ORDINARY MEETING OF COUNCIL
TO BE HELD ON TUESDAY, 16 DECEMBER 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 confidential attachments to the following General Business reports:

GB.13 RFT5-2025 - Bushland Services Tender

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

Attachment 1: Attachment A1 - List of tenders received

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

Attachment 2: Attachment A2 - RFT5- 2025 Bushland Services Tender Evaluation Report

GB.14 RFT10-2025 – Cricket Net Upgrade Turramurra Memorial Park

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

Attachment 1: RFT10-2025 List of Submitters

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

Attachment 2: RFT10-2025 Cricket Net Upgrade Turramurra Memorial Park - Tender Evaluation Report

GB.15 RFT12-2025 - Fire Safety Services for Council-Owned Buildings

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

Attachment 1: Attachment A1 - List of tenders received

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

Attachment 2: Attachment A2 - Tender Evaluation Report and recommendation

CONFIRMATION OF MINUTES

File: EM00046/10
Meeting held 18 November 2025
Minutes numbered 213 to 236

MINUTES FROM THE MAYOR

PETITIONS

PT.1 Urgent request for installation of footpaths on both sides of St John's Avenue, Gordon 59

File: S02211/2

Petition to Ku-ring-gai Council
Principal petitioner: Ganesh Ganesan

We the undersigned residents of Gordon and the wider Ku-ring-gai local Government Area, respectfully request that Ku-ring-gai Council take urgent action to construct safe pedestrian footpaths on both sides of St John's Avenue, particularly along the section highlighted in the attached map (between Gordon Golf Club and the residential area near Handprints Killara).

The attached map forms part of this petition and identifies the unsafe stretch of road where pedestrians are currently exposed to significant danger.

Background and reason for the request:

St John's Avenue is widely used by:

- Elderly residents undertaking their daily walks;
- School children walking to and from nearby schools and public transport; and
- Local families, joggers and recreational pedestrians

Despite having heavy pedestrian usage, St John's Avenue does not have continuous or accessible footpaths. The grass verges on both sides are uneven, sloped and obstructed by tree roots, making them unsafe for walking. Consequently, residents – especially the elderly, school children and those with mobility challenges – are forced to walk directly on the road. This creates a serious risk of collision with vehicles, particularly given the narrowness and curvature of parts of the roadway.

Recent fatal accident:

On 13 November 2025, a 92-year-old man tragically died after being struck by a vehicle on St John's Avenue while on his regular morning walk.

This heartbreaking incident has deeply affected residents and demonstrates the urgent need for safe pedestrian infrastructure to prevent further injury or loss of life.

Growing residential population:

The neighbourhood surrounding St John's Avenue includes approximately 200-300 dwellings. With many elderly residents, families with young children and regular walkers in the area, safe pedestrian access is essential. Continuous footpaths are critical for:

- Seniors with reduced balance or mobility
- Children travelling to and from local schools
- Parents with prams
- Residents using mobility aids
- Everyday recreational walkers

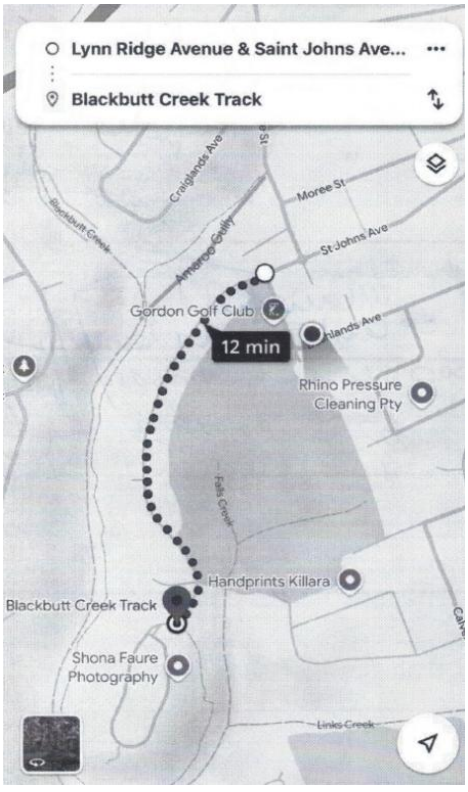
Community support:

This petition in strongly supported by residents who regularly walk along St John's Avenue or have witnessed dangerous close calls. Many signatories include elderly pedestrians, parents with school aged children and long-term residents who are concerned for their own safety and the safety of their neighbours.

