarding increased traffic volumes.	Height and FSR standards are covered by the *Ku-ring-gai Local Environmental Plan (2015)*. They are not a matter for consideration in the DCP. Any future Development Application (DA) on the site will be required to include detailed shadow diagrams. Overshadowing will be assessed as part of that future DA. All residential development is required to meet the State Government's BASIX Standards which aim to ensure new development includes energy, water and thermal comfort measures as described in SEPP (Sustainable Buildings) 2022. In addition, all residential flat buildings must comply with the requirements of the State Governments Apartment Design Guide. Council is not able to change controls or enforce more onerous requirements that overlap relating to energy and thermal comfort. Three vehicular crossings are required to serve (i) the Pymble Golf Club Site, (ii) the proposed residential development and (iii) the existing cottages. Parking and traffic impacts from any future development will be assessed in detail at the DA stage. The traffic and transport aspects of the Planning Proposal were considered by Council in May 2023. While it was noted there were some constraints, the site is also within 10 minutes walking time of retail, health/medical, leisure/recreational and community/cultural facilities. The proposal is not expected to have significant additional impact on the operation of the key nearby intersections, with only minor increases in average delay at the intersection of Cowan Road/Village Green Parade and the intersection of Killeaton Street/Cowan Road.	No change
3 **Resident**	**Traffic, Access and Parking:** • Raises concern regarding increased traffic volumes and congestion resulting from development on Cowan Road, which is 'often already gridlocked at both exits'. • References plans for 172 resident garage parking at 42-56 Cowan Road and assumes that the Pymble Golf Club Development will have a similar net increase in parking. • States a traffic management control plan needs to be conducted which focuses on current and future developments on Cowan Road, including future redevelopment of St Ives Shopping Village with shop top housing and other properties able to be developed to 6 storeys. • Raises safety concerns at the intersection of Killeaton Street and Cowan Road due to absence of traffic lights. **Building and Amenity:** • Raises concerns regarding noise, dust, exhaust, traffic congestion, safety and health impacts arising from increased development at this location, and requests Council initiate measures to improve local amenity.	The traffic and transport aspects of the Planning Proposal were considered by Council in May 2023. While it was noted there were some constraints, the proposal is not expected to have significant additional impact on the operation of the key nearby intersections, with only minor increases in average delay at the intersection of Cowan Road/Village Green Parade and the intersection of Killeaton Street/Cowan Road. Discussions are ongoing with Transport for NSW regarding upgrades in St Ives associated with any potential future redevelopment of St Ives Shopping Village. Future traffic signals are planned for the intersection of Killeaton Street and cowan Road. A detailed traffic management plan will be required as part of any future Development Application (DA). Amenity impacts including noise, dust and safety will be analysed and addressed in any future Development Application (DA). DA's frequently include Conditions of Consent to manage impacts to neighbours and the locality.	No change
4 **Resident**	**Zoning:** • Objects to the rezoning of the site and redevelopment for residential uses due to traffic congestion impacts on the already impacted Cowan Road intersections. **Traffic, Access and Parking:** • Identifies current high traffic volumes on Cowan Road and its limited capacity for additional traffic and raises concern regarding traffic resulting from future increased development. • Suggests the introduction of traffic lights at the intersection of Cowan Road and Killeaton Street, and Cowan Road and Mona Vale Road. • Notes the existing traffic impacts from the Pymble Golf club and the Christ Church and considers development on the Pymble Golf Club inappropriate due to further traffic impacts.	Zoning standards are covered by the *Ku-ring-gai Local Environmental Plan (2015)*. They are not a matter for consideration in the DCP. The traffic and transport aspects of the Planning Proposal were considered by Council in May 2023. While it was acknowledged there were some constraints, it was noted the site is well positioned to take advantage of improved bus services between Mona Vale and Macquarie Park which are foreshadowed in *Future Transport Strategy* and the *Macquarie Park Strategic Infrastructure and Services Assessment*. The site is also within 10 minutes walking time of retail, health/medical, leisure/recreational and community/cultural facilities. In addition, the proposal is not expected to have significant additional impact on the operation of the key nearby intersections, with only minor increases in average delay at the intersection of Cowan Road/Village Green Parade and the intersection of Killeaton Street/Cowan Road. Future traffic signals are planned at the intersection, as well as other	No change

SUBMISSION SUMMARY TABLE – PYMBLE GOLF CLUB PLANNING PROPOSAL - (exhibited 1 to 29 August 2025)

SUBMISSION	MATTERS RAISED IN THE SUBMISSION	COUNCIL COMMENT	RECOMMENDATION
		intersection upgrades in St Ives as identified in the *Ku-ring-gai Contributions Plan 2010*. Discussions are ongoing with Transport for NSW regarding other upgrades in St Ives associated with any potential future redevelopment of St Ives Shopping Village.	
5 **Resident**	**Club Viability:** • Supports the proposed redevelopment of the site as it enables the Pymble Golf Club to remain viable. **Heritage:** • Objects to retention of heritage items due to their unsightly appearance, and suggests they be demolished and replaced with landscaped area. • Suggests their demolition will reduce costs passed onto future unit purchasers. **Traffic, Access and Parking:** • Raises concern around potential increased traffic volumes on the already congested Cowan Road.	Support is noted. The cottages at 12 and 14 Cowan Road have been formally heritage listed through the now finalised planning proposal. The DCP cannot alter the heritage status of those sites. The traffic and transport aspects of the Planning Proposal were considered by Council in May 2023. While it was noted there were some constraints, the proposal is not expected to have significant additional impact on the operation of the key nearby intersections, with only minor increases in average delay at the intersection of Cowan Road/Village Green Parade and the intersection of Killeaton Street/Cowan Road.	No change
6 **Resident**	**Traffic, Access and Parking:** • Cowan Road is a 2-lane roadway and raises concern over increase in traffic congestion and associated health issues. • States that traffic is extreme at peak hours. • States the traffic study was completed 8 years ago and does not take into account new development and disagrees with the traffic study's proposed left in/left out arrangement for Cowan Road as it would significantly increase travel times for Cowan Road residents. • Identifies lack of public transport available along Mona Vale Road/Ryde Road to Macquarie Park, would further exacerbate traffic congestion due to car reliance. • Points out the lack of street parking for visitors and deliveries to existing Cowan Road residences, parking is taken by visitors to St Ives Shopping Centre. • Suggests infrastructure should come before additional residential development. **Trees and Vegetation:** • Objects to any tree loss and associated impacts on wildlife.	The traffic and transport aspects of the Planning Proposal were considered by Council in May 2023. While it was noted there were some constraints, it was noted the site is well positioned to take advantage of improved bus services between Mona Vale and Macquarie Park which are foreshadowed in Future Transport Strategy and the Macquarie Park Strategic Infrastructure and Services Assessment. The site is also within 10 minutes walking time of retail, health/medical, leisure/recreational and community/cultural facilities. Any future development on the Pymble Golf Club site will be required to deliver parking for its residents and visitors in accordance with the parking requirements in Council's DCP. The proposal is not expected to have significant additional impact on the operation of the key nearby intersections, with only minor increases in average delay at the intersection of Cowan Road/Village Green Parade and the intersection of Killeaton Street/Cowan Road, where future traffic signals are planned at this intersection, as well as other intersection upgrades in St Ives as identified in the Ku-ring-gai Contributions Plan 2010. Discussions are ongoing with Transport for NSW regarding other upgrades in St Ives associated with any potential future redevelopment of St Ives Shopping Village. The objectives and controls within Part 140.1 of the Draft DCP require the planting of tall canopy trees as part of any future development. Development Application (DA) requirements will require any justification for tree removal.	No change
7 **Resident**	**Trees and Vegetation:** • Raises concern regarding tree preservation when the built form sits within the tree canopy. • Seeks assurance that trees within Area 1 will be preserved.	The Draft DCP does not identify specific trees for retention or removal. Tree impacts will be investigated as part of any future Development Application (DA) on the site.	No change
8 **Resident**	**Height:** • Objects to proposed high rise development on the Pymble Golf Club land. • Considers the proposed height is out of character with surrounding two and three storey development and suggests four storey development is appropriate. • Concern that the proposal will lead to a loss of open space on the Golf Club land should the Golf Club choose to develop more of its land.	Height of building standards are covered by the Ku-ring-gai Local Environmental Plan (2015). It is not a matter for consideration in the DCP. Further residential development will require the Pymble Golf Club to submit a further Planning Proposal to amend the Ku-ring-gai Local Environmental Plan (2015) height and land zoning map.	No change
9 **Council Landscape Staff**	**Setback to heritage cottages** • Questions the 1m setback to part of the northern boundary adjacent to the heritage cottage: States it is inconsistent with Council's side setbacks (1.5m for single storey building) and prevents the necessary landscape provisions to the side boundary for screening and shrub/tree provision. • Requests a setback of between 1.5m and 2m to the side boundary. 	It is acknowledged that this setback is inconsistent with low density residential side setbacks across Ku-ring-gai and will be unable to deliver the path and landscape requirements for side setbacks. These are important for the amenity of the cottage, to screen the neighbouring development and to maintain the prevailing Ku-ring-gai character of built form within a garden setting including tall trees. It is noted that no setbacks are provided between the two cottages nor to the cottage to the south. This provides flexibility of location and ability to accommodate improved land use to the northern boundary.	It is recommended to amend the DCP as follows: **Figure 140.3-1** Amend setback from 1m to 1.5m

Attachment A2

Draft Part 14O - Pymble Golf Club and Part 18R Greenweb Map Sheet 13

- **Text to be amended is shown in red.**
- **Existing text remains in black ink.**

DRAFT

PART 14O

PYMBLE GOLF CLUB

Pymble Golf Club

14O.1 Urban Precinct
14O.2 Pedestrian and Vehicular Access
14O.3 Building Setbacks
14O.4 Built Form
14O.5 Heritage

DRAFT

14O.1 URBAN PRECINCT: PYMBLE GOLF CLUB

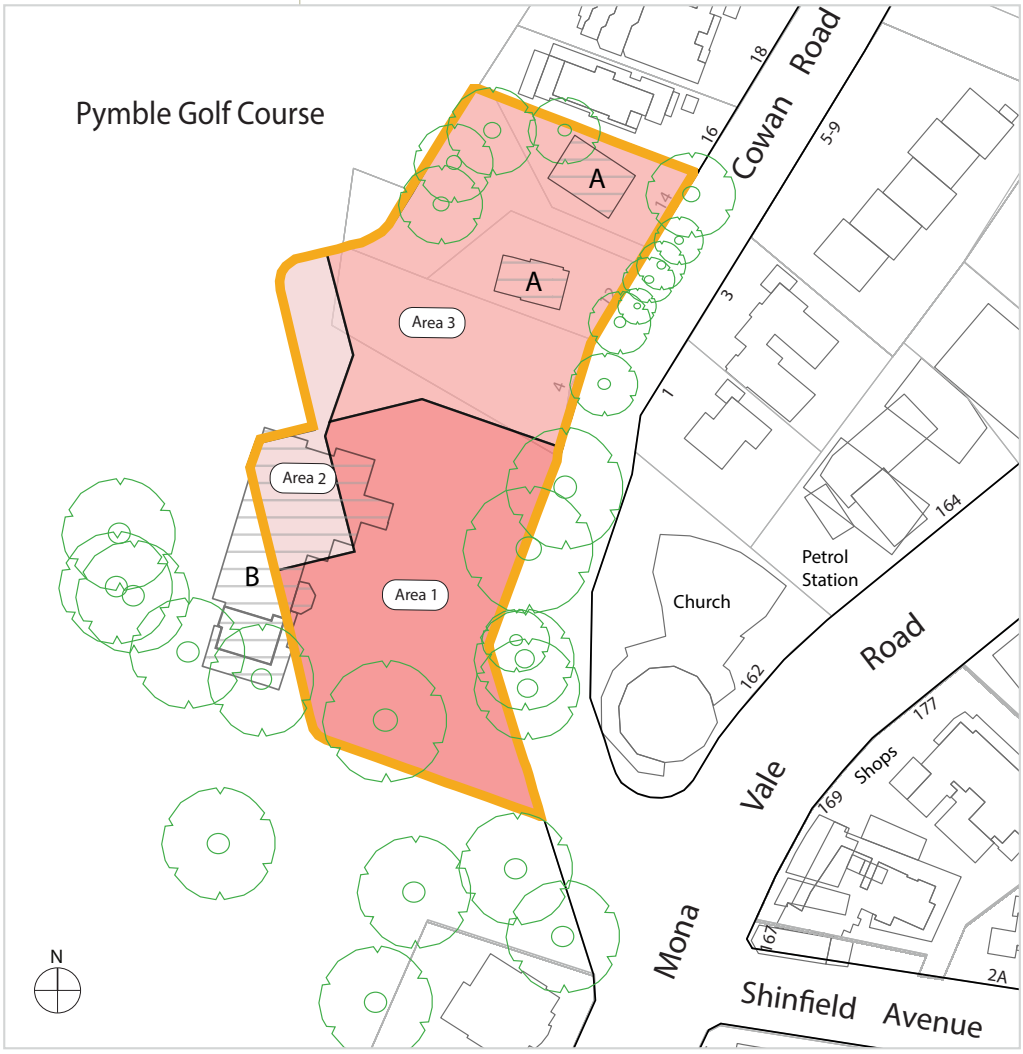

Figure 14O.1-1:
Urban Precinct: Pymble Golf Club

Legend

- Pymble Golf Club Precinct Boundary
- Area 1
- Area 2
- Area 3
- A — Heritage Cottage to be relocated
- B — Pymble Golf Club Clubhouse to be removed and relocated
- Existing Trees

DRAFT

14O.1 URBAN PRECINCT: PYMBLE GOLF CLUB (continued)

Objectives

Refer to

Objectives and Controls

Part 14A.1

Urban Precincts

1 *To ensure new built form is integrated into the existing landscape to reflect the Ku-ring-gai character of buildings within a garden setting including tall canopy trees.*

2 *To reduce the impacts of bulk and scale on adjacent residential neighbourhoods, and on the Pymble golf course and clubhouse.*

3 *To ensure long term improvement and protection of the Blue Gum High Forest community.*

4 *To retain the heritage character of the on-site cottages.*

5 *To ensure separation between the active recreation uses of the Pymble Golf Club and the new residential use.*

Controls

Planned Future Character

The site is located at 4, 12 and 14 Cowan Road, St Ives. The land comprises of part of the Pymble Golf Club, now rezoned to permit high density housing. The site adjoins medium density residential housing to the north and south, and a church, petrol station and shops to the east. The Pymble Golf Club clubhouse and golf links will remain to the West and South of the new residential area.

The planned future character requires the retention of the Golf Club facility and the visual presence of its main entry on Cowan Road.

Any future development is to reflect Ku-ring-gai's character of high-quality dwellings in a landscaped garden setting, including tall canopy trees.

The site comprises of 3 areas illustrated in 14.O.1-1 that are zoned for residential development as follows:

i) Area 1 - High density apartment buildings;

ii) Area 2 - Medium density apartment buildings to facilitate the interface with Pymble Golf Club;

iii) Area 3 - Medium density apartment buildings to facilitate interface to medium density residential neighbourhood to the North and relocated Heritage Cottages.

Housing on the site will allow for a mix of unit typologies.

Residential flat buildings are to provide high quality integration into their landscaped setting and include tall canopy trees and screening shrubs to adjoining neighbouring dwellings and to the adjacent Clubhouse and Golf Course.

1 All future development of the site is to support and enhance the planned future character of the site. This is to be achieved through compliance with the site-specific requirements stipulated in this Part 14O of the DCP, and compliance with other relevant parts of Section A, B and C of the DCP.

2 Where there is an inconsistency between Part 14O and other sections of the DCP, the controls in Part 14O will prevail to the extent of that inconsistency.

3 New development is to include the following key components:

a. setbacks that provide suitable separation and transition between high density, low density and medium density residential development, and to the Pymble Golf Club recreation areas;

b. crime prevention through environmental design (CPTED), including passive surveillance;

c. water sensitive urban design (WSUD) measures to meet the requirements outlined in 24C.3 and 24C.6 of the DCP;

d. retention of existing vegetation including Blue Gum High Forest communities within and adjacent to the site;

e. conservation of the on site retained and relocated cottages at 12 and 14 Cowan Road;

f. appropriate treatments are to be incorporated at the interface between the residential development and Pymble Golf Club recreation areas, including landscape screening, vegetation and fencing.

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14O.2 PEDESTRIAN AND VEHICULAR ACCESS

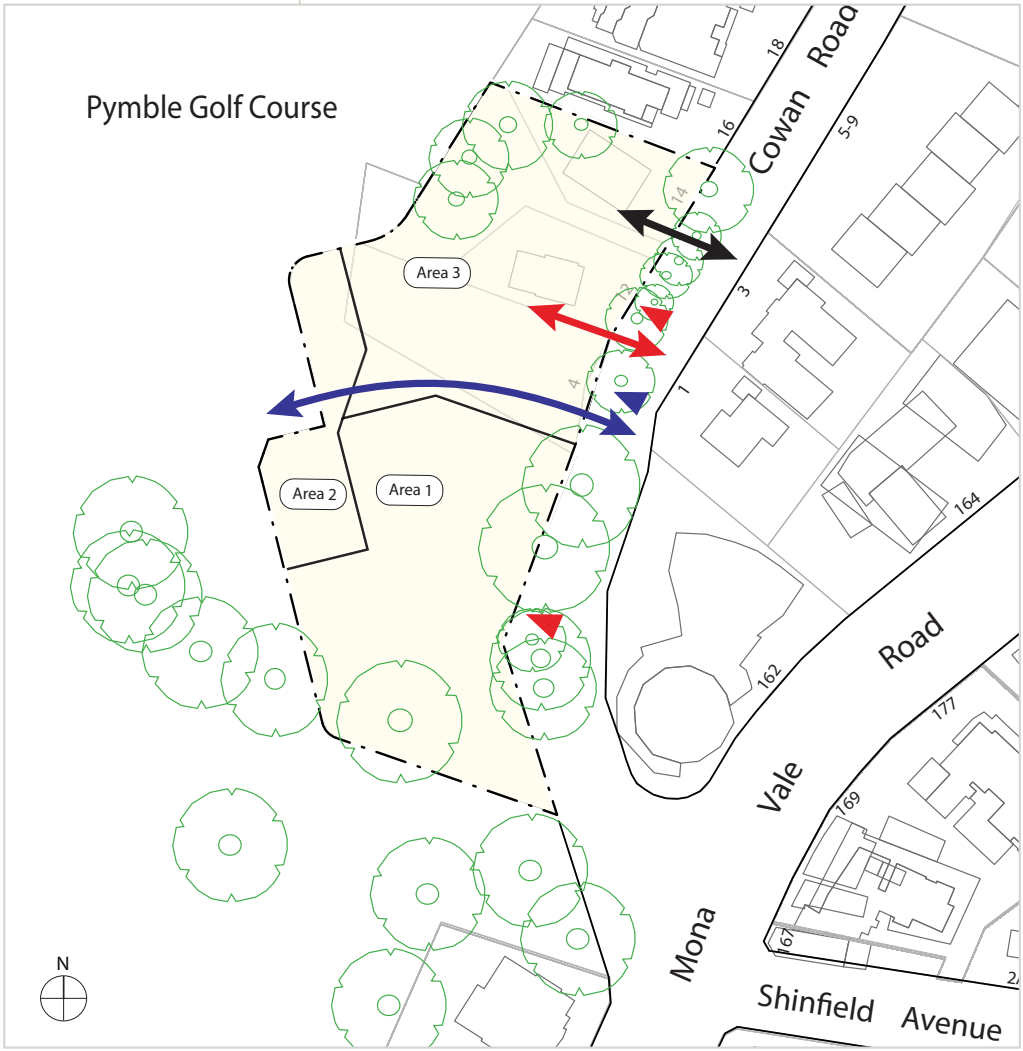

Figure 14O.2-1:
Pedestrian and Vehicular Access: Pymble Golf Club

Legend

- Site Boundary
- Pymble Golf Club Pedestrian Access
- Pymble Golf Club Pedestrian and Vehicular Access
- Residential Pedestrian Access
- Residential Vehicular Access
- Existing Driveway Location to be retained
- Existing Trees

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14O.2 PEDESTRIAN AND VEHICULAR ACCESS (continued)

Objectives

Refer to

Objectives and Controls

Part 14A.1

Urban Precincts

1 *To provide vehicle and pedestrian access into the residential area and into Pymble Golf Club site.*

2 *To ensure the Pymble Golf Club retains a functional and visual presence on Cowan Road with a new dedicated driveway and front gates*

3 *To provide separation of residential and Pymble Golf Club vehicular and pedestrian access.*

4 *To ensure unobstructed access for service vehicles into the Pymble Golf Club site.*

5 *To ensure vehicle access and parking does not undermine deep soil, landscaping and the provision of tall trees adjacent to the residential building.*

6 *To balance built form and landscaped areas including tall trees and shrubs.*

Controls

1 The following are to be provided:

i) retention and protection of existing significant vegetation;

ii) separate vehicular access and pedestrian footpaths to the residential site and to the Pymble Golf Club;

iii) a single two-way vehicular access point to Cowan Road to the residential site. Basement parking between residential buildings may be linked via ~~an~~ one underground tunnel used only for car ~~movement.~~ and service vehcicle movement. Parking is only to be provided under the building footprint.