We urge Ku-ring-gai Council to act promptly to protect lives and ensure safe, accessible pedestrian pathways for our community.

In the interest of public safety, we respectfully request that Ku-ring-gai Council:

1. Construct a proper, continuous concrete footpath on both sides of St John's Avenue, covering at minimum the section between Gordon Golf Club and the area near Handprints Killara (as shown in the attached map);
2. Prioritise this construction as an urgent safety measure in view of the recent fatality;
3. Construct a pedestrian safety and traffic risk assessment of the road;
4. Consider upgrading street lighting along this route to enhance visibility for both drivers and pedestrians.



(12 signatures)

Recommendation:

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

GENERAL BUSINESS

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

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

GB.1 Environment Committee Minutes - November 2025 62

File: S14696

For Council to consider and note the minutes of the Environment Advisory Committee meeting held on 10 November 2025.

Recommendation:

That Council receive and note the Minutes of the Environment Advisory Committee meeting held on 10 November August 2025, including the recommendations within.

GB.2 Heritage Reference Committee meeting minutes of 6 November 2025 95

File: CY00413/13

To have Council consider the minutes from previous Heritage Reference Committee ('HRC') meeting held on 6 November 2025.

Recommendation:

That Council receives and notes the HRC minutes from 6 November 2025.

GB.3 Status of Women's Advisory Committee - Minutes of Meeting Tuesday 4 November 2025 101

File: S13683

To provide Council with the minutes from the Status of Women's Advisory Committee meeting held on 4 November 2025.

Recommendation:

That Council endorse the minutes of the Status of Women's Advisory Committee meeting held on 4 November 2025.

GB.4 **Youth Advisory Committee - Minutes of Meeting Wednesday 12 November 2025** **109**

File: S04477

To present the minutes of the Youth Advisory Committee meeting held on 12 November 2025 and seek Council's consideration of the Committee's recommendation to extend membership to December 2026.

Recommendation:

That Council endorses the minutes of the Youth Advisory Committee meeting held on 12 November 2025.

GB.5 **Code of Conduct - Complaint Statistics** **117**

File: S08447

To report statistics in relation to complaints as required by the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW 2020 for the twelve months to 31 August 2025.

Recommendation:

That the report under Part 11 of the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW 2020 be received and noted.

GB.6 **Investment Report as at 30 November 2025** **126**

File: FY00623/8

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

Recommendation:

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

GB.7 **Petitions Policy** **134**

File: CY00473/12

To seek Council endorsement of a new Petitions Policy to formalise the process for the consistent and transparent management of public petitions.

Recommendation:

That Council endorse the draft Petitions Policy for public exhibition. A report will be brought back to Council in early 2026 on submissions received and any amendments proposed to the policy. If no submissions are received, then Council adopt the policy as attached to this report.

GB.8 **Post-exhibition of revised Delivery Program, Resourcing Strategy and application for a Special Rate Variation** **149**

File: S14747-1-1

To seek Council's approval to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) after presenting Council with the outcomes of the exhibition of a revised Delivery Program, Operational Plan, Long Term Financial Plan and Asset Management Strategy, and other related matters.

Recommendation:

That Council:
A. adopt the revised Delivery Program 2025-2029 and Operational Plan 2025-2026, Long Term Financial Plan 2025-2035 and Asset Management Strategy 2025-2035 as attached
B. adopt the updated Asset Management Policy as attached
C. adopt the updated Asset Management Plans as attached
D. approve for Council to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) of 24.6% to begin from 1 July 2026 which, when combined with the confirmed 4.4% rate peg, will result in a 29% rate revenue increase in 2026/27, with rates to increase in line with the rate peg in future years.