2 The Pymble Golf Club two way access point is to be a minimum of 13m in width and is to include:

i) a two-lane driveway for two-way traffic, each lane must have a minimum 3.5m unobstructed width for the total length of the driveway;

ii) a separate 1.5m wide footpath;

iii) a prominent entry off Cowan Road utilising signage and materials. If required, the entry may be wider at Cowan Road to a maximum of 20m wide, returning to the specified 13m.

iv) Landscaped verges on each side of the driveway & footpath combined that include medium canopy trees;

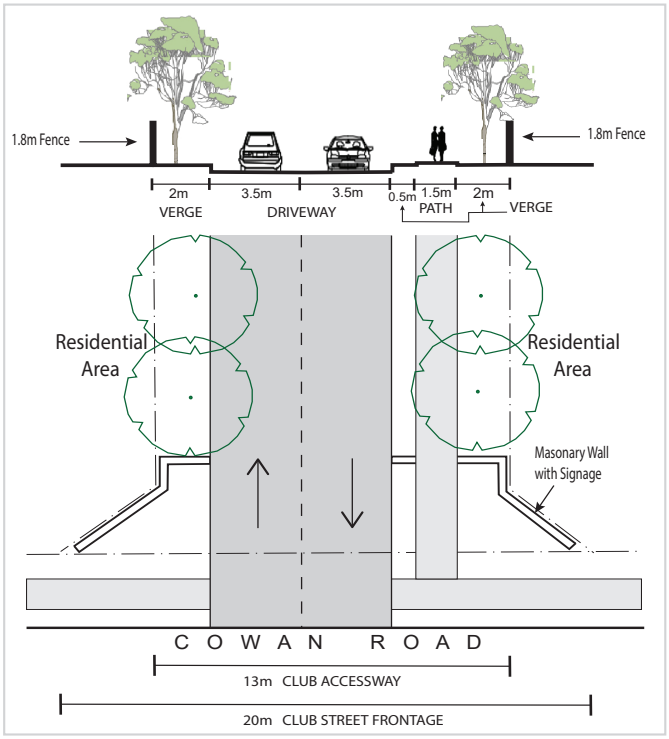

Figure 14O.2-2:
Pymble Golf Club Vehicular and Pedestrian Access from Cowan Road

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14O.3 BUILDING SETBACKS

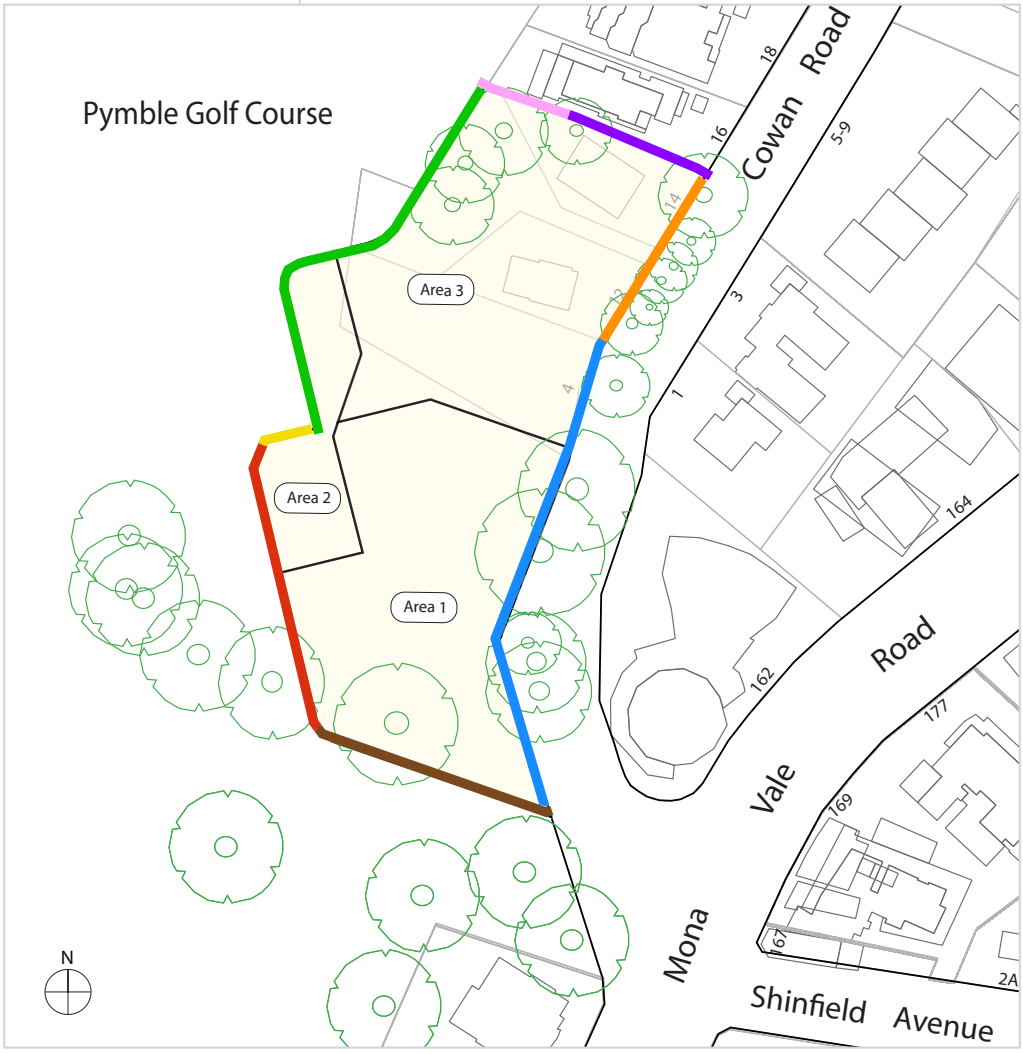

Figure 14O.3-1:
Setbacks: Pymble Golf Club

Legend

Setbacks

- ~~1m~~ 1.5m
- 2m
- 6m
- 8m
- 9m
- 10m
- 11m
- 19m
- Existing Trees

DRAFT

14O.3 BUILDING SETBACKS (continued)

Objectives

Refer to

Objectives and Controls

Part 14A.1

Urban Precincts

1 *To provide building setbacks that allow the retention of established vegetation and planting of new vegetation, including tall trees, to enhance the Ku-ring-gai landscape character of built form with a garden setting, including tall canopy trees.*

2 *To create a cohesive streetscape with landscaped setbacks to Cowan Road.*

3 *To ensure provision of generous deep soil and landscaping areas that support tree planting.*

4 *To ensure long term improvement and protection of the Blue Gum High Forest.*

Controls

1 Building setbacks are to be in accordance with Figure 14O-3.

2 Buildings adjacent to the relocated heritage cottages and driveway and pedestrian access to the Pymble Golf Club must be setback from the fourth storey and above.

3 Front setbacks to Cowan Road must be a minimum of 10m, increasing to 12m where required to retain existing vegetation identified as part of the Blue Gum High Forest critically endangered ecological community.

   i) a reduced setback of 8m is permitted in front of the relocated heritage cottages at 12 & 14 Cowan Road;

   ii) all front setbacks must comprise deep soil zones.

4 New buildings must be set back a minimum of 12m from relocated heritage cottages.

5 All setbacks are to be densely landscaped with tall ~~canopy~~ trees, large shrubs, ~~hedging~~, and screening vegetation to provide ~~enhance~~ privacy ~~for~~ to adjoining properties and reduce ~~noise transmission~~ impacts from communal open spaces and balconies.

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14O.4 BUILT FORM

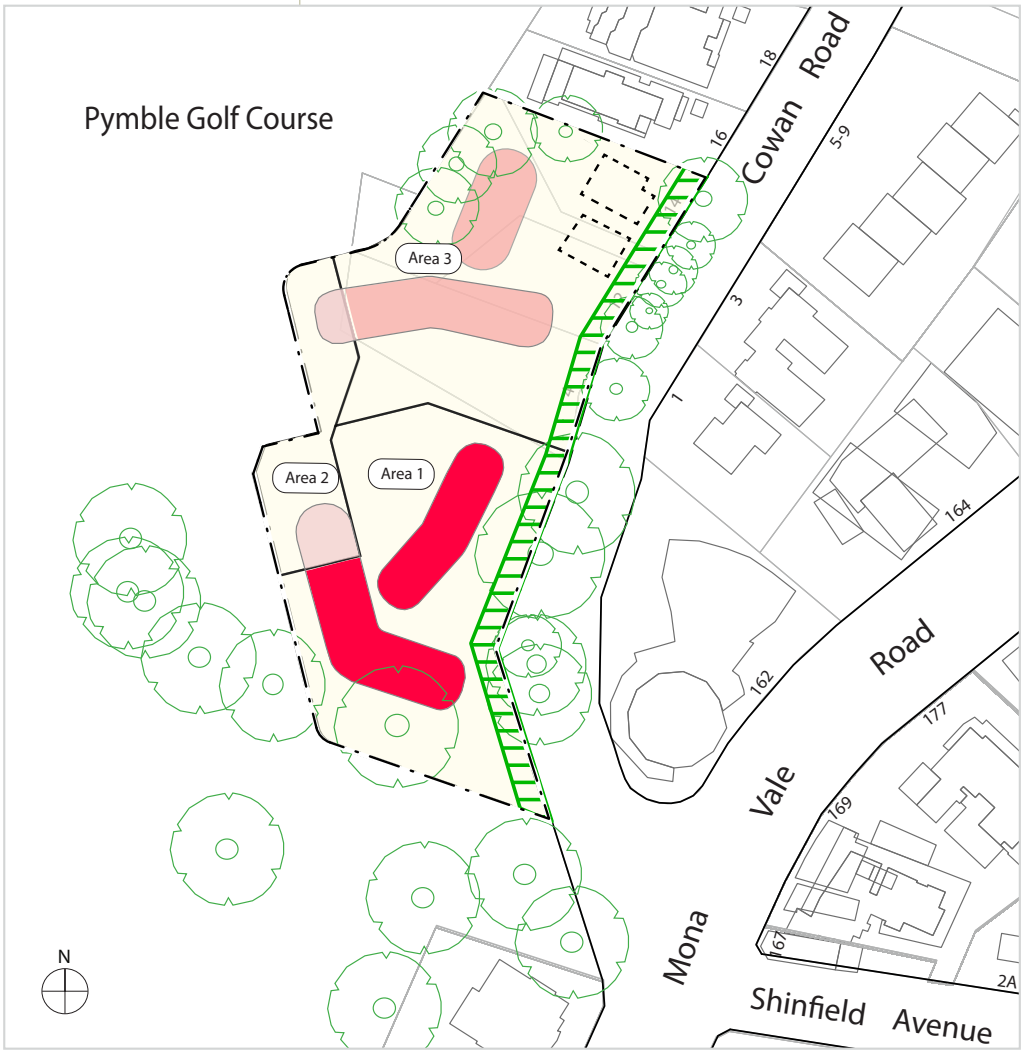

Figure 14O.4-1:
Built Form: Pymble Golf Club

Legend

- Site Boundary
- Existing Trees
- Indicitive relocation of Heritage Cottage
- Landscaped Area Buffer

Potential location of buildings

- 5 Storey
- 4 Storey
- 3 Storey

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14O.4 BUILT FORM (continued)

Objectives

Refer to

Objectives and Controls

Part 14A.1

Urban Precincts

1 To reduce bulk and scale impacts on the streetscape, heritage items and neighbouring properties.

2 To preserve the visual amenity of neighbouring properties, the Pymble Golf Club clubhouse and the golf course lands.

3 To ensure long term improvement and protection of the Blue Gum High Forest.

4 To ensure new residential buildings are viewed in a landscaped setting with high quality gardens and canopy trees.

Controls

1 Built form is to comply with the following:

i) Area 1: A maximum of 5 storeys with top storey set backs;

ii) Area 2: A maximum of 3 storeys; ~~with top storey set backs;~~

iii) Area 3: A maximum of 4 storeys with top storey set backs.

2 The Cowan Road frontage must include clearly defined building entries, balconies or communal rooms to promote passive surveillance and a positive public interface.

3 A Vegetation Management Plan addressing the ongoing management of the Blue Gum High Forest within the site is to be prepared by an appropriately qualified consultant.

4 Landscaping is to be consistent to established landscape and retain elements, including vegetation identified as part of the Blue Gum High Forest Community.

5 Fencing is provided on the boundary to Cowan Road and between residential uses and Pymble Golf Club.

6 All fencing is to be a dark-coloured open metal palisade style fence mounted on a solid sandstone base that is between 200mm and 450mm in height. Total fence heights including the sandstone base are to be provided as follows:

vii) 1200mm adjoining Cowan Road Street Frontage;

viii) 1800mm adjoining neighbouring residential properties;

ix) 1800mm adjoining the new residential area and the Pymble Golf Club, including along the Pymble Golf Club access driveway.

Note: This fencing control does not apply to the heritage items. Refer to Part 19 Heritage Item Fencing.

7 Signage identifying the Pymble Golf Club is to be provided as follows:

viii) located on masonry walls;

ix) one sign per side of entry driveway;

x) in proportion to the scale of the masonry walls; ~~and maximum of 5 sqm;~~

xi) not illuminated.

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14O.5 HERITAGE

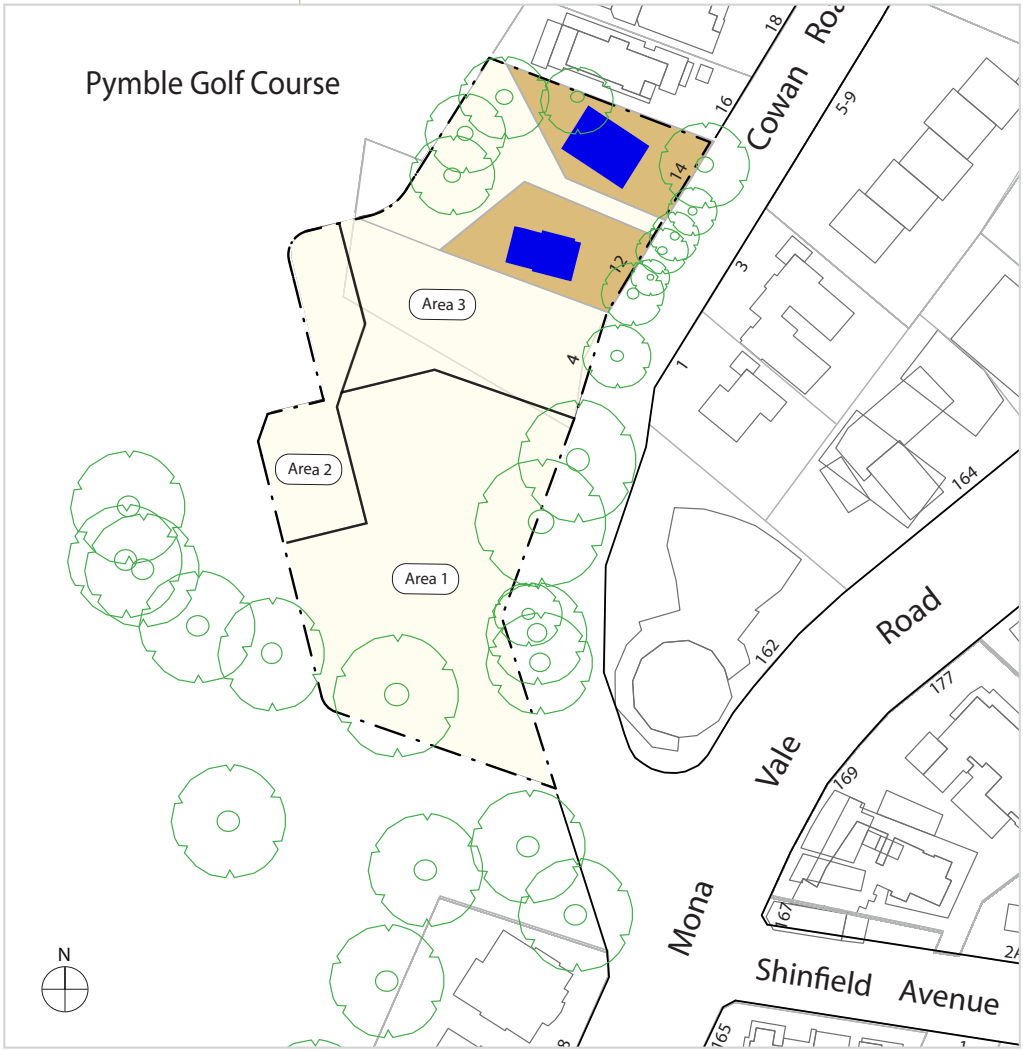


Figure 14O.5-1:
Heritage: Pymble Golf Club

Legend

- Site Boundary
- Heritage Item
- Heritage Cottage
- Existing Trees

DRAFT

Objectives

Refer to

Objectives and Controls

Part 14A.1

Urban Precincts

1 *To conserve the Heritage Items and ensure new buildings respond to the scale, design, setting and character of the items.*

2 *To ensure any adaptive reuse and restoration of the Heritage Item retains the integrity of the Items.*

3 *To establish an appropriate curtilage for the cottages, which encourages their appreciation and longevity as part of the wider development.*

Controls

1 Relocation, repair and re-use of the cottages at 12 and 14 Cowan Road is to be informed with the advice by a heritage consultant and structural engineer.

2 In considering the relocation, repair and re-use of the cottages, Council will assess:

i) the significance of the building;

ii) its contribution to the streetscape;

iii) opportunities for adaptive re-use of the building.

4 The relocated cottages must remain oriented towards Cowan Road.

5 The proposed future Curtilage Area is to be maintained around the two relocated heritage cottages, ~~with suitable landscaping~~ as per figure 14O.5-2, and include suitable landscaping.

6 New timber picket fencing to Cowan Road street frontage no higher than 1.2m, and vegetation timber brush or timber lap & cap to side and rear boundaries.

Note: Refer to Objectives and Controls in Part 19 Heritage.

Figure 14O.5-2:
Heritage Curtilage Area of 2 listed Cottages.

Legend

- Site Boundary
- 12m Heritage Curtilage from face of relocated cottages
- Heritage Curtilage Area
- Existing Location of Heritage Cottage
- Indicitive Relocation of Heritage Cottage

Ku-ring-gai Development Control Plan

Greenweb Map -
Greenweb Map - Sheet_ 013

DCP Greenweb Categories

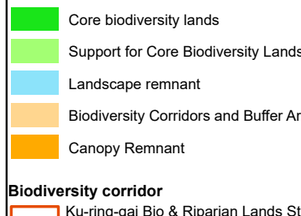
- Core biodiversity lands
- Support for Core Biodiversity Lands
- Landscape remnant
- Biodiversity Corridors and Buffer Areas
- Canopy Remnant

Biodiversity corridor

- Ku-ring-gai Bio & Riparian Lands Study - Version 5

Cadastre

- Cadastre 22/03/2024 © Spatial Services



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0 240 m

Projection: GDA 1994
MGA Zone 56

Scale: 1:10,000 @ A3

Map identification number: 4500_COM_BIO_013_010_20240322

DUAL OCCUPANCY DEVELOPMENT CONTROL PLAN

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	For Council to consider the amendment of the *Ku-ring-gai Development Control Plan* to include controls for dual occupancy development and endorse its public exhibition.
BACKGROUND:	In July 2024 the NSW Government permitted dual occupancy on R2 Low Density Residential land within Ku-ring-gai, except for land with bushfire risk, heritage items, or within a Transport Orientated Development Area. On 18 March 2025 Council endorsed a 1015 sqm minimum lot size for Dual Occupancies and resolved to prepare dual occupancy standards for inclusion into the *Ku-ring-gai Local Environmental Plan 2015* and the *Ku-ring-gai Development Control Plan*. The Department of Planning, Housing and Infrastructure gazetted the minimum lot size on 31 October 2025. In accordance with Council's resolution, a Floor Space Ratio standard for inclusion into the *Ku-ring-gai Local Environmental Plan 2015*, via a planning proposal, was reported to Council on 19 August 2025. Council resolved to progress the planning proposal to Gateway Determination. The Gateway Determination is imminent.
COMMENTS:	In accordance with Council's 18 March 2025 resolution, dual occupancy controls have now been developed for inclusion into the *Ku-ring-gai Development Control Plan*. The standards have been developed by Council staff. The methodology for developing the draft controls has been based on the detailed testing of dual occupancy typologies with reference to key studies and policy documents. Given the NSW government has gazetted the 1015 sqm minimum lot size for dual occupancy, there is now urgency to have controls in place to avoid ambiguity and provide certainty for both residents and Council on the outcomes through the development assessment process.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	A. That Council endorse the proposed amendment to the *Ku-ring-gai Development Control Plan* to include dual occupancy development controls, as detailed in Attachment A1 of this report. B. That the dual occupancy development controls be placed on public exhibition in accordance with provisions under the *Environmental Planning and Assessment Regulation 2000.*

PURPOSE OF REPORT

For Council to consider the amendment of the *Ku-ring-gai Development Control Plan* to include controls for dual occupancy development and endorse its public exhibition.