GB.9 **Policy for Covert Electronic Surveillance for Illegal Dumping** **732**

File: S02294/2

For Council to consider and adopt the revised Covert Electronic Surveillance Policy for Illegal Dumping

Recommendation:

That the draft, revised Covert Electronic Surveillance Policy, Version 3, be adopted.

GB.10 **Sportsfields Booking Policy and Sportsfield Closure Policy** **745**

File: S03881

For Council to adopt the Sportsfields Booking Policy and Sportsfields Closure Policy following community consultation.

Recommendation:

That Council adopts the Sportsfields Booking Policy and Sportsfields Closure Policy as attached to this report.

GB.11 **Ku-ring-gai Local Transport Forum Dates for 2026** **770**

File: CY00022/17

To determine the Ku-ring-gai Local Transport Forum (LTF) meeting dates for 2026.

Recommendation:

That the Ku-ring-gai Local Transport Forum meetings for 2026 be scheduled monthly between February and November as per dates specified.

GB.12 **Local Transport Forum - Decision Making Framework and Associated Delegations** **773**

File: CY00022/17

The purpose of this report is to present to Council a governance and monitoring framework for the proposed Local Traffic Forum (LTF).

Recommendation:

That Council approve the recommendations A to E of this report.

GB.13 **RFT5-2025 - Bushland Services Tender** **786**

File: RFT5-2025

To consider tenders received for the establishment of an approved panel of suitably experienced and capable contractors to deliver services within Council's bushland reserves.

Recommendation:

A. That Council accept the tender submissions from eight (8) tenderers as recommended in the attached Evaluation Report.
B. That the Mayor and General Manager be delegated authority to execute all tender documents on Council's behalf in relation to the contracts.
C. That the Seal of Council be affixed to all necessary documents.
D. That all tenderers be advised of Council's decision in accordance with Clause 178 of the Local Government Tendering Regulation.

GB.14 **RFT10-2025 – Cricket Net Upgrade Turramurra Memorial Park** **791**

File: RFT10-2025/R

To consider the tenders received for RFT10-2025 Cricket Net Upgrade Turramurra Memorial Park and to appoint the preferred tenderer.

Recommendation:

In accordance with Section 55 of the Local Government Act and Tender Regulation 2021, it is recommended Council accept the Tender submitted by Tenderer B.

GB.15 **RFT12-2025 - Fire Safety Services for Council-Owned Buildings** **795**

File: RFT12-2025/R

To consider tenders received for RFT12-2025 for Fire Safety Services, specifically the maintaining and testing of fire protection equipment at Council-owned buildings.

Recommendation:

In accordance with Section 55 of the Local Government Act and Tender Regulation 2021, it is recommended Council accept the Tender submitted by Tenderer A.

GB.16 **Policy Update - Management of Community and Recreation Facilities** **799**

File: CY00473/12

For Council to consider and endorse the periodic update of the Management of Community and Recreation Facilities Policy 2018.

Recommendation:

That the revised Policy for Management of Community and Recreation Facilities 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.

GB.17 **Planning Proposal 77 Kulgoa Rd Pymble - Post Exhibition** **822**

File: S14501

For Council to consider submissions made in response to the exhibition of a Planning Proposal to rezone 77 Kulgoa Road, Pymble, consistent with adjoining R2 Low Density Residential zoned land.

Recommendation:

That Council resolve to proceed with the finalisation of the Planning Proposal to rezone 77 Kulgoa Road, Pymble C4 Environmental Living to R2 Low Density Residential in accordance with the conditions of the Gateway Determination.

GB.18 **Application to Seek the Minister's Consent to Grant a Licence over Community Land** **1154**

File: S14827

To recommend an application for Minister’s consent be submitted to proceed with the granting of the licence to Fast Cities Australia Pty Limited (Evie Networks). The licence is for a public electric vehicle (EV) charger to be installed and operated at 9 Coonanbarra Road, Wahroonga.

Recommendation:

Council make an application to the Minister for Local Government seeking consent to grant the proposed licence as noted within this report.