BACKGROUND

Ku-ring-gai Council's planning controls have historically restricted dual occupancy development due to concerns regarding small lot subdivision patterns, their ability to support deep soil and tree provision, and impacts on the established and historical high-quality character of built form in garden settings including canopy trees, across the local government area and within Heritage Conservation Areas.

Currently, dual occupancy in the Ku-ring-gai local government area is limited to a number of specified sites that are over 1200 sqm in area (with each dual occupancy dwelling having a minimum site area of 550 sqm). The sites are also generally corner lots that enable easy access and suitable distances between driveways for street tree planting. These sites are listed in the *Ku-ring-gai Local Environmental Plan 2015 - Schedule 1 Additional Permitted Uses*.

NSW Government permits dual occupancy

In July 2024 the NSW Government permitted dual occupancy on all R2 Low Density Residential land within Ku-ring-gai, except for land with bushfire risk, heritage items, or within a Transport Oriented Development area. At that time, the NSW Government temporarily suspended the complying development pathway for dual occupancies to allow Council to nominate a minimum lot size, able to deliver dual occupancies that would assimilate into the established area. The complying development pathway currently enables dual occupancy on a minimum 400 sqm lot size. It is recognised that intensified development on such small lot sizes would irreversibly alter key characteristics of most established local areas across Sydney where lot sizes are generally double or triple this size.

With the recent gazettal, complying development within Ku-ring-gai will now require a minimum lot size of 1015 sqm for Dual Occupancy developments.

Since July 2024 Council has received several development applications for dual occupancies on varied lot sizes. These have been considered under merit assessment as there are very limited dual occupancy controls in the *Ku-ring-gai Development Control Plan*.

Dual occupancy minimum lot size

In Ku-ring-gai, the larger lot sizes are fundamental to sustaining the local area character and its tall canopy trees. Ku-ring-gai also has a significant population of critically endangered Blue Gum High Forests and Sydney Turpentine Ironbark Forests located within private land. Larger lot sizes provide some opportunity to retain these vegetation communities and other canopy trees, although it is recognised that this typology will result in an inevitable loss of Ku-ring-gai's existing canopy cover.

On 18 March 2025, following significant public consultation, Council endorsed a 1015 sqm minimum lot size and prepared dual occupancy standards for inclusion into the *Ku-ring-gai Local Environmental Plan 2015* and the *Ku-ring-gai Development Control Plan* as follows:

A. That Council endorse a minimum lot size of 1015 sqm for dual occupancy development within the Ku-ring-gai local government area R2 (Low Density Residential) zones, excluding bushfire prone land, heritage items and land within a TOD area, and forward it to the Department of Planning, Housing and Infrastructure for finalisation as indicated in this report.

B. That Council prepare planning controls and development standards based on the 1015 sqm minimum lot size, for inclusion into the Ku-ring-gai Local Environmental Plan 2015 and the Ku-ring-gai Development Control Plan, and report these back to Council.

C. That the Director Strategy and Environment be given delegation to correct errors and improve clarification, provided it does not alter the direction of the minimum lot size and minimum lot width.

On 31 October 2025, the Department of Planning, Housing and Infrastructure (DPHI) gazetted Ku-ring-gai Council's 1015 sqm minimum lot size.

All dual occupancy development applications (outside the Local Housing Areas) will require a 1015 sqm minimum lot size.

All complying development dual occupancy applications anywhere within the Ku-ring-gai local government area will require a 1015 sqm minimum lot size.

Dual occupancy floor space ratio

In accordance with Council's 18 March 2025 resolution B, a Floor Space Ratio standard for inclusion into the *Ku-ring-gai Local Environmental Plan 2015*, via a Planning Proposal, was reported to Council on 19 August 2025.

Council resolved to progress the Planning Proposal, applying 0.5:1 FSR to 1015 sqm lots (with a sliding scale for larger lots) and amend the Gateway Determination as follows:

A. That Council support the proposed FSR for dual occupancy as outlined in this report and progress the Planning Proposal to the Department of Planning, Housing and Infrastructure for a Gateway Determination to enable its exhibition and public consultation.

B. That Council seek the authority to finalise the Planning Proposal under delegation.

It is understood that a Gateway Determination is likely to be issued in November 2025 at which time it will be publicly exhibited. If received in time, it will be exhibited with the proposed dual occupancy controls subject of this report, otherwise a separate exhibition will be put in place upon receipt.

Dual Occupancy Development Controls

In accordance with Council's 18 March 2025 resolution B, Council staff commenced preparation of dual occupancy controls for inclusion into the *Ku-ring-gai Development Control Plan*. The dual occupancy controls will work with the minimum lot size and the floor space ratio standards to deliver development that better assimilates into the Ku-ring-gai character.

COMMENTS

Existing dual occupancy controls in the Ku-ring-gai DCP

At present, dual occupancy development application determination relies on merit assessment based on the prevailing development standards of the R2 Low Density Residential land they are located within. These standards are found in Part 4 Dwelling Houses of the DCP alongside the very limited dual occupancy controls. Transposing those standards to the assessment of dual occupancy development applications is challenging, cannot be applied consistently and open to challenge; therefore, it is important to include specific controls able to deliver dual occupancy across Ku-ring-gai in a considered manner that respects the dominant values and character of the area.

The dual occupancy controls included in Part 4 Dwelling Houses were developed to address specific sites listed in the *Ku-ring-gai Local Environmental Plan 2015* (KLEP 2015). The proposed new controls will supersede these existing standards. The proposed new standards will apply to all dual occupancy development within Ku-ring-gai including those currently listed within the KLEP 2015 Additional Permitted Uses.

Methodology to develop DCP dual occupancy controls

Dual occupancy controls and objectives for insertion into the Ku-ring-gai DCP have been developed by Council's architectural, urban design, planning, traffic engineering and landscape staff and workshopped with Council's Development Assessment team.

The methodology for developing the proposed dual occupancy DCP controls has been based on the detailed testing of dual occupancy typologies across the most representative lot sizes within Ku-ring-gai.

Council's adopted 1015 sqm lot was identified as the minimum lot size for dual occupancy development. Lots between 1015 sqm and 1250 sqm were used for testing the development controls as these represented approximately 50% of all lots eligible for this type of housing. This approach ensured that the resulting controls would be achievable on these sites, with larger sites easily able to deliver the same outcomes. Testing was undertaken across a range of lot widths, including 15m, 20m and 25m.

The development of the draft DCP controls has been based on the following:

- *Dual Occupancy Lot Size Study, Hill Thalis (December 2024)*

This study's focus was the establishment of a lot size that would be consistent with the *Ku-ring-gai Local Strategic Planning Statement*, the *Ku-ring-gai Local Environmental Plan 2015*, and the *Ku-ring-gai Development Control Plan*. It acknowledged that Ku-ring-gai's current public policies have been established to ensure that as our cities increase in density, all development occurs through a well-coordinated and evidence-based framework that retains the area's values.

This study has provided key reference material to inform the dual occupancy DCP development control testing on potential dual occupancy development patterns, lot characteristics, and design responses relevant to Ku-ring-gai's established residential areas.

- *Dual Occupancy Standards Testing, Ku-ring-gai Council (June 2025)*

  This study was conducted to investigate an appropriate floor space ratio for dual occupancy development within Ku-ring-gai. The testing provided the rationale for the proposed 0.5:1 floor space ratio (currently being considered by DPHI for a Gateway) based on Council's adopted 1015 sqm minimum lot size. The testing included preliminary dual occupancy development controls able to be delivered within the lot size and floor space ratio parameters.

  These preliminary controls have informed the preparation of the dual occupancy DCP controls.

- *SEPP (Exempt and Complying Development Codes) 2008*

  The key challenge for Ku-ring-gai is the development of dual occupancies through the complying development pathway under the *SEPP (Exempt and Complying Development Codes) 2008* (SEPP). It is acknowledged that the lesser standards enabled through this pathway will undermine the high-quality fabric of the local government area as is already being witnessed with dwelling houses being developed through complying development. However, it is understood that in order to access the complying development pathway, proposals must deliver all the required standards under the SEPP. Where residents cannot meet those standards, they are able to apply for dual occupancy dwellings via a development application.

  To inform the development of the dual occupancy DCP controls, all the existing complying development (CDC) standards under the SEPP were modelled to understand the development outcomes achievable through that pathway. This analysis provided a benchmark for assessing where the CDC standards may be overly restrictive or result in outcomes inconsistent with Ku-ring-gai's established landscape character. In response, elements such as dwelling layouts and landscaping requirements behind the building line and tree placement were refined to create a more flexible development application (DA) pathway, enabling improved design, better streetscape and local character assimilation, deep soil, tree provision and landscaping outcomes, while maintaining high standards of amenity and neighbourhood compatibility.

- *Ku-ring-gai Development Control Plan: Part 4 Dwelling Houses*

  The proposed DCP controls were subsequently benchmarked against the existing DCP Part 4 controls for Dwelling Houses. This was to ensure that dual occupancy development remained consistent with the established character of Ku-ring-gai's low density residential

areas where it will be located. This iterative and evidence-based process, encompassing testing, comparison, and refinement, resulted in a suite of DCP provisions that sit between the State government's complying development standards and Council's existing DA framework.

The proposed approach seeks to balance development feasibility with design quality, ensuring that dual occupancies contribute positively to local character while offering a viable and equitable alternative to the CDC pathway.

Proposed DCP Amendments

A comprehensive suite of development controls with associated objectives has been developed to guide future dual occupancy development within Ku-ring-gai and assist in development application assessments. These controls may be viewed at Attachment A1 to this report. Associated DCP amendments resulting from the insertion of the new dual occupancy controls will also be required to avoid conflict and ensure consistency across the wider DCP. These amendments are provided at Attachment A2 to this report.

In total, the following amendments are proposed to the DCP:

- *Part 5 – Dual Occupancy* (Attachment A1)
  - A new section will be inserted into the DCP under Part 5.
  - The existing Part 5 Secondary Dwellings will be renumbered to Part 4.2 linking with the existing Part 4 Dwelling Houses, which will also be renumbered to Part 4.1 to reflect that link.
- *Part 1B – Dictionary* (Attachment A2)
  - The following definitions will be inserted to clarify terms within the new dual occupancy controls:
    - dual occupancy; dual occupancy (attached); dual occupancy (detached);
    - heat island effect;
    - parent lot; and
    - steeply sloping site
- *Part 4 – Dwelling Houses* (Attachment A2)
  - The following controls and objective relating to dual occupancies will be deleted as they are superseded by the proposed new; subject of this report:
    - Introduction - Paragraph 1; Item (x).
    - 4A.2 Building Setbacks - Control 6, 7, 8; Objective 8; and
    - 4A.3 Built-Upon Area - Control 3.

- *Part 22R.1 - Car Parking Rates* (Attachment A2)

  - The existing dual occupancy parking rates will be amended to relate to bedroom numbers instead of floor area as this is easier for the general public to understand and provides finite numbers.

Next steps

The process following the preparation of the dual occupancy DCP is as follows:

1. Reporting of the dual occupancy DCP to Council, seeking endorsement for exhibition.
2. Upon adoption, public exhibition for 28 days in accordance with Council's Community Participation Plan.
3. Post-exhibition report back to Council on submissions to the exhibition and seeking finalisation and adoption of the DCP.
4. Make the DCP effective and provide access to it on Council's website.

Urgency to adopt the dual occupancy DCP

Given the NSW Government gazetted the 1015 sqm minimum lot size for dual occupancy on 31 October 2025, Council can expect residents to commence complying development applications on their properties. Where this pathway is not possible, it is likely residents will pursue the development application avenue.

It is vital that the dual occupancy DCP controls be put in place as soon as possible to guide development applications and limit the necessity for LEC proceedings where there is dispute. Having the DCP controls in place avoids ambiguity and provides certainty for both residents and Council on the outcomes through the development application process.

Should Council endorse the public exhibition of the Dual Occupancy DCP, it will be exhibited for 28 days in accordance with Council's Community Participation Plan. Given the urgency to have controls in place, the exhibition will occur immediately after Council's endorsement. This will avoid the Christmas holiday period and provide sufficient time to prepare a report back to Council in the first 2026 Council meeting scheduled for February 2026.

INTEGRATED PLANNING AND REPORTING

Outcome 2: Sustainable urban growth and change

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
U2: Ensure land use strategies, plans and processes are in place to protect existing character and effectively manage growth and change.	U2.3: Strategies, plans and processes are prepared, implemented and reviewed to effectively manage the impact of new development.	U2.3.2: Investigate the inclusion of Local Character Controls within the Ku-ring-gai Development Control Plan.

GOVERNANCE MATTERS

Ku-ring-gai Council's planning controls have historically restricted dual occupancy development. This was due to concerns regarding small lot subdivision patterns and their inability to support the prevailing local character. In July 2024 the NSW Government permitted dual occupancy housing across all land zoned R2 Low Density Residential within Ku-ring-gai.

Council has developed a minimum lot size and a floor space ratio that will enable dual occupancies to bear some relation to the prevailing character of Ku-ring-gai. The minimum lot size of 1015 sqm was gazetted on 31 October 2025. The proposed floor space ratio standards are currently awaiting a Gateway Determination from DPHI so it can go to public consultation. This is expected towards the end of November 2025.

The final step in controlling the outcomes of dual occupancy development, to prevent it completely undermining Ku-ring-gai's prevailing landscape character, is the insertion of specific development controls into the DCP, as described in this report, that will enable the delivery of considered development that assimilates into the existing low density residential areas where it will be located.

RISK IMPLICATION STATEMENT

At present Ku-ring-gai Council has very few standards relating to dual occupancy development across the local government area, relying on the prevailing low-density standards applying to single dwellings. Without DCP standards to guide the delivery of dual occupancy development, applications will continue to be assessed on merit by Council staff resulting in inconsistent outcomes for the typology across Ku-ring-gai and Court proceedings where there is dispute on the merit assessment.

FINANCIAL CONSIDERATIONS

The cost of preparing this report is covered by the Urban Planning and Heritage budget.

SOCIAL CONSIDERATIONS

Updated planning provisions for dual occupancy development in Ku-ring-gai will assist in increasing housing supply and diversity to support the needs of the changing community and the expected increase in population. Updated DCP controls for dual occupancy development in Ku-ring-gai will enable well designed housing for the future needs of the changing community and the expected increase in population.

ENVIRONMENTAL CONSIDERATIONS

It is acknowledged that this typology will change the local area; however, the approach to planning for dual occupancy within Ku-ring-gai has, as much as possible, made provisions that maintain the prevailing Ku-ring-gai character of buildings within a high quality garden setting that includes canopy trees. In addition, the wider DCP controls, including those relating to tree retention, biodiversity and riparian considerations will continue to apply to the dual occupancy typology.

COMMUNITY CONSULTATION

It is proposed to place the draft DCP amendment on public exhibition for 28 days, during which time the community will be invited to make submissions. The exhibition will be in accordance with Council's *Community Participation Plan* and the *Environmental Planning and Assessment Regulation 2000.*

INTERNAL CONSULTATION

Other sections of Council have been consulted in the preparation of this report including strategic planning staff and a comprehensive workshop has been held with Council's Development Assessment Team.

SUMMARY

In accordance with Council's 18 March 2025 resolution, dual occupancy controls have now been developed for inclusion into the Ku-ring-gai Development Control Plan. The standards have been developed by Council staff. The controls have been based on studies and testing related to existing Council and State policies.

A comprehensive suite of development controls with associated objectives has been created to guide future dual occupancy development within Ku-ring-gai and assist in development application assessments. These controls may be viewed at Attachment A1 to this report. Associated DCP amendments resulting from the insertion of the new dual occupancy controls will be required to avoid conflict and ensure consistency across the wider DCP. These amendments are provided at Attachment A2 to this report.

Should Council support the draft controls subject of this report, all amendments to the DCP to incorporate the dual occupancy controls will be publicly exhibited for 28 days. Given the urgency to have controls in place, the exhibition will occur immediately after Council's endorsement. This will avoid the Christmas holiday period and provide sufficient time to prepare a report back to Council at the meeting scheduled for February 2026.

RECOMMENDATION:

A. That Council endorse the proposed amendment to the *Ku-ring-gai Development Control Plan* to include dual occupancy development controls, as detailed in Attachment A1 of this report.

B. That the dual occupancy development controls be placed on public exhibition in accordance with provisions under the *Environmental Planning and Assessment Regulation 2000.*

C. That delegation be given to the Director, Strategy and Environment to correct any minor amendments or errors and inconsistencies to the draft *Ku-ring-gai Development Control Plan* dual occupancy standards prior to public exhibition.

D. That a report be brought back to Council at the conclusion of the exhibition period.

Rathna Rana
Executive Urban Planner

Craige Wyse
Team Leader Urban Planning

Antony Fabbro
Manager Urban & Heritage Planning

Andrew Watson
Director Strategy & Environment

Attachments:			
	A1⇩	Draft Part 5 Dual Occupancy DCP	2025/364680
	A2⇩	Part 1B, Part 4, Part 22 DCP amendments to align with dual occupancy controls	2025/360308

PART 5

DUAL OCCUPANCY

DUAL OCCUPANCY

Introduction

5A Site Design

5A.1 Local Character and Streetscape

5A.2 Site Layout

5A.3 Building Setbacks

5A.4 Built-Upon Area

5A.5 Landscaping

5B Access and Parking

5B.1 Vehicle Access

5B.2 Car Parking Provision

5B.3 Carports and Garages

5C Building Design and Sustainability

5C.1 Building Envelopes

5C.2 Building Facades

5C.3 Dwelling Design and Layout

5C.4 Private Open Space

5C.5 Solar Access

5C.6 Natural Ventilation

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5C.8 Fencing

5C.9 Waste Management

5C.10 Materials and Finishes

DUAL OCCUPANCY

INTRODUCTION

This Part applies to development for dual occupancy dwellings and associated ancillary development. This Part guides dual occupancy development to be consistent with the aims and objectives of the KLEP 2015. This Part also guides dual occupancy development permitted under Schedule 1 of KLEP 2015.

The aims of this Part are as follows:

i) Encourage development which does not dominate, but harmonises with and contributes to the Ku-ring-gai landscape including tall canopy trees; and, is sympathetic to the street and locality in which it is proposed.

ii) Ensure that each development has sufficient landscaping to contribute to the conservation and replenishment of Ku-ring-gai's tree canopy, including locally occurring native tree species.

iii) Ensure that dual occupancy development within a Heritage Conservation Area or in the vicinity of a Heritage item conserves, protects and is consistent with the heritage character and values.

iv) Minimise the impact of development on adjoining properties.

v) Protect and minimise the impact of development on the natural environment.

vi) Minimise the depletion of raw materials and non-renewable resources.

vii) Ensure that development addresses the needs of the current community without compromising the ability to meet the needs of future generations.

viii) Encourage housing of the highest architectural, environmental and amenity standards.

ix) Manage residential development in a way that embraces innovative design and contemporary lifestyles.

x) Ensure more certain outcomes for applicants and the community.

xi) Ensure that development is in keeping with the prevailing Ku-ring-gai character of buildings within a landscaped garden setting, including tall canopy trees, and is consistent with the built form and streetscape of the area.

In the case of any inconsistency between the controls in Part 5, the controls in Section B will prevail to the extent of the inconsistency.

DUAL OCCUPANCY

PART A

5A Site Design

5A.1 Local Character and Streetscape
5A.2 Site Layout
5A.3 Building Setbacks
5A.4 Built-Upon Area
5A.5 Landscaping

READ WITH
SECTION A **PART 2** – Site Analysis
SECTION B **PART 14** – Local Character, Urban Precincts and Sites **PART 15** – Land Contamination **PART 16** – Bushfire Risk **PART 17** – Riparian Lands **PART 18** – Biodiversity **PART 19** – Heritage and Conservation Areas **PART 20** – Development Near Road or Rail Noise
SECTION C **PART 21** – General Site Design 21.2: Landscape Design **PART 24** – Water Management

SITE DESIGN

DUAL OCCUPANCY

5A.1 LOCAL CHARACTER AND STREETSCAPE

Further controls that may apply:		
SECTION A **PART 13**– Tree and Vegetation Preservation	**SECTION B** **PART 14 -** Local Character Areas, Urban Precincts and Sites **PART 19–** Heritage Items and Heritage Conservation Areas	**SECTION C** **PART 21 –** General Site Design PART 23 **–** General Building Design and Sustainability

Objectives

1 *To ensure dual occupancy development contributes to the greater Ku-ring-gai landscape character of buildings within a landscaped garden setting and surrounded by tall trees.*

2 *To ensure dual occupancy development conserves and enhances the visual character of the street with particular reference to integration of:*

- i) *built form and architecture,*
- ii) *building scale and setbacks;*
- iii) *fencing styles; and*
- iv) *landscaping and trees in gardens and on the public domain.*

3 *To ensure development makes a positive contribution to the public domain and all areas shared by the community.*

4 *To ensure the visual, scenic and environmental qualities on visually prominent sites are maintained by new development on or in the vicinity of prominent sites.*

Controls

Visual Character

1 Design components of new development are to be based on the existing predominant and high quality visual character of the local neighbourhood. The local visual character is to be maintained by considering the following elements:

- i) visibility of the dual occupancy development when viewed from the street, public reserves and adjacent properties and how it integrates into and contributes to the local character;
- ii) relationship to the scale, layout and character of the tree dominated streetscape of Ku-ring-gai including canopy tree provisions within front gardens and on street verges;
- iii) retention and enhancement of features that contribute to Heritage Conservation Area character; and
- iv) front fencing to the street and public domain is to be consistent with the prevailing character of the street (see Section 5C.8: Fencing).

2 The prominent and high quality characteristics of the neighbourhood are to be identified and considered in Part 2 Site Analysis including reference to the Local Character Area and, where relevant, the Heritage Conservation Area and any biodiversity and environmental values.

Note: Visual character or streetscape is created by many features including: lot sizes, fencing, kerbs, setbacks, building separation and spaces between buildings, separation, access arrangements, street tree planting, tall tree canopy backdrop to the horizon, native vegetation and private gardens, as well the architecture of individual residences and their associated structures.

5A.1 LOCAL CHARACTER AND STREETSCAPE (continued)

Controls

Public Domain and Communal Space

3 Development is to integrate with surrounding sites by:

i) being of a scale consistent with the neighbourhood when viewed from the street, public domain or adjoining development;

ii) not exceeding a two storey appearance to the street and to all adjacent sites including neighbouring development and public domain;

iii) having a single storey presentation to the street in a Heritage Conservation Area and adjacent to a Heritage Item in order to be visually consistent with the height and scale of surrounding dwellings. In a two-storey streetscape in a Heritage Conservation Area two-storeys may be acceptable provided integration with the existing character.

iv) integrating built form and soft landscaping (gardens and trees) with the tree canopy that links the public and private domain throughout Ku-ring-gai.

Visually Prominent Sites

4 Development on visually prominent sites is to:

i) be integrated into the existing landscape through the site analysis and design process to minimise its visual dominance;

ii) have a selection of external colours and finishes that are sensitive to the site and integrate into the locality;

iii) retain existing landscape and vegetation elements;

iv) consider views to the site and from the site; and

v) embed the built form into the landscape by including tall trees and shrubs that form a setting for the building.

Note: Refer to dictionary for definition of visually prominent sites.

DUAL OCCUPANCY

5A.2 SITE LAYOUT

Further controls that may apply:		
	SECTION B **PART 19–** Heritage items and Heritage Conservation Areas	**SECTION C** **PART 21 –** General Site Design

Objectives

1 *To maintain street surveillance and safety within and outside the development site.*

2 *To ensure dual occupancy development addresses the street and the public domain.*

3 *To ensure the configuration of the dual occupancy development delivers good amenity to both dual occupancy dwellings and adjoining developments.*

4 *To discourage the use of Front-Back dual occupancy dwelling sites to sites unless they deliver a clear planning benefit, including:*

- *retention of existing dwellings;*
- *protection of mature, vegetation or site features; or,*
- *conservation of heritage fabric and garden settings.*

5 *Orient dwellings to a street frontage to provide active frontages, natural surveillance, and clear, identifiable entries.*

6 *Provide site layouts that support practical pedestrian and vehicle access, with safe and efficient movement.*

Controls

Dwelling Layout and Street Frontage

1 Dual occupancy dwellings are to be configured as follows (refer to Figure 5A.2-1):

i) Side-Side: both dwellings are to face a public road; or,

ii) Front-Back: one dwelling is to face a public road and the second dwelling located behind it; or,

iii) Parallel Road Sites: each dwelling is to face a public road, each with frontage to a different street; or

iv) Corner Sites: each dwelling is to face a public road, one dwelling is to face the primary street, the second dwelling is to face the secondary street; or

v) Battle-Axe Sites: neither dwelling faces a public road.

2 The Front-Back layout will only be permitted where:

i) the existing dwelling facing the street is retained or replaced with a significantly improved architectural building that contributes to the streetscape;

ii) it retains existing trees and landscape features (such as rock outcrops and established gardens);

iii) it assimilates with an adjacent Heritage Conservation Area or Heritage Item.

3 Battle-Axe layouts are discouraged and will only be permitted where they meet all the requirements of Part 5, including but not limited to provisions for landscaping, deep soil, tree planting, private open space, built upon area, setbacks and building separation.

Lot Width

4 The Parent Lot is to have a minimum width at the street front building line as follows

Dwelling layout	Minimum lot width
Side-Side	15m
Front-Back	25m
Parallel Road Site	12m to both frontages
Corner Site	15m to one frontage
Battle-Axe Sites	25m

Controls

7 *Respond to the opportunities and constraints of each site, including corner lots, secondary road access, and existing natural or built features.*

8 *To appropriately balance soft landscaping with built form.*

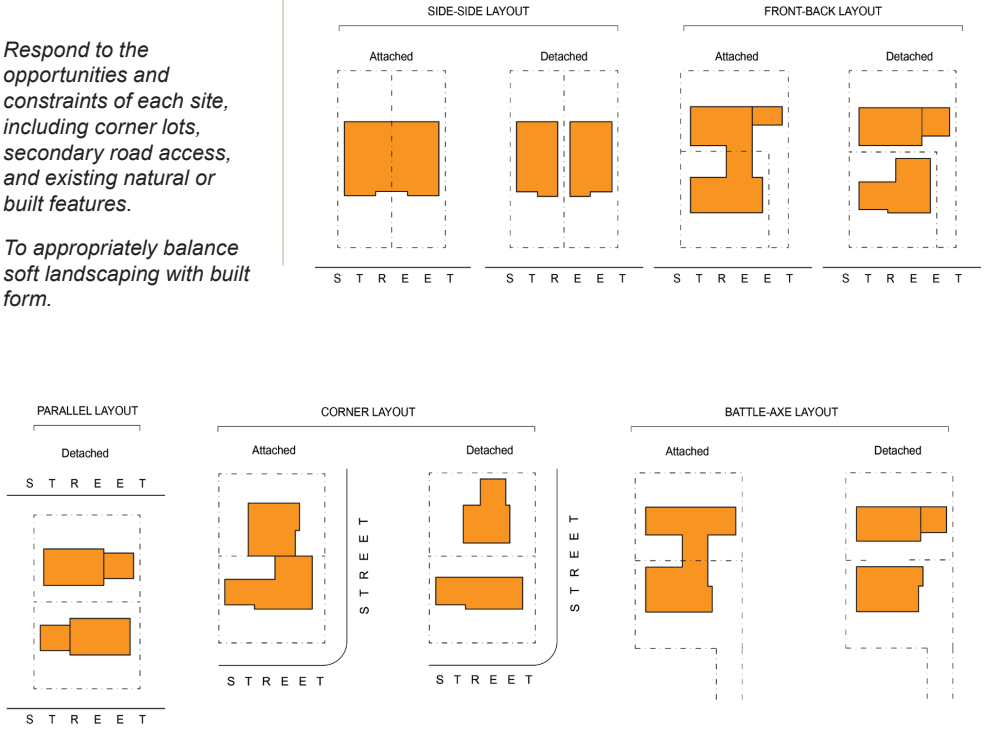


Figure 5A.2-1: Dual occupancy dwelling layouts

Dwelling Layout within a Heritage Conservation Area or Vicinity of HCA or Heritage Item

5 The Side-Side layout is not permitted within a Heritage Conservation Area.

6 Dual occupancy layouts within a Heritage Conservation Area is to comply with the following:

i) Retain the existing dwelling facing the street where it is a Contributory Item.

ii) Retain existing trees and landscape features (such as rock outcrops, gardens and fencing).

iii) Conserve building elements and garden settings that contribute to the character of a Heritage Conservation Area or the setting of an adjacent Heritage Item.

DUAL OCCUPANCY

5A.3 BUILDING SETBACKS

Further controls that may apply:		
	SECTION B **PART 16** – Bushfire Risk **PART 17** – Riparian Lands	

Objectives

1 *To ensure setbacks minimise overlooking and overshadowing, maintain privacy, and preserve the visual and acoustic amenity of adjoining properties.*

2 *To ensure setbacks are dominated by landscaped gardens including tall trees.*

3 *To enhance the retention of existing trees and vegetation.*

4 *To provide sufficient area for additional trees and landscaping to establish and grow to maturity.*

5 *To enable solar access and ventilation into the dual occupancy dwellings and solar access to their private open spaces.*

Front Setback

6 *To provide front setbacks that support high quality landscaped front gardens that maintain the Ku-ring-gai character of built form in a garden setting including canopy trees.*

7 *To ensure setbacks maintain the established rhythm of the street, enhance the streetscape, and respond appropriately to any heritage settings.*

Controls

Setbacks for all Layouts

1 The dual occupancy is to demonstrate consideration of:

i) the existing setback of adjoining properties;

ii) the setback pattern of its street block; and,

iii) Council's minimum setback requirements.

2 Basement areas are to be fully consolidated under the building footprint and meet all setback requirements for each dwelling layout type as stated in this Part.

3 Reduced street front setbacks may be considered on the low side of the street where gradients, averaged over the front setback, exceed 20 degrees.

4 Side setbacks are to accommodate a pathway of maximum 0.9m and at least 0.6m of landscaping width to the side boundary for single storey buildings, and 1.1m for two storey buildings.

5 All side setbacks are to accommodate shrubs to a height of 2-3m for one storey dwellings and shrubs to a height of 3-4m for two storey dwellings.

Side-Side Dwelling Layout

Front Setback:

6 The front setback at the building line for each dual occupancy dwelling is to be a minimum of 12m.

Rear Setback:

7 The rear setback for each dual occupancy dwelling is to be a minimum of 12m.

Side Setback:

8 The side setbacks of the Parent Lot are to be provided in accordance with the following table.

	Single storey elements	Double storey elements
Parent Lot width at the building line	Minimum side setback	Minimum side setback
Less than 25m	1.5m	2m
25-36m	1.5m	2.5m
Greater than 36m	2.5m	2.5m

5A.3 BUILDING SETBACKS (continued)

Objectives

Rear Setback

8 To ensure provision of high amenity private open space with garden areas and trees between neighbouring buildings.

Side Setback

9 To enable landscaping to be provided between neighbouring buildings, particularly where there are two storey structures.

10 To ensure privacy and amenity for each dual occupancy dwelling on the Parent Lot.

Building Separation

11 To ensure privacy is maintained between the two dual occupancy dwellings.

12 To ensure landscaping is provided between the dual occupancy dwellings.

Controls

9 All windows above the ground floor that face neighbouring properties are to have fixed external screens.

Building Separation:

10 The minimum building separation between detached Side-Side dual occupancy dwellings is 3m. The minimum distance with fencing equally dividing the separation area between the two dual occupancies.

11 Windows within the building separation area are to be offset from one another.

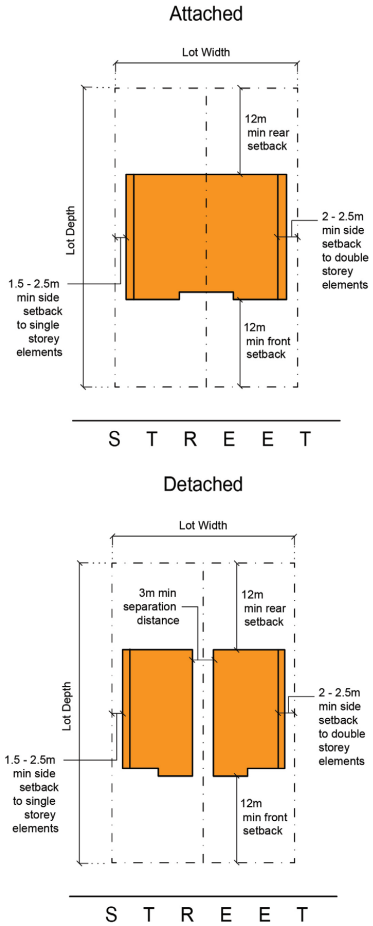


Figure 5A.3-1: Side-Side dual occupancy dwelling indicative layout and setbacks

5A.3 BUILDING SETBACKS (continued)

Controls

Front-Back Dwelling Layout

Front Setback:

12 The front setback at the building line of the dwelling facing the primary street frontage is to be provided in accordance with the following table

Street	Minimum Front Setback	Average
Low Side	9m	11m
High Side	12m	14m

Note: Refer to Part 1B Dictionary for definitions of Low Side and High Side.

13 Buildings are to be located so that at least 75% of the front elevation of the building is set back not less than the specified average setbacks, and the balance of the building frontage (not more than 25%) may be located up to the minimum setback.

Rear Setback:

14 The rear setbacks of the Parent Lot are to be provided in accordance with the following table:

Parent Lot depth	Minimum required rear setback
48m or less	8m
Greater than 48m	12m

Side Setback:

15 The side setbacks of the Parent Lot are to be provided in accordance with the following table:

	Single storey elements	Double storey elements
Parent Lot width at the building line	minimum side setback	minimum side setback
Less than 25m	1m	2m
25-36m	1.5m	2.5m
Greater than 36m	2.5m	2.5m

16 All windows above the ground floor that face neighbouring properties are to have fixed external screens.

5A.3 BUILDING SETBACKS (continued)

Controls

Building Separation:

17 The minimum building separation between detached Front-Back dual occupancy dwellings is to be in accordance with the following table with fencing equally dividing the separation area between the two dual occupancies:

Room Type	Minimum building separation
Habitable - habitable	8m
Habitable- non habitable	5.5m
Non habitable- non habitable	3m

18 Windows within the building separation area are to be offset from one another.

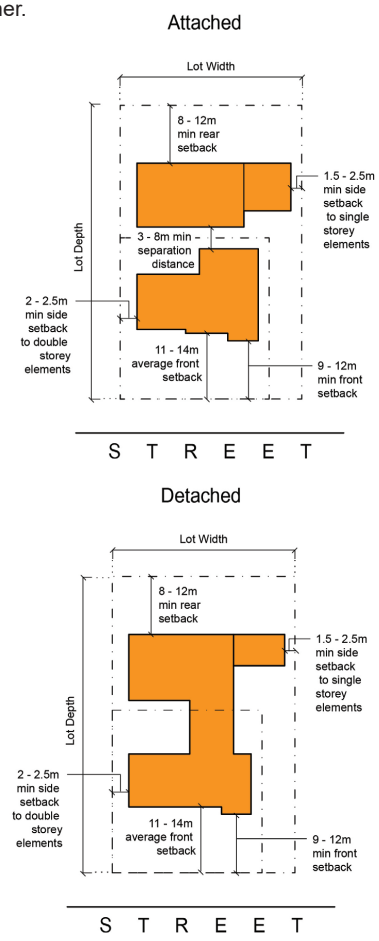


Figure 5A.3-2: Front-Back dual occupancy dwelling indicative layout and setbacks

5A.3 BUILDING SETBACKS (continued)

Controls

Parallel Road Sites Dwelling Layout

Front Setback:

19 The front setback at the building line to each dual occupancy dwelling is to be provided in accordance with the following table:

Parent Lot width at the street front building line	Street	Minimum required front setback	Average
15-20m	Low side	9m	11m
	High side	12m	14m
Greater than 20m	Low side	9m	11m
	High side	10m	12m

20 Buildings are to be located so that at least 75% of the front elevation of the building is set back not less than the specified average setbacks, and the balance of the building frontage (not more than 25%) may be located up to the minimum setback.

Side Setback:

21 The side setbacks of the Parent Lot are to be provided in accordance with the following table

	Single storey elements	Double storey elements
Parent Lot width at the building line	Minimum side setback	Minimum side setback
Less than 25m	1m	2m
25-36m	1.5m	2.5m
Greater than 36m	2.5m	2.5m

22 All windows above the ground floor that face neighbouring properties are to have fixed external screens.

Building Separation:

23 The minimum building separation between detached Parallel Road Site dual occupancy dwellings is 8m, and fencing is to be equally divided between the two dual occupancies:

24 Windows within the building separation area are to be offset from one another.

5A.3 BUILDING SETBACKS (continued)

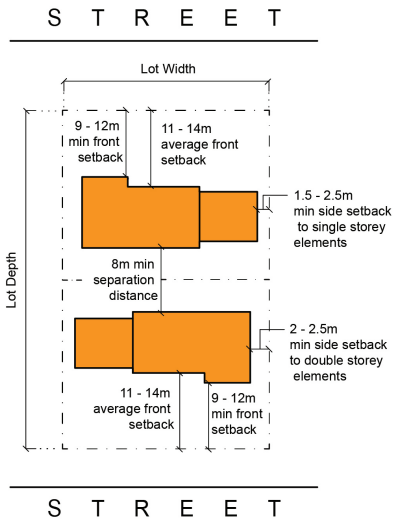


Figure 5A.3-3: Parallel road typology indicative layout and setbacks

5A.3 BUILDING SETBACKS (continued)

Controls

Corner Sites Dwelling Layout

Front Setback:

25 The front setback at the building line for the dual occupancy dwelling facing the primary street frontage is to be provided in accordance with the following table

Parent Lot width at the building line	Minimum required front setback
15-20m	12m
Greater than 20m	8m or 15% of site depth (to a maximum of 12m), whichever is greatest.

26 The front setback for the dual occupancy dwelling facing the secondary road is to be a minimum of 6m.

Rear Setback:

27 The rear setbacks for dual occupancy facing the secondary street is to be provided in accordance with the following table

Parent Lot width at the building line	Minimum required rear setback
15-20m	12m
Greater than 20m	8m

Side Setback:

28 For the dwelling fronting the primary road, the minimum side setback to the secondary road is to be a minimum of 3m, regardless of lot width.