EXTRA REPORTS CIRCULATED TO MEETING

MOTIONS OF WHICH DUE NOTICE HAS BEEN GIVEN

NM.1 Refreshing Ku-ring-gai's 2021 Heritage Strategy 1165

File: S12203

Notice of Motion from Councillors Balachandran and Kay dated 27 November 2025

The Ku-ring-gai Heritage Strategy was developed in 2021 to "measure, plan and report on heritage management in Ku-ring-gai". The Strategy outlines the following:

1. Legislative and strategic frameworks under which Council operates
2. Heritage resources, such as studies, the heritage reference committee, policies, grants, and events
3. Heritage challenges and opportunities including identification, protection, and supporting owners
4. A strategy action plan with short-term (1-2 years), medium-term (2-5 years) and ongoing initiatives

There have been significant changes in Ku-ring-gai since 2021, notably the Transport Oriented Development (TOD) planning measures introduced by the NSW State Government in 2023. A key planning principle in Ku-ring-gai Council's Alternative Scenario was to preserve the heritage character of the area. The council TOD survey broadly tested residents' views of protecting heritage in the face of development. Heritage owners have faced significant uncertainty during this period and are seeking greater engagement with Council.

An increasingly culturally diverse population in Ku-ring-gai creates opportunities to engage newer community members. There have also been new advisory committees established in this period with valuable perspectives to add to Council's heritage strategy, such as those of young people who are the area's future stewards.

The NSW Government is currently developing its first heritage strategy.
"*Heritage in New South Wales includes the places and objects we have inherited from the past and want to protect for future generations. It is also the social values, stories and meanings associated with those places and objects that individuals and communities hold and wish to pass on to future generations. The value of heritage extends beyond conserving the past. It contributes to our sense of identity and belonging, and to our health and wellbeing. While conservation remains critical, we need to expand our heritage thinking. We need to encompass storytelling, engaging with cultural traditions and acknowledging different experiences of the past if we are to fully recognise the story of New South Wales.*"
[NSW Draft Heritage Strategy 2025]

Five years after the development of Council's 2021 heritage strategy, the heritage character of Ku-ring-gai's environment is under increasing pressure from planning changes, housing needs, societal and demographic changes, and economic uncertainly faced by owners.

Ku-ring-gai Council is the forefront of heritage-in-place in NSW. It is timely to update the 2021 strategy to ensure we maintain a dynamic strategy underpinned by broad and current community engagement.

We, therefore, move that:

A. Council staff provide a report in February 2026 directly to Council assessing the implementation of the action plan in the Heritage Strategy 2021. This should include the identification of short-term actions that remain current and critical with a timeline for completion by December 2026.

B. The Heritage Strategy be updated following engagement with heritage owners, culturally diverse communities, Aboriginal groups, young people, relevant community groups, as well as the wider community, including:

    a) A Heritage Forum with heritage owners
    b) Feedback on the Heritage Strategy from Community Advisory Committees

C. A Heritage newsletter be developed and tested in 2026 to share information and build dialogue

D. An updated Heritage Strategy be brought back to Council in December 2026 including an action plan with timelines, for inclusion in the Delivery Program and Operational Plan and related reporting.

Recommendation:

That the above Notice of Motion as printed be adopted.

NM.2 Planning for Turramurra Town Centre 1167

File: S10467/2

Notice of Motion from Councillor Devlin dated 28 November 2025

Planning work and resources have rightly been directed toward responding to the State Government's Transport Oriented Development (TOD) program at Roseville, Lindfield, Killara and Gordon, which together will accommodate a significant share of Ku-ring-gai's future housing and community infrastructure. With that work now substantially progressed, it is timely to turn strategic attention back to the remaining centres and neighbourhoods that make up approximately sixty per cent of the Local Government Area (LGA).

Strategic planning work for Turramurra is also an equity issue for the community. The local centre serves residents of both Comenarra and Wahroonga Wards and plays an important district role in the northern part of the LGA. As such, it is timely to consider a new planning framework to guide development across Turramurra Town Centre.