29 The side setbacks of the Parent Lot are to be provided in accordance with the following table

	Single storey elements	Double storey elements
Parent Lot width at the building line	Minimum side setback	Minimum side setback
Less than 25m	1.5m	2m
25-36m	1.5m	2.5m
Greater than 36m	2.5m	2.5m

30 All windows above the ground floor that face neighbouring properties are to have fixed external screens.

5A.3 BUILDING SETBACKS (continued)

Controls

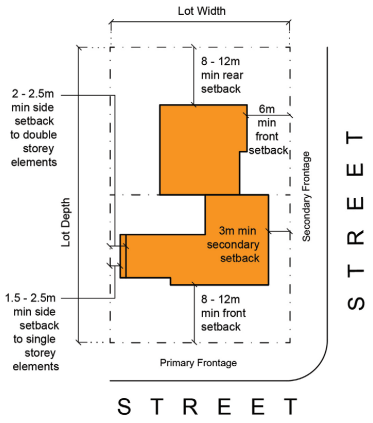
Building Separation:

31 The minimum separation distances between detached Corner Site dual occupancy dwellings must be in accordance with the following table

Room Type	Minimum separation distance
Habitable - habitable	8m
Habitable- non habitable	5.5m
Non habitable- non habitable	3m

32 Windows within the building separation area are to be offset from one another.

Attached



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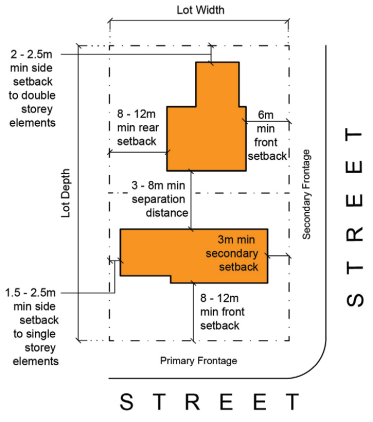

Figure 5A.3-4: Front-Back dual occupancy dwelling indicative layout and setbacks

5A.3 BUILDING SETBACKS (continued)

Controls

Battle-Axe Sites Dwelling Layout

Front Setback:

33 The front setback at the building line of the dwelling closest to the primary street is to be 8m.

Rear Setback:

34 The rear setbacks of the Parent Lot are to be provided in accordance with the following table

Parent Lot depth	Minimum required rear setback
48m or less	8m
Greater than 48m	12m

Side Setback:

35 The side setbacks of the Parent Lot are to be provided in accordance with the following table

	Single storey elements	Double storey elements
Parent Lot width at the building line	Minimum side setback	Minimum side setback
Less than 25m	1.5m	2m
25-36m	1.5m	2.5m
Greater than 36m	2.5m	2.5m

36 All windows above the ground floor that face neighbouring properties are to have fixed external screens.

Building Separation:

37 The minimum building separation between detached Battle-Axe dual occupancy dwellings is to be accordance with the following table

Room Type	Minimum separation distance
Habitable - habitable	8m
Habitable- non habitable	5.5m
Non habitable- non habitable	3m

38 Windows within the building separation area are to be offset from one another.

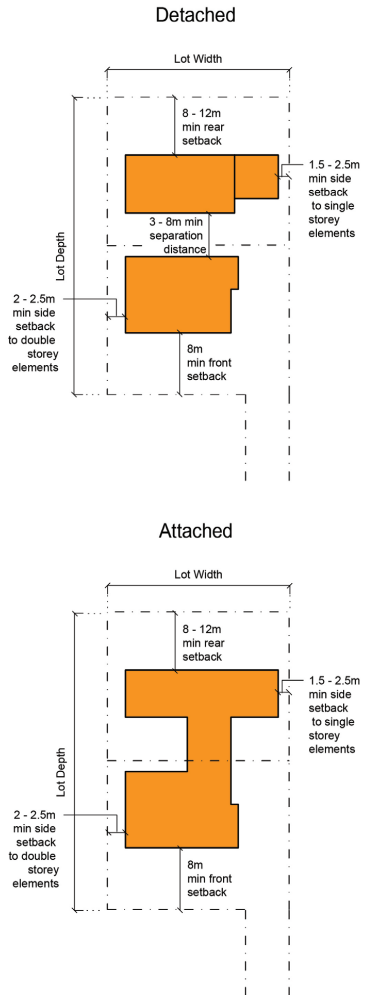

Figure 5A.3-5: Battle-Axe dual occupancy dwelling indicative layout and setbacks

DUAL OCCUPANCY

5A.4 BUILT-UPON AREA

Further controls that may apply:		
	SECTION B **PART 15** – Land Contamination	**SECTION C** **PART 24**– Water Management

Objectives

1 *To ensure dual occupancy development is consistent with the local built form and landscape character.*

2 *To provide sufficient soft landscaped area and deep soil for the retention and planting of tall trees and gardens.*

3 *To retain areas for habitat, connectivity and locally occurring native vegetation.*

4 *To enable planting around and between buildings to retain the Ku-ring-gai character of built form within a landscaped garden setting including canopy trees.*

5 *To minimise impervious surfaces and manage stormwater runoff.*

6 *To provide areas of usable, high-quality private open space.*

Controls

1 The maximum built upon area (BUA) requirements for all dual occupancy development sites is as follows

Parent Lot area	Maximum BUA on each dual occupancy dwelling site
1,015sqm - 1,249sqm	55%
1,250sqm - 1,499sqm	52%
Greater than 1,500sqm	50%

2 The front setback (measured as an area between the front boundary and front building line) for all dual occupancy development is to have a maximum BUA as follows (refer to figure XA.3-6)

Dwelling layout	Maximum BUA in front setback
Side-Side	50%
Front-Back	30%
Parallel Road Site	
Corner Site - primary street frontage dwelling	40%
Corner Site - secondary street frontage dwelling	

Note: Applicants should make reasonable provisions for built elements such as pathways normally associated with a residential property as part of the built upon area. Council will also include elevated pathways as structures and built upon areas.

5A.4 BUILT UPON AREA (continued)

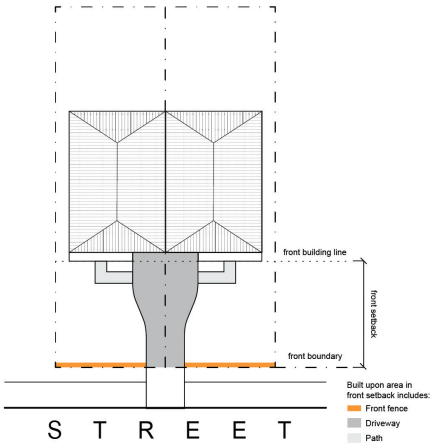

Figure 5A.4-1: Maximum built upon area in the front setback (example attached Side-Side dwelling layout)

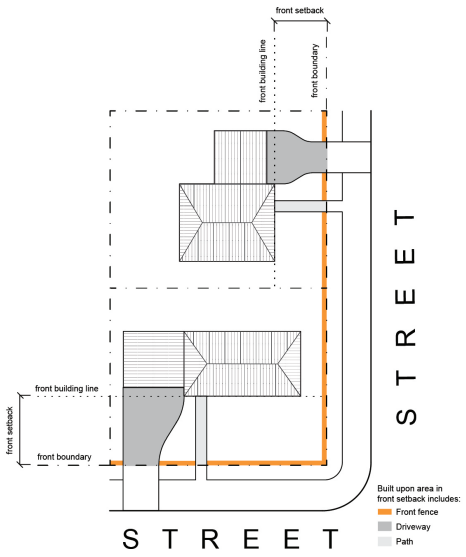

Figure 5A.4-2: Maximum built upon area in the front setback (example detached Corner dwelling layout)

DUAL OCCUPANCY

5A.5 LANDSCAPING

Further controls that may apply:		
SECTION A PART 13– Tree and Vegetation Preservation	SECTION B PART 14 - Local Character Areas, Urban Precincts and Sites PART 18 – Biodiversity PART 19 – Heritage Items and Heritage Conservation Areas PART 20 – Development Near Road or Rail Noise	SECTION C PART 21.1 – Earthworks and Slope PART 21.2 – Landscape Design

Objectives

1 *To retain and enhance existing tree canopy and ensure new planting contributes to the long-term tree canopy and landscaped character of the Ku-ring-gai area.*

2 *To ensure landscaping supports biodiversity and wildlife movement.*

3 *To ensure landscaped areas provide deep soil for tree growth and permeability for effective stormwater management.*

4 *To ensure landscaping, particularly in front gardens and setbacks, reduce building bulk, improve privacy and contribute to streetscape quality.*

5 *To provide landscaped areas that can support planting and that are usable for gardening and leisure activity.*

6 *To maintain the garden setting of Ku-ring-gai streetscapes.*

Controls

Landscaped Areas

1 The Parent Lot must provide a minimum landscaped area equal to 50% of the Parent Lot area minus 100sqm. Each dwelling in a dual occupancy must include at least half of the required landscaped area.

2 Landscaped areas are to have minimum dimension of 1.5m.

3 A minimum of 30% of the site is to be provided as deep soil area suitable for tall tree planting with a minimum dimension of 2m.

4 Gardens are to be designed to provide opportunities for green corridors and biodiversity connectivity, particularly where adjoining other landscaped or vegetated areas.

5 Landscaping forward of the building line is to maintain the openness and green character of the streetscape, contributing to continuity of front gardens and the tree canopy.

Tree and landscape retention

6 Landscape proposals are to retain existing trees, particularly those located along boundaries or contributing to the streetscape character. This may be achieved by:

i) minimising changes to existing ground levels within Notional Root Zones; and

ii) confining building works to pre-existing building footprints where appropriate.

7 Natural landscape features, including trees and rock outcrops, are to be retained.

8 Location of driveways are to enable retention of street trees. Where no trees are currently placed on the road verge directly in front of the development site, the site planning is to provide a minimum 6m area on the verge for street tree planting.

Further controls that may apply:		
	SECTION B **PART 15** – Land Contamination	**SECTION C** **PART 24**– Water Management

Controls

Tree replenishment and planting

9 Tree planting is to be provided in accordance with the following table

	Parent Lot	Each resulting dual occupancy lot
Either:	4 Medium 2 Small	2 Medium 1 Small
Or:	2 Medium 6 Small	1 Medium 3 Small
	For every additional 150m² (or part thereof) above 1,015m², provide 1 additional Medium tree.	

10 For every dual occupancy development, at least one Medium sized tree is to be located in front of the building line in the front setback. Where sites have more than one street frontage, one Medium tree is to be located within each street frontage setback.

11 For every dual occupancy development, at least one Medium sized tree is to be located in front of the building line in the front setback. Where sites have more than one street frontage, one Medium tree is to be located within each street frontage setback.

12 Minimum soil areas and volumes are to be provided in accordance with the following table

Tree Size	Height	Spread	Min soil area	Min Soil Volume
Medium Trees	8-12m	4-8m	6x6m	35m^3
Small Trees	5-8m	less than 4m	3.5x3.5m	9m^3

13 Landscaping is to include a mix of tall trees, small trees, shrubs and groundcovers. Continuous monoculture planting and high boundary hedging are discouraged as substitutes for canopy trees.

DUAL OCCUPANCY

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DUAL OCCUPANCY

PART B

ACCESS AND PARKING

5B Access and Parking

5B.1 Vehicle Access

5B.2 Car Parking Provision

5B.3 Carports and Garages

READ WITH
SECTION B PART 19- Heritage Items and Heritage Conservation Areas
SECTION C PART 22 - General Access and Parking PART 24 - Water Management

DUAL OCCUPANCY

5B.1 VEHICLE ACCESS

Further controls that may apply:		
	SECTION B PART 19 - Heritage Items and Heritage Conservation Areas	SECTION C PART 22.2 - General Vehicle Access PART 24 - Water Management

Objectives

1 *To reduce conflict with street and pedestrian traffic and optimise safety of both vehicular and pedestrian movement.*

2 *To create driveways that*

- i) *minimise hard surface runoff from the site;*
- ii) *are not visually intrusive on the existing streetscape;*
- iii) *have minimal impact on existing trees on site and the public domain; and*
- iv) *do not dominate the street frontage nor have adverse impacts on street trees and on-site landscaping.*

3 *To avoid excavation and alteration of existing ground levels.*

4 *To reduce hard surfaces that contribute to urban heat island effects.*

Controls

Vehicular Access

1 Driveways are to be located to ensure clear sight lines for both drivers and pedestrians.

2 The driveway is to be designed so that vehicles exit the property in a forward direction only where

- i) the access is located on a major roadway;
- ii) sight lines are restricted (such as at curves or crests);
- iii) the driveways are steep; or
- iv) driveways include access handles.

Driveways

3 Driveway location and construction are to avoid adverse impacts on existing trees within the site and on the street verge, including to their Notional Root Zones.

4 The maximum crossing width for any driveway, as measured at the front site boundary, is to be

- i) 3.0m for all driveways into all dwelling layouts; or
- ii) 3.5m where a single driveway on the Parent Lot is provided to Side-Side dual occupancies as illustrated in Figure 5B.1-1.

5 A narrower width may be considered where trees are adversely affected.

6 The number of driveway crossings to the street are to be as follows

- i) Not more than one driveway is to be provided on any property with a street frontage width of less than 18m.
- ii) A maximum of two driveways may be provided on Parent Lots with a street frontage wider than 18m, subject to site layout and tree protection. The distance between the two driveway crossings at the street is to be a minimum 6m as illustrated in Figure 5B.1-1.
- iii) Where the minimum 6m distance cannot be achieved, the driveways are to be consolidated into a shared crossover, to reduce hard surfaces and visual dominance.
- iv) A maximum of two driveways one per street frontage, are to be provided on Parent Lots on Corner Sites.

5B.1 VEHICLE ACCESS (continued)

Objectives

5 *To ensure driveway crossings do no prevent*

i) *retention and planting of tall canopy trees on the street verge; and*

ii) *street parking for visitor cars and service vehicles directly in front of the dual occupancy development.*

6 *To ensure the development provides suitable and adequate collection space for Councils waste service including bins and bulky waste.*

Controls

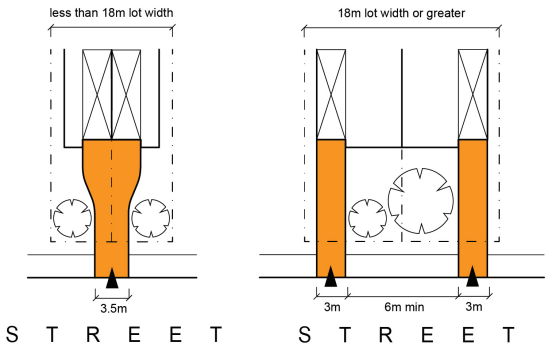


Figure 5B.1-1: Number of driveways on Parent Lots and distance between driveways

7 Driveways are to be designed to minimise stormwater runoff through measures such as:

i) porous paving;

ii) directing runoff into landscaped garden areas; or

iii) incorporating planting strips down the centre of the driveway.

8 A second driveway to existing street facing dwellings in a Front-Back Site may be considered where the driveway currently exists, and a 12m separation distance between the two driveways can be provided as illustrated in Figure 5B.1-2.

9 Where driveways are greater that 30m in length, a passing bay along the driveway is to be provided.

10 Internal driveway design is to comply with *AS 2890.1 Off Street Car Parking*.

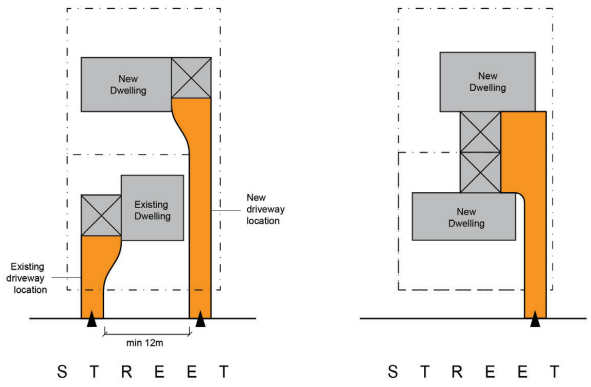


Figure 5B.1-2: Driveway arrangement for Front-Back layout

DUAL OCCUPANCY

5B.2 CAR PARKING PROVISION

Objectives

1 *To encourage the provision of functional car parking facilities.*

2 *To minimise adverse visual and environmental impacts on the streetscape.*

3 *To ensure car spaces are of sufficient size to accommodate a standard vehicle.*

Controls

1 The number of on-site parking spaces provided are to be in accordance with Section C Part 22R of this DCP.

2 Internal access to car parking and the required car parking area is to be no greater than 31sqm per dwelling. Car parking and access to that car parking, exceeding the requirements of this control will not be excluded from the gross floor area as defined in KLEP 2015.

3 The minimum dimensions of a residential parking space are to be as illustrated in Figure 5B2.1.

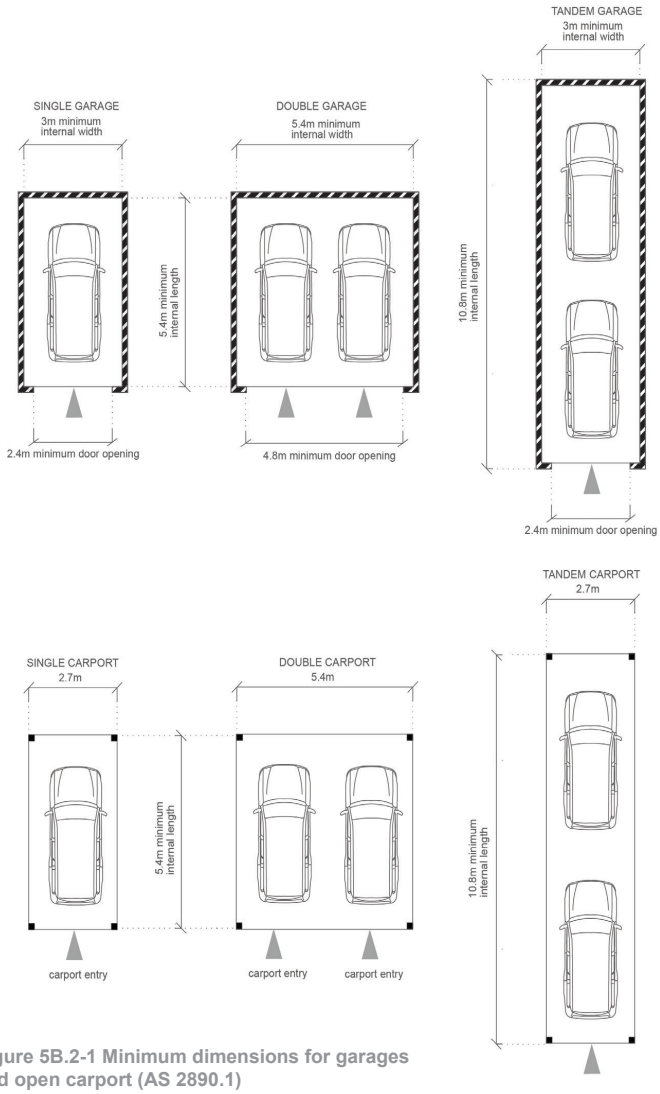


Figure 5B.2-1 Minimum dimensions for garages and open carport (AS 2890.1)

DUAL OCCUPANCY

5B.3 CARPORTS AND GARAGES

Further controls that may apply:		
		SECTION C **PART 22** - General Access and Parking

Objectives

1 *To ensure carports and garages*
   - i) *do not dominate the appearance of the dwelling;*
   - ii) *present as complementary visual elements within the streetscape; and*
   - iii) *are not the primary built form when viewing the dwelling from the street or public domain.*

2 *To encourage the design of functional car parking facilities that are integrated with the built form of each dwelling.*

3 *To ensure the location of carports and garages considers existing trees and structures on adjacent sites, streetscape and visual character.*

4 *To minimise impacts of excavation on the built environment and the streetscape.*

5 *To avoid excavation in the front setback area and maintain existing ground levels to the street.*

Controls

Design of Carports and Garages

1 Garages and carports are to be set back a minimum of 1m behind the building line at the front setback to the street.

2 Garages and carports as a percentage of the total dwelling facade is not to exceed the maximum percentages specified in the following table

Dwelling layout	Parent Lot width	Garaging as a percentage of the total facade
Side-Side	18m* - 21m	50%
	greater than 22m	40%
Front-Back	greater than 25m	40%
Parallel roads	15m - 20m	40%
	greater than 21m	30%
Corner (short side)	15 - 25m	40%
	greater than 25m	30%
Corner (long side)	All	30%

Note: * Lots with a Parent Lot width of less than 18m in a side by side typology will be subject to merit based assessment, having regard to the extent to which the design minimises car dominance within the streetscape.

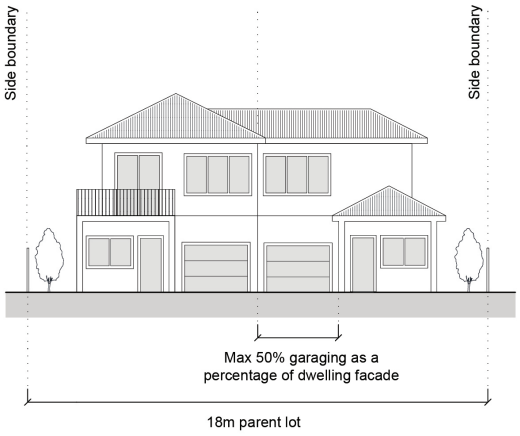


Figure 5B.3-1: Example of maximum widths of garages and carports on an 18m Parent Lot size.

5B.2 CARPORTS AND GARAGES (continued)

Controls

3 The scale and design of carport and garage structures are:

i) to be sympathetic to existing development on-site;

ii) to consider adjacent buildings;

iii) to be integrated into the building design; and

iv) not to dominate the site, dwelling elevation, landscape, or the streetscape.

4 Basement garages are only permitted on sloping land and where no more than 1m excavation is required for driveway access.

Location of Parking Structures

5 Location of all garages and driveways are to enable preservation of existing site or street trees to which Part 13 of this DCP applies.

Detached Carports and Garages

6 Detached garages are to be single storey and set back 1.5m minimum from side and rear boundaries.

7 Detached carports are to be single storey and set back 0.6m minimum from side and rear boundaries.

Note: Where there is any inconsistency between this Part and Part 22 of this DCP in relation to vehicular access, car parking or garages, this section prevails to the extent of the inconsistency.

DUAL OCCUPANCY

PART C

BUILDING DESIGN AND SUSTAINABILITY

5C Building Design and Sustainability

5C.1 Building Envelopes
5C.2 Building Facades
5C.3 First Floor Design and Roof Forms
5C.4 Dwelling Design and Layout
5C.5 Private Open Space
5C.6 Solar Access
5C.7 Natural Ventilation
5C.8 Ancillary Facilities
5C.9 Fencing
5C.9 Waste Management
5C.10 Materials and Finishes

READ WITH

SECTION B
PART 20 - Development Near Road or Rail Noise

SECTION C
PART 21 – General Site Design
- 21.1: Earthworks and Slope
- 21.2: Landscape Design

PART 23 – General Building Design and Sustainability
- 23.7: Acoustic Privacy
- 23.8: Visual Privacy
- 23.3: Sustainability of Building Materials

PART 24 – Water Management
- 24C: On-site Stormwater Management
- 24D.5: Tennis Courts and Other Sporting Surfaces
- 24D.7: Swimming Pools and Spas
- 24F: Onsite Wastewater Management

DUAL OCCUPANCY

5C.1 BUILDING ENVELOPES

Objectives

1 *To maintain a two-storey domestic scale to ensure dual occupancies are consistent with the surrounding low-density residential character.*

2 *To ensure the bulk and scale of buildings are proportionate to lot size and compatible with the established residential character of the locality.*

3 *To reinforce the established rhythm and character of the streetscape through building form, siting and landscaping.*

4 *To protect significant bushland, distant views and the broader landscape setting.*

5 *To minimise overshadowing, overlooking and visual intrusion on the private open space, solar access and outlook of adjoining properties.*

Basements

6 *To minimise basements and excavation so that development follows existing ground levels.*

7 *To avoid excavation outside the building footprint and ensure deep soil provision that supports retention and growth of canopy trees.*

8 *To prevent a three-storey appearance to the street, the public domain and to neighbouring sites.*

Controls

Height

1 The maximum height of each dual occupancy dwelling is 9.5m (including any garage, basement or similar) and present as

i) no more than two-storeys above natural ground level from the street and adjoining properties; or

ii) In an HCA or in the vicinity of an HCA or Heritage Item present as no more than a single storey plus first floor in the roof from the street and adjoining properties.

Note: Standards (in metres) for the external height of the building are set within KLEP.

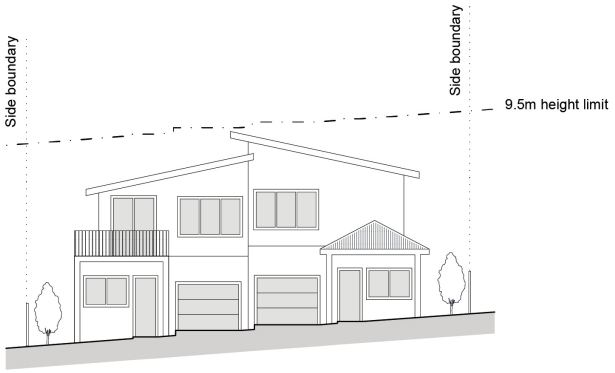


Figure 5C.1-1: Maximum height of buildings

2 Development is to avoid the creation of an overbearing effect upon adjoining development by ensuring all built structures are within the building height plane as illustrated in Figure 4C.1-2.

3 The bulk and scale of dual occupancy dwellings are to demonstrate consideration of impacts on neighbouring properties and local character including:

i) overlooking and overshadowing of living and private open space areas and solar panels;

ii) adverse impacts on any bushland or distant views; and

iii) the relationship with the streetscape.

5C.1 BUILDING ENVELOPES (continued)

Controls

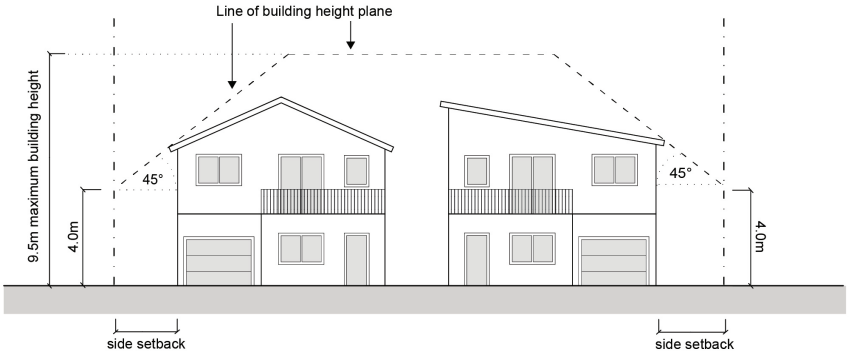


Figure 5C.1-2: Building height plane

Basements

4 Basements are not permitted. Basement garages on steeply sloping sites may be considered.

5 Where basement parking demonstrates a maximum 1m excavation, it is to be

i) consolidated directly under the building footprint;

ii) limited to garage area only, no habitable nor other spaces are permitted;

iii) include a maximum ceiling height of 2.2m.

6 With the exception of steeply sloping sites, avoid excavation in the front setback area and maintain existing ground levels to the street.

Slope and Topography

7 Site planning and dwelling design is to minimise cut and fill excavation works. Development is to follow the natural groundline and dwellings are to be stepped to accommodate steep sites.

DUAL OCCUPANCY

5C.2 BUILDING FACADES

Further controls that may apply:		
	SECTION B PART 20 – Development Near Road or Rail Noise	SECTION C PART 23.3 - Sustainability of Building Materials

Objectives

1 *To encourage well designed, attractive and site responsive buildings.*

2 *To minimise the bulk and scale of the built form.*

3 *To ensure built form contributes positively to the street and public domain by providing active street frontages, and reinforcing the rhythm and character of the street.*

4 *To ensure dual occupancy development respects established residential patterns by maintaining street-oriented dwellings, landscaped front gardens, and usable rear yards.*

5 *To ensure building orientation addresses the street and provides natural surveillance, and clear, identifiable entries.*

6 *To ensure high impact elements such as noise sources are considered early in the design stage.*

7 *Façade design is to achieve a cohesive and contemporary character, using materials and architectural elements in a way that creates visual interest and reinforces human scale.*

Controls

Street Frontages

1 Extensive blank or unarticulated walls to street frontages are not permitted.

2 All external facades are to be articulated to reduce building mass and present a human scale. This may be achieved through the use of window openings, window awnings, verandas, entry porches, staggered wall planes, a combination of materials and finishes, decorative architectural elements including brick corbelling banding, and hipped/gabled roofs.

3 Except where the dual occupancy have been designed to present as one big home to the street frontage, each dual occupancy dwelling is to incorporate a variation in entry design, façade articulation, and materials to distinguish each dwelling and avoid a monotonous appearance. Identical or repetitious façades facing the same street frontage will not be permitted.

4 External walls, including to side boundaries, are to be modulated to reduce bulk and scale by incorporating bays, recesses or courtyards.

5 The maximum length of any unmodulated wall is 12m, or 8m where walls exceed 4m in height.

Figure 5C.2-1: Dual occupancy dwellings with modulation and articulation.

5C.2 BUILDING FACADES (continued)

Objectives

8 Visual clutter and unauthentic reproduction styles are to be avoided, including applied decorative features or faux heritage detailing that are not integral to the building form.

9 To ensure front entries are clearly identifiable elements of the façade, contributing to human scale and the dwelling's relationship with the street.

10 To ensure dual occupancy development within a Heritage Conservation Area or adjacent to a Heritage Item integrates and contributes to the local prevailing character.

Controls

Articulation

6 Articulation of building facades is to complement modulation and may include windows, porches, verandahs, shading devices, and materials/finishes.

7 Façades are to be articulated to provide interest but avoid excessive detailing that results in a cluttered or disorderly appearance.

8 Materials and colours are to be simple and cohesive, with no more than four used on any elevation.

9 Applied or decorative features that are not integral to the building's structure (such as screens, trims or panels) may be used as secondary elements but are not a substitute for modulation or genuine articulation of the building form. Where used, such features must be integrated into the overall design.

10 Building facades are to be designed in a contemporary manner consistent with the established residential character. Pastiche or reproduction styles (such as applied heritage detailing or faux historic features) are not permitted.

11 Alterations and additions to an existing dwelling are to be:

i) designed so that they are integrated into the existing building;

ii) result in the new and old structures appearing as one building from the street. This may be achieved through the choice of materials, detailing, building proportion and configuration.

12 Building design is to integrate soft landscaping and natural site features and make provision for tall shrub planting.

13 Where dwellings are located near a busy road or railway line, the requirements of *Part 20.1* of this DCP are to be included.

14 Dwellings facing the street are to have clearly visible front doors. Porticos to front doors are to be single storey.

5C.2 BUILDING FACADES (continued)

Controls

Corner Sites

15 Corner sites must address both street frontages with appropriate windows, articulation and landscaping as illustrated in Figure 5C.2-2.

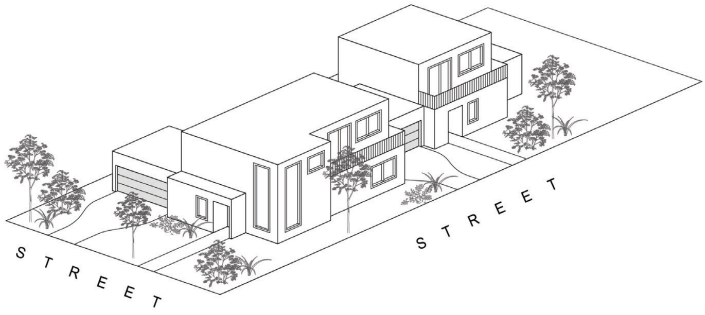


Figure 5C.2-2: Corner site dual occupancy with modulation and articulation to both street frontages.

5C.3 DWELLING DESIGN AND LAYOUT

Objectives

1 *To ensure first floor and roof forms present as a domestic two-storey scale consistent with Ku-ring-gai's low-density housing character.*

2 *To avoid an overbearing bulk and scale relationship with neighbouring properties, particularly on sloping sites.*

3 *To design facades to minimise overlooking from first floor windows and respect the amenity of neighbouring dwellings and private open space.*

4 *To ensure roof forms contribute positively to the overall dwelling design and streetscape character without dominating the building or locality.*

5 *To ensure rooms are of sufficient size and proportion to allow for practical furniture placement and effective use of space.*

6 *To ensure living areas relate directly to private open space, supporting natural light, ventilation, and outdoor living.*

7 *To ensure the dual occupancy dwellings provide separate entries and internal layouts that maintain visual and acoustic privacy and amenity between dwellings.*

Controls

1 Each dual occupancy dwelling is to meet all of the following standards

- i) minimum width of 6.5m;
- ii) the kitchen is not to form part of a circulation space such as a hallway;
- iii) the principal living room is to have a minimum internal dimension of 4m;
- iv) bedrooms are to have a minimum dimension of 3m, excluding space for wardrobes;
- v) windows and doors to habitable rooms are preferably to be oriented to the front and rear of the site;
- vi) each dwelling must be provided with a clearly identifiable and separate entry;
- vii) Windows from habitable rooms are to overlook the public domain to provide passive surveillance; and
- viii) Where the side of a dwelling faces a secondary street, the façade must incorporate windows and other articulation to positively address the street.

2 The dwelling orientation and internal layout is to avoid direct overlooking between the two dual occupancy dwellings (e.g. living areas facing each other at close range).

3 For detached dual occupancies, fencing is to be provided between the dwellings in line with subdivision plans.

4 At least one dwelling in a dual occupancy is to be of Silver Level as indicated in the *Livable Housing Design Guideline* and the *National Construction Code* accessibility requirements regardless of site steepness.

5C.3 DWELLING DESIGN AND LAYOUT (continued)

Objectives

8 *To deliver dwellings able to accommodate people of all ages and abilities, supporting ageing in place and housing choice.*

Controls

First Floor Design

5 Two storey buildings are to be have articulated facades to avoid large continuous vertical walls and reduce bulk and scale impacts to adjoining properties.

Roof Form

6 Roof forms are to be designed to minimise bulk and overshadowing of neighbouring buildings and open spaces.

7 Roof forms are to be integrated into the dwelling design and be consistent with the established streetscape character.

8 Gables, dormers, clerestories and other roof elements are to remain subordinate to the overall roof form and not add excessive bulk or visual dominance.

9 Dual Occupancies in Heritage Conservation Areas or in the vicinity of HCAs or Heritage Items are to provide hip and gabled roof forms. Flat roofs are not permitted.

Attic Rooms and Dormer Windows

10 Attic rooms above the ground floor are encouraged in areas with a predominantly single storey character above the ground floor level.

11 Attic rooms within the roof space above the first floor level will not be permitted.

12 Dormer windows to attic rooms are to be located and have a size, bulk and scale that do not dominate the roof form or add excessively to the bulk of the building.

13 Unless otherwise consistent with the form of development within the immediate locality, the configuration of dormer windows must satisfy the following:

i) be positioned a minimum of 0.2m below the main roof ridge height;

ii) not to extend beyond the external wall of the dwelling; and

iii) be set back from the sides of the roof by a minimum of 0.5m.

14 Dormers occurring in the same roof plane must be similarly sized and configured, and arranged symmetrically.

15 The location, size, configuration and layout of clerestory windows and skylights must be sympathetic to the overall design of the dwelling and the streetscape.

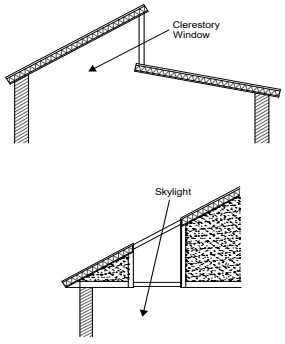


Figure 5C.3-1: Clerestory window and skylight

5C.3 DWELLING DESIGN AND LAYOUT (continued)

Objectives

Controls

Mechanical Equipment

16 Plant and equipment is to be integrated into the overall design of the roof and be contained within the roof form or screened behind parapet walls. These elements include lift overruns, plant equipment and air conditioning.

DUAL OCCUPANCY

5C.4 PRIVATE OPEN SPACE

Further controls that may apply:		
		SECTION C PART 21.2 – Landscape Design PART 23.8 – General Visual Privacy

Objectives

1 To ensure each dual occupancy dwelling provides functional private open space that is easily accessed from habitable rooms to support everyday outdoor living.

Controls

1 A minimum principal private open space of 25.0sqm is to be provided to each dual occupancy dwelling, as in Figure 4C.4-1. The private open space is to:

i) have a minimum internal dimension of 4.0m;

ii) have direct level access from the living/dining area;

iii) be located behind the building line;

iv) provide a consolidated paved area of 12.0sqm and a minimum width of 3.0m; and

v) accommodate a table and 6 chairs directly accessible from the living/dining area with no obstructions including stairs;

Note: Access from living/dining rooms is to have no obstructions including stairs.

Note: A step at the threshold for compliance with waterproofing requirements is acceptable.

2 The principal private open space is to be oriented to the north, east or west wherever possible to receive daily solar access.

3 All private open space area requirements are exclusive of any areas for the provision of services such as fixed drying areas.

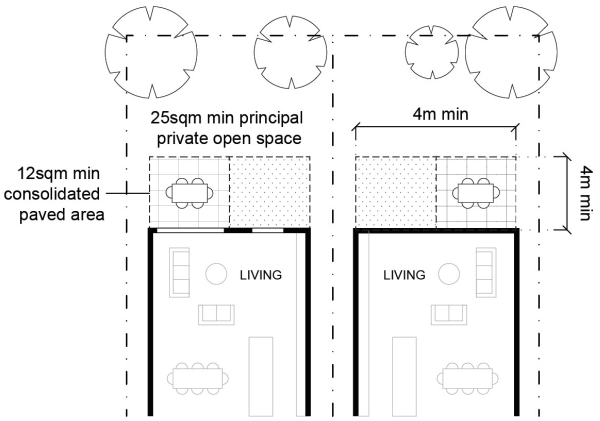


Figure 5C.4-1: Principal private open space requirements

5C.5 SOLAR ACCESS

Objectives

1 To ensure the design and siting of new development maintains daylight and sunlight to habitable rooms, private open space, and solar collectors of new and neighbouring development.

Controls

1 Each dual occupancy dwelling is to receive a minimum 3 hours of direct sunlight between 9am and 3pm on 21 June to a north-facing window to a main living area (living room, rumpus, lounge, dining), and to the principal private open space.

2 All habitable rooms are to have a window in an external wall that is directly visible from every part of the room. Snorkel windows are not permitted.

Note: Refer to Part 1B.1 for definition of snorkel window.

3 The use of lightwells, skylight, or high level windows as a primary source of daylight in habitable rooms is not permitted.

4 Dual occupancy development is to be designed and sited to maintain solar access to adjoining properties for at least 3 hours between 9am and 3pm on 21 June to north facing windows of habitable rooms (excluding windows facing side boundaries) and to the principal private open space.

5 Where existing overshadowing from buildings or topography makes 1 and 2 above unachievable, development must not further reduce sunlight by more than 20% in time or area.

6 Development is to consider the use of sun protection devices that preserve internal amenity. These can include window shades and awnings, roof and eave overhangs, use of pergolas and landscaping for shading of openings.

7 Professionally prepared shadow diagrams must accompany all applications for dual occupancies exceeding one storey. Refer to Council's DA guide available on Council's website. https://www.krg.nsw.gov.au.

DUAL OCCUPANCY

5C.6 NATURAL VENTILATION

Objectives

1 To ensure habitable rooms receive natural ventilation to provide fresh air, improve indoor comfort, and reduce reliance on mechanical systems.

2 To promote building layouts that allow cross ventilation, to expel stale air from habitable rooms.

Controls

1 Building design is to incorporate measures for natural cross ventilation. This may be achieved by:

i) locating openings such as windows, sky lights and doors on opposite walls;

ii) including open plan living areas;

iii) include vents above or in internal doors to facilitate cross ventilation;

iv) positioning of openings to control air flow, for example, use clerestory windows, roof ventilators and vents in ridges, eaves and ceilings to create convection currents; and

v) carports and garages should be placed so that they do not block ventilation into the house.

2 The building layout is to be designed to capture prevailing breezes, particularly summer winds, to enhance natural cross-ventilation and reduce reliance on mechanical cooling.

5C.7 ANCILLARY FACILITIES

Further controls that may apply:		
SECTION A **PART 13** – Tree and Vegetation Preservation	**SECTION B** **PART 20** – Heritage and Conservation Areas	**SECTION C** **PART 21 -** General Site Design 21.1: Earthworks and Slope 21.2: Landscape Design **PART 23.7 -** General Acoustic Privacy **PART 24 -** Water Management 24C: On-site Stormwater Management 24D.5: Tennis Courts and Other Sporting Surfaces 24D.7: Swimming Pools and Spas

1 *To ensure ancillary facilities are well located and integrated into the landscape and are unobtrusive to neighbours and the public domain.*

2 *To prevent access to pool areas other than through the gate.*

Swimming Pools, Spas, Equipment & Fences

1 The swimming pool/spa and/or enclosure is to

i) consider the location, design, finish and colour to minimise the impact on the landform when viewed from adjacent public domain and private property; and

ii) be designed and located so that there is sufficient area adjacent to the property boundary for substantial landscape planting to:

- minimise potentially adverse impacts such as glare, and visual intrusion; and
- minimise the impact on existing trees both on site and on adjoining properties.

2 The swimming pool/spa coping, decking, paving or the like is to be sited a minimum of 2m from a property boundary and not be more than 0.5m above existing ground level at any point. On steeply sloping sites, levels greater than 0.5m will be considered subject to increased setbacks and landscaping to protect the amenity and privacy of neighbouring properties.

Note: Refer to AS 1926 Swimming Pool Safety for requirements on pool fencing and landscaping to Non-Climbable Zones.

3 Pool excavation is to be outside of the Notional Root Zone of existing trees protected by Part 13 of this DCP.

4 The swimming pool/spa is to be sited and designed to ensure that pool waters do not discharge to stormwater drains, natural waterways, natural bushland, or neighbouring private property by using the following methods:

i) connecting backwash to the sewer;

ii) installing a surface drain to collect overflow stormwater; or

iii) ensure the immediate pool surrounds slope toward the pool; or

iv) other acceptable design solutions approved by Council.

Note: Refer Part 24D.7 Swimming Pools and Spas of this DCP.

Note: Refer to Council's Policy Swimming Pool Safety (new pools or existing pools).