Changes to NSW Government Housing Policy have significant potential to impact on this area:

- The Low and Mid-Rise Housing SEPP allows medium and high-density development within 800 metres of the centre;
- The Housing Development Authority provides a pathway for landowners to submit EOIs for high density development; and,
- State Significant Applications provide a pathway for large development proposals incorporating in-fill affordable housing.

Within this policy context, there are already significant development interests in and around the Turramurra Town Centre. Council is in the process of assessing a Planning Proposal for a 9-storey development on the corner of the Pacific Highway and Kissing Point Road. Council has also had ongoing discussions with Coles regarding the possible redevelopment of the supermarket on Ray Street. There is also an SSD with SEARS in Ku-ring-gai Avenue. Development is coming to Turramurra.

Council's current planning controls for Turramurra date back to 2012 when amendments were made to the Ku-ring-gai Local Environmental Plan (KLEP) and Ku-ring-gai Development Control Plan (KDCP). The DCP was subsequently amended in 2016 to update the Ray / William Street retail and public areas.

There is a risk that, without an updated centre wide framework, development will proceed in an uncoordinated manner, with missed opportunities for:

- Integrated public domain and street upgrades;
- Safe and direct pedestrian and cycling connections across the Pacific Highway and rail corridor and between precincts;
- A coordinated approach to traffic, access and parking;
- Delivering new and upgraded community infrastructure, including library, community and cultural spaces, open space and civic space; and,
- Protecting and enhancing local character, heritage and the landscape setting that residents value.

We need to ensure that the precincts making up the Turramurra Town Centre are well planned, connected, and that there is adequate provision of community infrastructure for the growing population.

Note that the intent of this Notice of Motion is not to defer or pre-empt statutory decisions on the current planning proposals within the Turramurra Town Centre, nor to reduce the priority of the Gordon and Lindfield hub projects, but to ensure that Council and the community has a clear, up to date and integrated strategic framework to guide future development and infrastructure delivery in and around the Turramurra Town Centre.

I, therefore, move that:

A. Council staff report back in the first quarter of 2026 with a project scope, cost and timeline for the development of a new planning framework to guide development across the Turramurra Town Centre;
B. The report should also advise how this work will be integrated with the implementation of the State Government's Low and Mid Rise Housing SEPP, the Housing Development Authority pathway, and any relevant State Significant Development or Planning Proposal processes affecting the centre, and include a proposed stakeholder and community engagement approach for the preparation of the planning framework.

Recommendation:

That the above Notice of Motion as printed be adopted.

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

QUESTIONS WITH NOTICE

INSPECTIONS– SETTING OF TIME, DATE AND RENDEZVOUS

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

MINUTES OF ORDINARY MEETING OF COUNCIL HELD ON TUESDAY, 18 NOVEMBER 2025

Present:	The Mayor, Councillor Christine Kay (Chairperson) Councillors M Devlin & J Pettett (Comenarra Ward) Councillors I Balachandran & B Ward (Gordon Ward) Councillors S Ngai & A Taylor (Roseville Ward) Councillor M Smith (St Ives Ward) Councillors C Spencer & K Wheatley (Wahroonga Ward)
Staff Present:	General Manager (David Marshall) Acting Director Community (Virginia Leafe) Director Corporate (Angela Apostol) Acting Director Development & Regulation (Anne Seaton) Director Operations (Peter Lichaa) Director Strategy & Environment (Andrew Watson) Corporate Lawyer (Jamie Taylor) Manager Governance and Corporate Strategy (Christopher M Jones) Governance Support Officer (Eliza Gilbank-Heim)
Others Present:	Manager Urban and Heritage Planning (Antony Fabbro) Manager Community Development (Danny Houseas) Team Leader Urban Planning (Craige Wyse)

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 GB.16 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 Ward declared a special disclosure of pecuniary interest in GB.16 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 Balachandran declared a special disclosure of pecuniary interest in GB.16 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 Ngai declared a special disclosure of pecuniary interest in GB.16 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 State Significant Developments - Report by The Mayor, Councillor Kay dated 17 November 2025

MM.2 Update on progress towards Net Zero and Completion of the Cities Race to Zero Pledge - Report by The Mayor, Councillor Kay dated 18 November 2025

GB.16 - Ku-ring-gai TOD Alternative - Report by Manager Urban & Heritage Planning dated 11 November 2025 with attachments..

Memorandums:

A Confidential Memorandum for C.2 21 October 2025 OMC - TOD alternative - preferred scenario from the Director Strategy & Environment was circulated to the Mayor and Councillors on 5 November 2025.

A Confidential Memorandum for C.1 - Councils Position on the operation of the Ku-ring-gai High School Hockey Facility from the Director Strategy & Environment was circulated to the Mayor and Councillors on 17 November 2025.

A Confidential Memorandum for GB.12 Management and Operation of St Ives High School Sports Centre from the Director Strategy & Environment was circulated to the Mayor and Councillors on 17 November 2025.

A Memorandum containing the response to Q.1 How does Council protect our waterways from urban stormwater?

from the Director of Operations and the Director of Strategy & Environment was circulated to the Mayor and Councillors on 18 November 2025.

A Memorandum for GB.16 Ku-ring-gai TOD Alternative from the Director of Strategy & Environment was circulated to the Mayor and Councillors on 18 November 2025.

Confidential Late Agenda Attachment: **GB.16 - Ku-ring-gai TOD Alternative -** Attachment 4: Ku-ring-gai Council v The State of NSW - Land and Environment Court of NSW

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

File: S02499/9

Resolved:

(Moved: Councillors Taylor/Balachandran)

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

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

C.2 Project Review

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 Management and Operation of St Ives High School Sports Centre

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

Attachment A1: List of tenders received

Attachment A2: Tender prices received

Attachment A4: Tender Evaluation Report

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

Attachment A3: Financial assessment

GB.16 Ku-ring-gai TOD Alternative

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

Attachment A4: Ku-ring-gai Council v The State of NSW – Land and Environment Court of NSW

CARRIED UNANIMOUSLY

CONFIRMATION OF MINUTES

214 **Minutes of Ordinary Meeting of Council**
File: EM00046/9
Meeting held 21 October 2025
Minutes numbered 185 to 205

Resolved:

(Moved: Councillors Ward/Wheatley)

That Minutes numbered 185 to 205 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

215 **State Significant Developments**

File: S09352
Vide: MM.1

My Councillor colleagues and I are fielding many enquiries from our community about State Significant Developments – or SSDs for short.

The intent of this Mayoral Minute is to clarify the Council's position on these developments and to outline how our alternative plan for new housing in Ku-ring-gai may help alleviate their impacts in the future.

State Significant Developments are large-scale projects deemed important to the state for economic, social, or environmental reasons, requiring approval from the state government, not local councils. More recently, there is a particular focus on higher density residential development as SSD.

The state government is under pressure to meet housing targets set by the federal government's Housing Accord. SSDs are seen by the state as one way to accelerate progress on meeting these targets.

Such developments have thresholds to meet before they can be classed as SSDs. Developments with in-fill affordable housing with an estimated development cost of more than $75 million qualify as SSD.

SSD applications are assessed by the Department of Planning, Housing and Infrastructure (DPHI) and determined by the Minister for Planning or the Independent Planning Commission. Council is notified of and invited to comment on SSD applications at the exhibition stage but otherwise plays no role in their assessment or determination.

On 13 June 2025 the state government effectively 'turned off' the SSD pipeline while it considered our alternative plan for new housing in Ku-ring-gai. This was developed with community consultation to replace the transport oriented development (TOD) policy introduced by the state government in May 2024.

The main advantages of our plan are increased protection for heritage areas, protection for the tree canopy and improved transitions between lower and higher density development.

Council's new housing plan was approved by the state government on 14 November 2025 and as a result, our alternative plan and its requirements now apply to SSDs lodged after this date.

However, the SSDs originally lodged from May 2024 and June 2025 remain an issue as they are not covered by our approved plan and will be considered under the state government's TOD provisions.

In addition, to accelerate the delivery of dwellings, the NSW Government established the Housing Delivery Authority (HDA) in January 2025. The HDA will remain in place for the TOD Alternative areas. A key difference from the standard SSD process is that the HDA can also support concurrent rezonings. This means that if a project requires rezoning as well as development approval, the two steps can be considered at the same time by the state government.