5C.7 ANCILLARY FACILITIES (continued)

Objectives

Controls

5 All mechanical equipment, including filters, pumps and heaters associated with the swimming pool and/or spa are housed within an enclosure. The enclosure is to be sound-proofed to the extent that noise from the operation of the mechanical equipment does not exceed 5dB(A) above the background noise (LA90, 15 min) level during the day when measured at the boundary of the nearest potentially affected residential occupancies and is not audible in habitable rooms of any residences at night (from 8.00pm to 7.00am). The background (LA90, 15 min) level is to be determined without the noise source present.

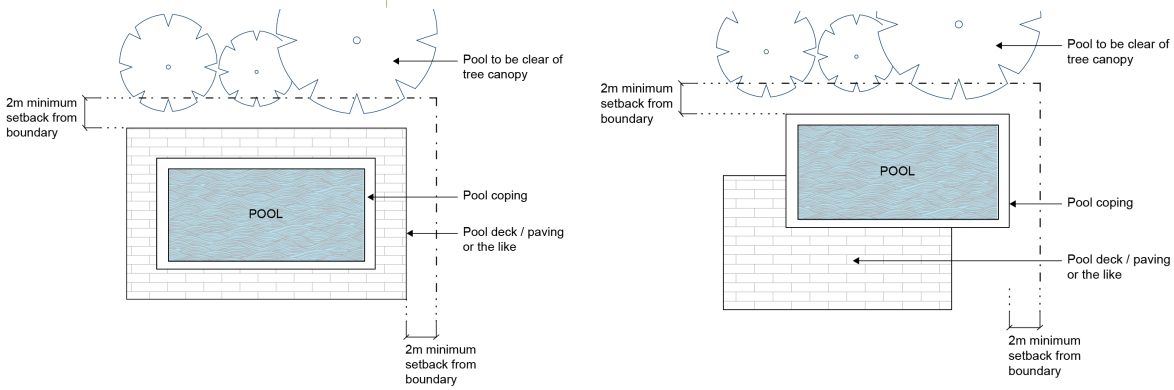


Figure 5C.7-1: Swimming pool controls.

3 To ensure tennis courts are located with sufficient area between the court and the property boundary to:

i) *Minimise adverse impacts such as noise, overlooking and visual intrusion.*

ii) *Provide sufficient area for appropriate landscaping.*

iii) *Minimise impacts to existing trees.*

Tennis Courts

6 Tennis courts are to be located at the rear of properties. For corner allotments, or where the property has two street frontages, the location of tennis court is not to be in the primary frontage.

7 Noise and overlooking to neighbouring properties is to be minimised by:

i) ensuring a distance of at least 3m between the court and the property boundary;

ii) ensuring the finished tennis court level is not more than 1m above existing ground level at any point; and

iii) planting trees and tall shrubs between the tennis court and the property boundary.

8 On steeply sloping sites, tennis courts with a finished court level higher than 1m above existing ground level will be considered subject to increased setbacks and landscaping to protect the amenity and privacy of neighbouring properties.

9 The increase of runoff associated with tennis courts is to be avoided by ensuring that an on-site stormwater detention system is provided, and utilising WSUD and filtration pits.

5C.7 ANCILLARY FACILITIES (continued)

Objectives

4 To maintain amenity of surrounding properties in terms of noise, particularly at night.

5 To ensure outbuildings and utility areas are sympathetically positioned on the site and do not detract from the visual quality of the area.

Controls

10 Earthworks associated with the construction of a tennis court are not to unreasonably alter the natural topography of the land or alter the natural groundwater table. (Refer to Part 21.1 Earthworks and Slope of this DCP.)

11 The materials used in the construction of a tennis court, including the type and colour of court surfaces, are to be carefully selected to complement natural bushlands and any adjacent Heritage Item.

12 Tennis courts are to be sited having regard to the location of habitable rooms both on-site and on adjoining properties, and to the maintenance of appropriate private open space areas. This is to be achieved by maintaining a minimum distance of 5m between the tennis court fence boundary and habitable rooms of any dwelling.

13 Lighting of tennis courts for night tennis will not be permitted.

14 Tennis hit-up walls will not be permitted.

15 The tennis court is to be sited to minimise the visual impact of the structure when viewed from the adjacent public domain and private property, and minimise the impact on the landform.

16 Conversions of grass tennis courts to impervious surfaces are to demonstrate consideration of impact to built-upon area, water management and existing trees. Grass tennis courts in Heritage Conservation Areas that are part of a contributory item are to be retained.

Note: Refer to Council's Tennis Court Policy

Outbuildings

17 Outbuildings including studios, hobby rooms, storage structures, cubby houses or cabanas, are to be located as follows:

i) On the site having regard to the relationship with existing development on-site and on adjoining properties;

ii) with consideration of the position of windows associated with habitable rooms and the potential impact of noise, fumes, loss of light, and ventilation.

18 Outbuildings are not to exceed a single storey. All outbuildings will be included in both floor space ratio calculations and built upon area calculations.

19 A minimum setback of 2m from boundaries is to apply for any outbuilding with a wall height exceeding 2m relative to the ground level at the boundary.

Note: For garages see part 5B.2.

5C.7 ANCILLARY FACILITIES (continued)

Controls

Other Site Facilities

20 The location and design of facilities such as mail boxes, utility poles, bin storage and enclosures, clothes drying areas are to be an integrated and sympathetically designed as part of the site design and development. This may be achieved by:

i) the undergrounding of utilities;

ii) ensuring that clothes lines are not visible from the street; and

iii) provision of landscaping and bin enclosures.

21 For requirements on noise levels associated with air conditioning, kitchen, bathroom, laundry ventilation, or other mechanical ventilation systems and other plant refer to Part 23.8 of this DCP.

5C.8 FENCING

Objectives

1 *Front fences are to maintain the streetscape character by being consistent with the established pattern of fences.*

2 *To maintain privacy between neighbouring dwellings and their gardens.*

Controls

1 Fencing between the two dual occupancy dwellings is to comply with the Building Separation controls in this Part, and align with the subdivision of the Parent Lot.

Front Fences

2 Fences are to:

i) restrict visually solid forms (such as masonry, lapped and capped timber or brushwood) to 0.9m in height above existing ground level; and

ii) restrict the height of visually transparent fences (such as metal grille or timber picket) to 1.2m, (a transparent fence has an open to solid ratio of not less than 1:3).

3 Front fences in excess of 1.2m will only be permitted in areas where they are compatible and consistent with the streetscape. All such fences are to be set back at least 1m from the street boundary with provision of low maintenance screen planting in the setback area.

4 Front fencing is not encouraged in areas where it does not form part of the overall streetscape. In such areas, the front boundary can be defined by low hob walls, by garden beds or planting.

5 Front fencing is to enable outlook from dwellings to the street for safety and surveillance and should generally be low and visually permeable.

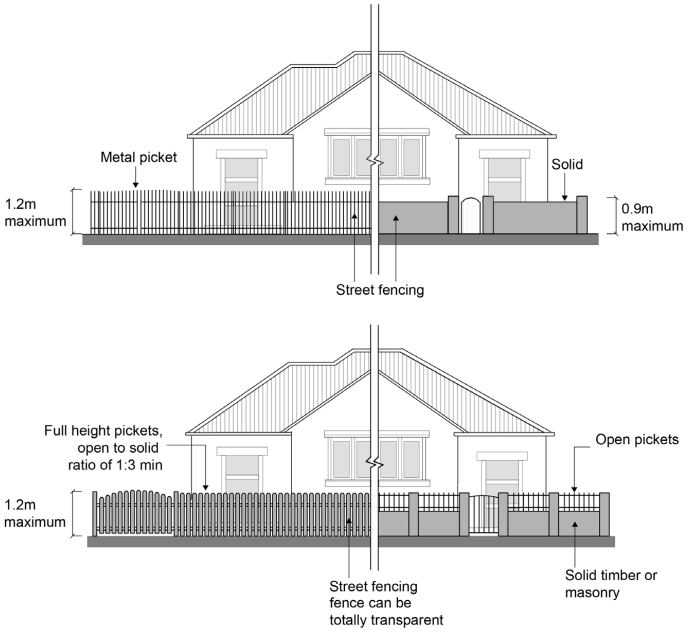


Figure 5C.8-1:
Types of street fencing

5C.8 FENCING (continued)

Controls

6 Shrub plantings on boundaries are desirable; however, hedges along the entire front boundary are to be no higher than the allowable fence height.

7 The footings of a fence within the Notional Root Zone of a tree are not to adversely affect the health of the tree.

Side and rear fences

8 Side and rear fences are be a maximum 1.8m in height above the existing ground level. Where ground levels vary between sites, the height is to be taken from site with the higher ground level. Where there is a difference in building front setback between neighbouring sites, the 1.8m high fence is allowed to the dwelling closest to the street.

9 Side fences forward of the front building line are to be unobtrusive and allow for continuity of landscape vista between adjoining properties. Where this character predominates it must be respected in new developments.

10 Side fences on corner sites are to be designed and located so as to:

i) maintain the streetscape character;

ii) be consistent with the established pattern of fences;

iii) ensure an adequate amount of useable private open space; and

11 Side fences within front setbacks are to be no more than 1m in height. Fences forward of the front building line should be compatible with the established front fencing in the street.

12 Where building front setbacks vary, the 1m side fence within the front boundary commences from the building line closest to the street.

Note: The provisions of the Dividing Fences Act 1991 also apply.

Note: Common boundary fencing proposals require the consent of the adjoining land owner.

13 The footings of a fence within the structural root zone of a tree are not to adversely affect the health of the tree.

Fences adjoining bushland

14 Fences adjoining bushland should protect the bushland from domestic animals, blend harmoniously with the bushland setting, and allow movement of small fauna species where appropriate.

5C.9 WASTE MANAGEMENT

Further controls that may apply:		
		SECTION C **PART 23.3**- Sustainability of Building Materials **PART 24F** - On-site Wastewater Management

Objectives

1 *To enable efficient, effective and sustainable waste management practices.*

2 *To ensure waste collection and storage within the site that does not affect the amenity of residents with regard to odour, visual appearance or noise disturbance.*

3 *To ensure waste and recycling storage areas are designed and constructed to meet the requirements of the building's use and its occupants.*

4 *To ensure design and management of waste and recycling facilities protect public health and the local environment.*

5 *To ensure the design of the development incorporates effective waste minimisation principle.*

Controls

General

1 During the design of the development, construction waste is to be minimised by

i) using recycled materials, selecting materials that reduce waste or do not require disposal, or can be reused or recycled in the future; and

ii) designing with minimal site disturbance by avoiding unnecessary excavation or fill.

2 Council's standard waste and recycling service is

Waste Type	Bin Type
Waste (garbage)	1 x 120L
Co-mingled recycling (glass, steel and aluminium cans and plastic)	1 x 240L
Recycling of paper and cardboard	1 x 240L
Green waste	1 x 360L

3 Development is to allocate, within each property boundary, an area for storing Council specified waste and recycling bins, preferably located at the rear of the premises to minimise visual clutter. The storage area is to be a minimum of 3m from openable windows and integrated with the landscaping. Refer to 25R of this Part for bin characteristics.

DUAL OCCUPANCY

5C.10 MATERIALS AND FINISHES

Further controls that may apply:		
		SECTION C **PART 23.3** - Sustainability of Building Materials

Objectives

1 *To reflect and reinforce the local character of Ku-ring-gai.*

2 *To complement the streetscape and natural environment.*

3 *To promote the use of high quality materials, finishes and colours for building facade articulation design and visual interest.*

4 *To ensure the use of materials, finishes and colours creates well proportioned facades and minimises the visual bulk.*

5 *To encourage the use of a subdued palette of colours and limited range of hues for building consistency across the LGA.*

Controls

1 External walls must be constructed of high quality and durable materials and finishes.

Note: Material and finishes selection is to be made in accordance with objectives and controls as stated in Part 23.4 of this DCP to ensure low environmental impact.

2 Reuse or recycling of existing local materials such as sandstone and brick is encouraged.

3 Large, unbroken expanses of any single material and finish (rendered or not) to building facades must be avoided.

Note: Refer to Parts 6-10 of this DCP for relevant building facade articulation controls.

4 New development is to avoid extensive use of highly reflective or gloss materials on the exterior of buildings.

5 The exterior finish material (e.g. sandstone or brick) must be integral to the overall building façade design and must not appear to be cosmetic.

6 Where louvres are used, they are to be an integral element in the building façade design.

7 Where additions and alterations are proposed, external materials and finishes must complement the existing building.

Colours

8 The selection of a colour scheme for new development and in the restoration of existing facades is to comply with the following guidelines

i) base colours for major areas of building façade are to be light in tone (e.g. earth tone) with minimal colour intensity (or hue) e.g. off white or grey colours. Larger expanses of bold colour, black and white must be avoided, as these detract from the prominence of other façade details. Contrasting tints, tones and shades are to be restricted to small areas; and

ii) highlight colours to window and door mouldings, string courses, parapet details and the like, are to be in sufficient contrast to the base colour. Strong colours to large sections of the building must be avoided. Details should be finished in a matt to semi-gloss range.

9 Natural earth tones are to be used on building facades in close proximity to bushland.

Attachment A2

Draft Amendments

Ku-ring-gai Development Control Plan

- **Part 1B Dictionary**
- **Part 4 Dwelling Houses**
- **Part 22R.1 Car Parking Rates**

Text to be amended is shown in red ink. Existing text remains in black ink.

PART 1

INTRODUCTION

INTRODUCTION

Introduction - How to use this DCP

1A Preliminary

1A.1 Purpose of this DCP

1A.2 Name of this DCP

1A.3 Commencement Date

1A.4 Land affected by this DCP

1A.5 General aims of the DCP

1A.6 Relationship to Ku-ring-gai Local Environmental Plan

1A.7 Relationship to State Environmental Planning Policies

1A.8 Relationships to other DCPs

1A.9 Schedule of Amendments

1B Dictionary

1B.1 Definitions

1B.2 Abbreviations

1B.1 DEFINITIONS (CONTINUED)

deep soil landscaping

the soft landscaped part of the site area:

i) that is not occupied by any structure, whether above or below the surface of the ground, except for minor structures such as:
- paths to 1.2m wide;
- storm water pipes of 300mm or less in diameter;
- lightweight fences;
- bench seats;
- lighting poles;
- drainage pits with a surface area less than $1m^2$.

ii) that has a minimum width of 2m;

iii) that is not used for car parking;

iv) may be used for water sensitive urban design, provided it does not compromise the ability to achieve the screen and canopy planting required by this DCP.

Note: For the purposes of calculating deep soil landscaping and landscaped areas, any access handle on battle axe sites is excluded.

demolition (heritage)

The damaging, defacing, destroying or dismantling of a heritage item or a component of a heritage conservation area, in whole or in part.

designated development

has the same meaning set down in the *Environmental Planning and Assessment Act 1979*.

development

has the same meaning set down in the *Environmental Planning and Assessment Act 1979*.

development application

has the same meaning set down in the *Environmental Planning and Assessment Act 1979*.

development assessment officer

the Council officer with primary responsibility for assessing the development application.

development assessment team leader

a Council officer with responsibility for a group of development assessment officers.

drainage easements

the legal rights attached to land whereby another parcel of land has the right to use part or all of the land for the purpose of draining water.

drainage reserves

the lands vested in Council for drainage purposes.

dripline of a tree

the horizontal extent of the canopy of the tree.

dual aspect dwelling

a dwelling which has unobstructured external door and window openings in major external walls facing in different directions, including corner, cross over and cross through dwellings.

dual occupancy

has the same meaning as in the KLEP.

Note: The term is defined as follows:

dual occupancy means a dual occupancy (attached) or dual occupancy (detached).

dual occupancy (attached)

has the same meaning as in the KLEP.

Note: The term is defined as follows:

dual occupancy (attached) means 2 dwellings on one lot of land that area attached to each other, but does not include a secondary dwelling.

1B.1 DEFINITIONS (CONTINUED)

dual occupancy (detached)	has the same meaning as in the KLEP. **Note**: The term is defined as follows: dual occupancy (detached) means 2 detached dwellings on one lot of land, but does not include a secondary dwelling.
dual-use facility	means a child care centre and another independent use or a child care centre within a residential dwelling house where both uses are located on a single site but uses are separated.
earthworks	has the same definition as in the KLEP. **Note**: The term is defined as follows: earthworks means excavation or filling.
edge effects	the detrimental impacts on natural areas at the interface with urbanised environments. An increased proportion of edge increases the potential for: - Weed invasion; - Predation by companion animals; - Disturbance by humans and animals; - Dumping of garden refuse; - Wind and light penetration. Reducing edge effects can assist with maintaining species diversity and composition, community dynamics, and ecosystem functioning.
effective slope	has the same meaning as in *Planning for Bush Fire Protection 2019.* **Note**: The term is defined as follows: the effective slope is considered to be the slope under the vegetation which will most significantly influence the bush fire behaviour for each aspect.
erosion control devices	measures to assist in minimising erosion and downstream sedimentation.
excavation	has the same meaning as set down in the KLEP. **Note**: The term is defined as follows: excavation means the removal of soil or rock, whether moved to another part of the same site or to another site, but does not include garden landscaping that does not significantly alter the shape, natural form or drainage of the land.
external collection point	usual (or agreed) point on the footpath/roadway, where waste and recyclables are loaded onto vehicles. The waste and recycling containers are placed on the footpath, by the occupant of the property, just prior to the collection day and removed after the waste is picked up by Council's contractors. Applicable to residential development where the number of units is less than 6.
façade	the external face of a building.
family day care	means a service that provides care for up to 7 children aged less than 12 years in the home of the family day care provider. Family day care providers are governed by the management structure of a family day care scheme.
fascia sign	a type of business identification sign located on the fascia of the awning of a building.

1B.1 DEFINITIONS (CONTINUED)

greenweb	Greenweb includes: 1. All land identified on the Greenweb map in Part 19 of this Development Control Plan and includes land identified as: i) Core Biodiversity Lands; ii) Support for Core Biodiversity Lands; iii) Landscape Remnant; iv) Biodiversity Corridors and Buffer Areas; v) Canopy Remnants 2. Other lands that meet the criteria for Greenweb in accordance with the methodology contained within the Ku-ring-gai Biodiversity and Riparian Lands Study Version 5.
greywater	household wastewater that has not come into contact with toilet waste.
gross pollutant	litter and debris that is transported by urban runoff and that is not less than 5mm in diameter and/or is retained by a 5mm mesh screen.
gross pollutant trap (GPT)	a structure that acts as a water pollution control measure by intercepting and retaining gross pollutants (coarse sediment, trash and debris).
ground level	has the same meaning as the KLEP. **Note**: The term is defined as follows: ground level (existing) means the existing level of a site at any point. ground level (finished) means, for any point on a site, the ground surface after completion of any earthworks (excluding any excavation for a basement, footings or the like) for which consent has been granted or that is exempt development. ground level (mean) means, for any site on which a building is situated or proposed, one half of the sum of the highest and lowest levels at ground level (finished) of the outer surface of the external walls of the building
habitable room	any room or enclosed space 4sqm or greater used for normal domestic activities, including living, dining, family, lounge, bedrooms, study, kitchen, sun room and play room – but excludes bathrooms, separate toilets, laundries, pantries, walk-in robe, corridors and hallways.
hazardous waste	any waste that because of its physical, biological or chemical properties, is capable of causing a danger to the life or health of any living thing if it is released into the environment, and/or is, or contains a substance described in the *Protection of the Environment Operations Act 1997* e.g. can include dangerous goods, poisons, liquids and other waste containing hazardous components. If in doubt contact the NSW Environment Protection Authority or Council.
heat island effect	is when urban areas are significantly warmer than their surrounding rural areas due to the removal and replacement of natural vegetated landscapes with concrete, asphalt, and buildings which absorb and trap more heat during the day and release it slowly at night, leading to higher ambient temperatures. Urban heat can pose a risk to human health, infrastructure and the amenity of an area. Urban heat islands can compound the effects of climate change, making higher temperatures and heatwaves more severe and difficult to manage.
high side	the site slopes upwards from the Primary street.
holding berm	a small bank for retaining water.