The bulk and scale of some of these developments being processed by the state government's planning agencies are causing our community great concern, and rightly so. We share this concern.

Council has a page on its website so the public can track SSD applications. You can view them at State Significant Development and Transport Oriented Development DAs Ku-ring-gai

Council staff have provided detailed submissions on all SSD applications highlighting inconsistencies with height, bulk, scale, traffic generation and impact on heritage, tree loss and biodiversity.

Our residents need to understand that we are powerless to change the scope of SSDs lodged between May 2024 and June 2025, when the TOD policy was in place for these particular sites.

Council has previously requested that the government refuse all SSDs that are inconsistent with Council's alternate TOD plan. While this was not agreed, DPHI provided assurance that their assessments team is following a rigorous process that considers all applications on merit, taking into account the character of Ku-ring-gai, setbacks, landscaping, topography, location, submissions, other relevant criteria and also having regard to Council's alternate TOD plan.

The Council has done what it can to meet the government's housing targets set for our area while offering better protection for built heritage and the environment.

There are no easy solutions to this situation, but I believe we have acted in good faith to help meet housing demand and preserve the qualities that make Ku-ring-gai such a sought after area in which to live.

Resolved:

(Moved: The Mayor, Councillor Kay)

That this Mayoral Minute be received and noted

CARRIED UNANIMOUSLY

216 **Update on progress towards Net Zero and Completion of the Cities Race to Zero Pledge**

File: CY00441/13
Vide: MM.2

Given recent political developments regarding Net Zero I think it is timely to outline the ways our Council is responding to this crucial issue.

Ku-ring-gai Council is already a participant in the United Nations Cities Race to Zero campaign — a global initiative that brings together local governments committed to taking science-aligned climate action consistent with limiting global warming to 1.5°C.

The campaign reflects principles embedded in Ku-ring-gai Council's two key climate change policy initiatives. These are the Towards Net Zero Emissions – 2030 Action Plan and the Net Zero Communities Strategy.

Both these documents reinforce Council's long-standing position on community resilience and emissions reduction.

As part of participation in the Cities Race to Zero program, councils are required to complete a formal pledge confirming their commitment to science-based targets, interim milestones, inclusive climate action, and transparent annual reporting.

Ku-ring-gai is well placed to complete this pledge, with both the organisation and the community demonstrating measurable progress. The most recent progress indicators show:

- Community solar installations have more than doubled, increasing from 4,507 to 9,363 systems (+108%), with capacity rising from 21.59 MW to 53 MW.
- Electric vehicle uptake has increased sharply, from 399 vehicles to 3,193.
- Waste to landfill has decreased, falling from 26,710 tonnes to 25,827 tonnes, while waste diversion has increased, from 55% to 57%, with an additional 2,016 tonnes diverted compared with baseline.
- Greenhouse gas emissions have fallen by approximately 65,000 tonnes, a 7% reduction since baseline, noting that progress remains slightly short of the interim –10% target.
- Operational emissions also show positive movement, including reductions in electricity use and gas-related emissions relative to baseline trends.

These indicators demonstrate a clear and ongoing transition toward Net Zero within the Ku-ring-gai community and confirm that Council's strategies and programs are delivering tangible emissions reductions.

A key requirement of the Cities Race to Zero program is the identification of at least one inclusive climate action. The Council's unique Net Zero Champions Program is supporting Ku-ring-gai households to take their own action towards Net Zero, with an exceptional level of participation.

Established following strong community interest during consultation for the Net Zero Communities Strategy, the program now includes nearly 200 volunteers working across themes such as Electrification & Renewables, Composting and Reuse & Repair.

The volunteer Champions have delivered a range of education events including the Sustainable Futures Day, solar education sessions, solar-car racing in local schools, and a series of well attended clothing swaps.

With nearly 200 volunteers willing to give their time and engage with residents on our behalf, Council is empowering our community to act on this issue.

This model is quite unique for local government in NSW, and we have been supporting other councils keen to replicate our success.