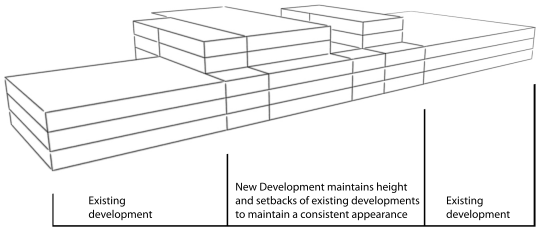
1B.1 DEFINITIONS (CONTINUED)

open plan	dwelling layouts where spaces are not divided into discrete rooms, but are open and connected to allow flexibility of use (typically living, dining, kitchen and study areas).
operable wall	an internal wall which can be moved, for example by sliding, folding, or pivoting, to allow for different room configurations.
operable window or door	window or door which can open to the outside.
orifice	a narrow opening into a pipe or cavity.
Out of School Hours (OOSH) Care	means a service that provides care for school aged children under 12 years old, usually before or after school hours, on pupil-free days or during school holidays. Centres are usually located on school grounds or in community halls.
overshadowing	shadows caused by a proposed structure, together with any existing structures to be retained, but not including shadows cast by trees, vegetation or boundary fences.
owner	has the same meaning as in the *Environmental Planning and Assessment Act 1979*.
painted sign	a sign that is painted directly onto the building fabric.
parapet	a horizontal low wall or barrier at the edge of a balcony or roof. Often taken to refer to the decorative element which establishes the street wall height of heritage buildings (see also Cornice).
part thereof	in the calculation of the number of items (apartments, parking spaces etc) required, the overall requirement figures are to be rounded up to the nearest whole number.
parent lot	the original, larger plot of land from which new, smaller lots (child lots) are created. The parent lot is the initial piece of property that is being divided, and the child lots are the resulting smaller parcels of land that are developed individually and subdivided.
passive surveillance	the casual surveillance of public spaces and streets by the users of the local area or adjoining land.
peak discharge	the maximum discharge occurring during a flood event.
permitted site discharge	the controlled rate of runoff allowed from a site.
pervious	land or material that is penetrable by water.
Planning for Bush fire Protection	the publication produced by the NSW Rural Fire Service and Planning NSW to provide guidance to Councils, planners, fire authorities, developers and home owners with regard to bush fire protection strategies.
platinum level	the highest level of housing within the *Livable Housing Guidelines*. It features design elements allowing ageing in place and accommodating people with higher mobility needs. **Note**: Refer to *www.livablehousingaustralia.org.au*
pole (or pylon) sign	a type of business identification sign that is erected on one or more poles or pylons independent of any building or other structure.
pollutant	a substance that adversely affects the physical, chemical or biological properties of the environment.
portico	a porch or walkway with a roof supported by columns, often leading to the entrance of a building.

INTRODUCTION

1B.1 DEFINITIONS (CONTINUED)

snorkel window	a window that is not visible in its entirety from all points within a habitable room.
soffit	the underside of a part of a building (such as an arch, overhang, staircase, cornice or beam etc).
soft landscaping	the area planted with gardens, trees, lawns and/or includes remnants of the natural landscape.
staff / parent accessible area	means any area of the child care centre that restricts unsupervised access by children or is not intended for use by children.
steeply sloping site	a surface rising or falling at a sharp angle, having a grade of 20% or higher.
stepping stone	geographically isolated remnant that functions as habitat islands facilitating the movement of flora and fauna and genetic resources within a modified landscape.
storage space	within dwellings, storage space can be in the form of cupboards in halls, living rooms and laundries. Storage in kitchens, bedrooms or bathrooms do not count towards this requirement. Storage space may be partially provided as lockable areas affiliated with the dwelling (within basement parking).
stormwater	untreated rain water that runs off the land onto which it falls.
strata title	is a system for owning units and dwellings, which generally have a combination of private property (known as the 'lot') and common property. Common property includes elements such as driveways, gardens, fencing, vehicle access as well as staircases, foyers and lifts. In a strata title, all the rights and responsibilities of lot owners are clearly set out. The strata title gives legal proof of a person's ownership of parts of a building and site.
street frontage	the building elevation that is directly in front of, and visible from, any street at the property boundary.
street level	the finished floor level of the pavement or road reserve in front of the property boundary from which access into the site is generally provided.
streetscape	the character of the locality (whether it be a street or precinct) defined by the spatial arrangement and visual appearance of built and landscape features when viewed from the street.
street wall	the wall of the building from street level to the top of the podium, which faces the street or public domain. A street wall is created when the facades of consecutive buildings are aligned along the edge of a street. An ideal street wall offers a sense of consistency and formality and includes a continuous variety of ground floor businesses.



PART 4

DWELLING HOUSES

Introduction

4A Site Design

4A.1 Local Character and Streetscape

4A.2 Building Setbacks

4A.3 Built-Upon Area

4A.4 Landscaping

4B Access and Parking

4B.1 Vehicle Access

4B.2 Car Parking Provision

4B.3 Carports and Garages

4C Building Design and Sustainability

4C.1 Building Envelopes

4C.2 Building Facades

4C.3 First Floor Design and Roof Forms

4C.4 Private Open Space

4C.5 Solar Access

4C.6 Natural Ventilation

4C.7 Ancillary Facilities

4C.8 Fencing

4C.9 Waste Management

4C.10 Materials and Finishes

DWELLING HOUSES

INTRODUCTION

This Part applies to development for a detached dwelling house and development ancillary to a dwelling house. This Part guides development for dwelling houses to be consistent with the aims and objectives within KLEP. ~~This Part also guides dual occupancy development permitted under Schedule 1 of KLEP.~~

The aims of this Part are to:

i) Encourage development which does not dominate, but harmonises with and contributes to the treed landscape and is sympathetic to the street and locality in which it is proposed.

ii) Ensure that with each development sufficient landscaping is provided to contribute to the conservation and replenishment of the tree canopy of Ku-ring-gai, including locally occurring native tree species suited to the site.

iii) Protect and minimise the impact of development on adjoining properties

iv) Protect and minimise the impact of development on the natural environment

v) Ensure development that minimises the depletion of raw materials and non-renewable resources

vi) Ensure that development meets the needs of the present without compromising the ability of future generations to meet their own needs

vii) Encourage housing of the highest possible architectural, environmental and amenity standards.

viii) Manage residential development in a way that embraces innovative design and contemporary lifestyles

ix) Ensure that there are more certain outcomes for applicants and the community.

x) ~~Ensure that, where permitted, dual occupancy development is in keeping with the garden character of Ku-ring-gai and is consistent with the built form of the low density area and streetscape it is located within.~~

4A.2 BUILDING SETBACKS (continued)

Objectives

4 *To provide privacy and soften the visual appearance when viewed from the street and from the neighbouring property.*

5 *To maintain visual amenity and solar access of private open space.*

6 *To ensure that side setbacks provide adequate solar access and day light access.*

7 *To ensure dwellings on battle-axe lots are sited to have minimum impact on the amenity of private open spaces and living areas on neighbouring properties.*

8 ~~*To ensure adequate privacy and amenity for each dual occupancy dwelling.*~~

Controls

6 ~~Dual occupancy dwellings are to meet the controls 4A.2-1 to 4A.2-8.~~

7 ~~Where a dual occupancy development involves a corner allotment, the second dwelling or dwelling furthest from the primary street frontage is to have a minimum building line setback of 7m for 75% of the building frontage and a minimum building line setback of 5m for not more than 25% of the front elevation of the building.~~

8 ~~Where dual occupancy is permitted under Schedule 1 of KLEP, separation between detached dual occupancy dwellings is to be a minimum of 7m.~~

Building Line (Rear Setbacks)

9 For sites with a depth greater than 48m, a minimum 12m rear setback is to be provided.

10 Where sites have a depth of less than 48m, a minimum rear setback of 25% of the average site depth is to be provided.

Building Line (Side Setbacks)

11 The minimum distances to a side boundary are as per the following table and illustrated in Figure 4A.2-2 to 4A.2-3:

Site Width	Single Storey Building Setback - including single storey elements of two storey buildings	Two Storey Building Setback - including any upper level
Less than 20m	1.5m	2m
20m or more	9% of site width	12% of site width

12 Side setbacks are to accommodate a pathway and at least 0.6m of landscaping width for single storey buildings, and 1.1m for 2 storey houses. Where sites are of greater widths (over 20m) larger side setbacks should be progressively provided.

13 Side setbacks are to accommodate shrubs to a height of 3-4m for two storey houses, and 2-3m for single storey houses.

4A.3 BUILT-UPON AREA (continued)

Controls

ii) for alterations and additions on sites where the existing BUA is greater than that listed above, the maximum BUA is the existing BUA, however, a reduction in BUA is desirable.

iii) the proposal is to include a reasonable provision of built elements, normally associated with a residential property, such as pathways, and show consideration of these elements at an early stage of the design process.

3 ~~Where dual occupancy is permitted under Schedule 1 of KLEP the following standards are to be met:~~

i) ~~sites with the following development type are to have a maximum built-upon area (BUA) as follows:~~

~~Development Type (Applies to both attached and detached dual occupancy development)~~	~~Maximum Built-upon Area~~
~~2 x 1 storey dwellings~~	~~50% of site area~~
~~1 x 1 storey and 1 x 2 storey dwellings~~	~~45% of site area~~
~~2 x 2 storey dwellings~~	~~40% of site area~~

Note: Applicants should make reasonable provisions for built elements such as pathways normally associated with a residential property as part of the built upon area. Council will also include elevated pathways as structures and built upon areas

4 The front setback for any development for a dwelling house is to have a maximum BUA of 30% (see Figure 4A.3-1).

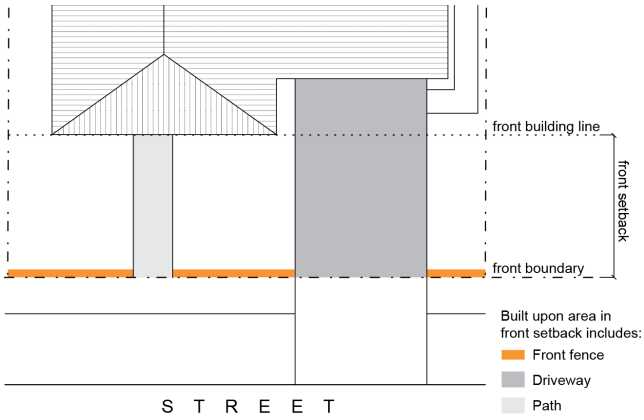


Figure 4A.3-1: Maximum Built Upon Area in the front setback

PART 22

GENERAL ACCESS AND PARKING

GENERAL ACCESS AND PARKING

Introduction
22.1 Equitable Access
22.2 General Vehicle Access
22.3 Basement Car Parking
22.4 Visitor Parking
22.5 Parking for People with a Disability
22.6 Pedestrian Movement Within Car Parks
22.7 Bicycle Parking and Facilities
22.8 Surface Parking

22R References
22R.1 Car Parking Rates

22R.1 CAR PARKING RATES (continued)

Places of Public Worship, Funeral Homes	Each application will be treated on its merits, with a parking assessment report required. As a guide, the provision of 1 space per 6 seats is recommended. The need for additional parking for church halls should be assessed on merit. The parking study should take into account the supply of and demand for parking in the vicinity of the site at the time of the proposed use of the site.	
Entertainment Facilities, Public Halls, Function Centres	Minimum parking provision to be 1 space per 10 seats, for day time parking. Recommended parking provision is 1 space per 6 seats, for Friday / Saturday evening.	The recommended level of parking might be reduced, at the discretion of Council, if it can be proven that there is adequate parking available in the vicinity of the site on Friday and Saturday evening.
LAND USE	**PARKING RATE**	**NOTE**
Residential		
Dwelling-houses	2 spaces for single occupancy. ~~Dual occupancy under 125m²: 1 space per dwelling.~~ ~~Dual occupancy over 125m²: 2 spaces per dwelling.~~	
Dual Occupancy	1-2 bedroom dwelling: 1 space. 3+ bedroom dwelling: 2 spaces.	
Multi-dwelling housing	1 bedroom unit: 1 space. 2 bedroom unit: minimum multiple of 1.25 spaces per unit. 3 bedroom unit: minimum multiple 1.5 spaces per unit. Visitor parking: 1 space per 4 units.	Spaces are to include a minimum of 1 covered space per unit within the confines of the building for exclusive resident use. Visitor parking to be clearly signposted, convenient to entry, not obscured and not used by residents. Access requirements for furniture vans and trucks should be considered.

NOTICE OF MOTION

EFFICIENT FUNCTION OF OUR SEPARATE SEWERAGE NETWORK AND STORMWATER DRAINAGE SYSTEMS TO IMPROVE THE HEALTH AND RESILIENCE OF LOCAL WATERWAYS

Notice of Motion from Councillor Taylor dated 31 October 2025

The Ku-ring-gai local government area is located at the head of three significant Sydney water catchments - Cowan Creek, Lane Cove River and Middle Harbour Creek catchments, flowing into Broken Bay and Sydney Harbour. Prior to 1955, our tributary creeks were regularly used by residents for recreation activities, including bathing.

Built development on each of these catchments is serviced by a sewerage network operated by Sydney Water. Separate stormwater drainage systems also operate within the catchments. These stormwater drainage systems are generally assets of Council, however, some components sit within private property boundaries or shared drainage easements.

Water quality testing performed at sites in Middle Harbour periodically identifies high levels of potentially infection-causing enterococci bacteria. Since recreational water quality has been monitored in Middle Harbour the annual grade has typically been "poor". The annual grade for the 2025 bathing season is "fair".

Spikes in bacterial pollution in waterways can be linked to high rainfall events. During rainfall, bacteria, and other pollutants, are washed into the waterways directly through stormwater system and via sewer overflows.

Stormwater drainage systems and the sewerage network need to be completely separate.

Sydney Water's sewerage network is designed to allow for gravity flow, (some pumping stations are included in low points). As part of the design, various overflow discharge points have been incorporated, as essential safety features of the system. The purpose of these overflow points is to allow for surcharges in times of high volume of flow and avoid overflow within areas of high public health risk, such as within residential areas. These surcharge points within Ku-ring-gai are found within our local bushland valleys, generally adjacent to local tributary creeks.

There are two main causes of sewer overflows into stormwater drainage – blockages, and flows exceeding pipe capacities during wet weather. Blockages, sometimes called "dry weather overflows" are caused by tree roots or by the improper disposal of wet wipes, tissues, oils, and fats into the wastewater network.

During very heavy rainfall, extra water can enter the sewerage network through faulty pipes, drain lids and by direct connection of stormwater drainage.

The sewage network should only be used to transport sewage and household waste waters to the designated treatment plant. At no time should stormwater be directed to the sewerage network, nor should sewage be directed to the stormwater drainage system. Reducing inflow and infiltration will improve the sewerage network efficiency, extend asset life, and reduce greenhouse gas emissions from unnecessary treatment loads. Climate change and more intense rainfall events increase hydraulic pressure on both systems, so proactive disconnection and repair are forms of climate adaptation.

How can we address this issue?

Sydney Water uses a smoke-testing process to identify issues in the sewerage network to find leaks, faulty connections and illegal stormwater connections which may need repair or disconnection. Location and repair of defects is essential to the economical and hydraulic functioning of the sewerage network.

With the pending increase in the number of households within the Ku-ring-gai Local Government Area, due to current housing targets under State planning reforms, it is important that major civic infrastructure systems, like the sewerage network work as designed. Removing the sewage from our waterways is also a critical step toward restoring healthy ecosystems and ultimately supporting the re-establishment of safe recreational use of our local waterways.

Sydney Water regularly partners with local councils to establish educational and compliance programs to maximise the efficient function of our separate sewerage network and stormwater drainage systems. Most recently, Hornsby Council has participated in the program. The participation of Ku-ring-gai Council in the program would further demonstrate our resolve to protect and restore our local natural environment and improve the health of our waterways.

This initiative supports Council's strategic objectives under the Environment and Infrastructure themes of the Community Strategic Plan, particularly improving waterway health, climate resilience, and sustainable infrastructure performance.

I, therefore, move that Council resolves to:

A. Include a program promoting and encouraging residential disconnection of stormwater from the sewage network to improve the health and resilience of local waterways within the 2026/27 Operational Plan. The program would include education, local waterways testing, system testing, regulatory actions, and compliance statistics (such as the number of properties tested or rectified);

B. Inform Sydney Water that Ku-ring-gai Council wishes to partner with them, initially for a period of three years, to deliver a local educational and compliance program focussing on the need to ensure stormwater is not discharged into the sewerage network;

C. Undertake a review of the Development Control Plan or stormwater design guidelines to ensure new developments include inspection points for verifying separation; and,

D. Collaborate with Sydney Water to identify priority sub-catchments for rectification.

RECOMMENDATION:

That the above Notice of Motion as printed be adopted.

Councillor Alec Taylor
Councillor for Roseville Ward

NOTICE OF MOTION

COMMUNITY ACCESS TO EXTERNAL AUTOMATED DEFIBRILLATORS ACROSS COUNCIL FACILITIES "LACHY'S HEARTSTART PROJECT"

Notice of Motion from Councillors Devlin and Kay dated 31 October 2025

This Notice of Motion is aimed at providing community access to Automated Defibrillators across Council facilities, including sporting fields, recreation areas, community buildings and public parks.

Research shows that in Australia, approximately 80 people per day go into sudden cardiac arrest. The survival rate is approximately 12%. This is significantly impacted by the time it takes to receive treatment. For every minute without CPR, the chance of survival lowers by 10%. Automated defibrillators (AEDs) have been shown to significantly increase survival rates to approximately 50% when combined with CPR. Accessible AEDs are important as cardiac arrest can occur at any time, to any age and often without warning.

Council currently provides 22 AEDs across Council operational buildings and vehicles, libraries, golf courses, art centre and community halls. Apart from East Lindfield Community Hall and Caley's Pavilion within the Ku-ring-gai Wildflower Garden, all the AEDs are in buildings that are locked when not in use. This means most Council managed AEDs may not be readily accessible to the community when they are required, potentially reducing the survival rates if a sudden cardiac arrest occurred at a closed Council facility. In addition to this, there are only three (3) AEDs provided by Council at recreational venues – Roseville Park Pavilion, Gordon Golf Course and North Turramurra Golf Course. Placing AEDs external to buildings may provide members of the public better opportunity to act immediately to assist someone experiencing a cardiac arrest until emergency services arrive.

When every second counts, readily accessible AEDs ensure fast, life-saving action, and help build a strong first response network across the Ku-ring-gai LGA. Making AEDs readily available at all of Council's sporting fields is a crucial first step.

It is acknowledged this initiative will require significant investment in capital and ongoing service funding, including management of any associated liability within Council's existing risk and insurance frameworks, ensuring this does not delay implementation. If this scheme saves one life, then Council considers it essential. Grant funding and sponsorship opportunities may be available.

Therefore, we move the following motion:

That:

A. By March 2026, a report be brought back to Council detailing the whole of life costs for the supply, installation, service and monitoring of providing external AEDs at Council owner facilities across the following stages:

    a. Stage 1: all Council sporting fields (implementation during calendar year 2026,); and,

    b. Stage 2: all Council community buildings, recreation areas, and public parks (implementation before the end of calendar year 2027); noting that,

    c. (The above stages are guidelines only, and may differ from the report).

B. The report also contains information on the delivery timeframes, grant funding or sponsorship opportunities, and consideration of relevant liabilities imposed on Council; and,

C. The preferred delivery model prioritise external, publicly accessible units with 24-hour access and automatic registration with the NSW Ambulance AED Locator database.

RECOMMENDATION:

That the above Notice of Motion as printed be adopted.

Councillor Matt Devlin
Councillor for Comenarra Ward

Councillor Christine Kay
Mayor

QUESTION WITH NOTICE

HOW DOES COUNCIL PROTECT OUR WATERWAYS FROM URBAN STORMWATER?

QUESTION:

Question from Councillor for Roseville Ward Councillor Alec Taylor dated 31 October 2025:

Urbanisation has fundamentally changed stormwater flows in Ku-ring-gai and across our city, with a massive negative impact on our waterways. Previously heavily vegetated areas that would soak up storm water are now largely covered in hard surfaces, which rapidly transport and accumulate enormous volumes of storm water. This extraordinary discharge is dumped into our creeks, which are then stripped of natural vegetation and soils, and populated with rubbish, pollution and weeds.

Councils across Australia are adopting new methods for handling stormwater with green infrastructure, such as:

- Raingardens and wetlands: Incorporating raingardens and revitalizing wetlands to help filter pollutants and manage runoff.
- On-site detention (OSD) tanks: Requiring new developments and some new roads and footpaths to include OSD tanks designed to capture and control discharge for a range of storm events
- Pollutant traps: Installing gross pollutant traps and StormFilters at pit inlets and within treatment tanks to remove pollutants, solids, and other contaminants from stormwater runoff.
- Water reuse and harvesting: Capturing and recycling stormwater for non-potable uses, such as irrigating parks and green spaces, as part of a larger water management strategy.

Ku-ring-gai Council is already adopting and selectively deploying many of these strategies.

Questions:

1. Approximately how many major connection points are there between our infrastructure and creek headwaters across Ku-ring-gai?
2. What actions does Ku-ring-gai already take to reduce urban stormwater flows (with examples please)?
3. What more could we do to systematically slow urban storm water in Ku-ring-gai and clean up our waterways?

RESPONSE:

To be provided

Councillor Alec Taylor
Councillor for Roseville Ward