The Champions program represents best practice in community-empowered climate action and is a significant asset to Council's broader emissions-reduction efforts.

The timing of this Race to Zero pledge also aligns with Council's forthcoming review of the Climate Change Policy and supporting strategic documents.

Ku-ring-gai's completion of the pledge will ensure that the updated Climate Change Policy remains consistent with leading international frameworks and continues to reflect Council's commitment to transparent, evidence-based action.

To formalise Council's participation in the Cities Race to Zero program, the Mayor is required to complete and sign the pledge. Relevant staff will prepare the technical information to support this process.

Resolved:

(Moved: The Mayor, Councillor Kay)

A. That Council reaffirm its participation in the United Nations' Cities Race to Zero initiative, noting the strong progress demonstrated across both community and organisational emissions indicators.
B. That Council acknowledge the Net Zero Champions Program as a key Council initiative supporting households and businesses to take climate action towards reaching Net Zero, and as part of Ku-ring-gai's inclusive climate action under the Cities Race to Zero framework.
C. That Council authorise the Mayor to complete and sign the Cities Race to Zero pledge, with assistance from Council staff.
D. That completion of the pledge be incorporated into the forthcoming review of Council's Climate Change Policy and Strategy to ensure continued alignment with international best practice.
E. That Council nominate the Net Zero Champions for appropriate awards for local, state and national recognition

CARRIED UNANIMOUSLY

PETITIONS

Nil.

GENERAL BUSINESS

217 **Minutes of Audit, Risk & Improvement Committee Meetings held on 4 and 18 September 2025**

File: CY00458/13
Vide: GB.1

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

Resolved:

(Moved: Councillors Taylor/Devlin)

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

CARRIED UNANIMOUSLY

218 **Heritage Reference Committee meeting minutes of 2 October 2025**

File: CY00413/13
Vide: GB.2

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

Resolved:

(Moved: Councillors Taylor/Devlin)

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

CARRIED UNANIMOUSLY

219 **Update to Fraud and Corruption Control Policy and Strategy**

File: CY00458/13
Vide: GB.3

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).

Resolved:

(Moved: Councillors Taylor/Devlin)

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.

CARRIED UNANIMOUSLY

220 **Improve Asset Utilisation and Support the Arts in Ku-ring-gai**

File: FY00713
Vide: GB.4

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.

Resolved:

(Moved: Councillors Taylor/Devlin)

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.

CARRIED UNANIMOUSLY

221 **Investment Report as at 31 October 2025**

File: FY00623/8
Vide: GB.5

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

Resolved:

(Moved: Councillors Taylor/Devlin)

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.

CARRIED UNANIMOUSLY

222 **Analysis of Land and Environment Court Costs - 1st Quarter 2025 to 2026**

File: FY00623/8
Vide: GB.6

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

Resolved:

(Moved: Councillors Taylor/Devlin)

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

CARRIED UNANIMOUSLY

223 **Review of Rates, Charges and Sundry Debts - Assistance Concessions, and Recovery Policy**

File: CY00473/12
Vide: GB.8

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

Resolved:

(Moved: Councillors Taylor/Devlin)

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

CARRIED UNANIMOUSLY

224 **Outdoor Lighting Policy - Public Exhibition**

File: S14846-2
Vide: GB.11

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

Resolved:

(Moved: Councillors Taylor/Devlin)

A. 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.

B. That, following the public exhibition:
   i. If submissions are received that necessitate material amendments, a revised Policy be reported back to Council for adoption; or
   ii. b. If no significant amendments are required, the Policy be adopted as exhibited.

CARRIED UNANIMOUSLY

225 **RFT11-2025 - Management and Operation of St Ives High School Sports Centre**

File: RFT11-2025
Vide: GB.12

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

Resolved:

(Moved: Councillors Taylor/Devlin)

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.

CARRIED UNANIMOUSLY

226 **Hawkesbury Nepean Coastal Management Program - Stage 3 and 4 update**

File: S12059
Vide: GB.13

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

Resolved:

(Moved: Councillors Taylor/Devlin)

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

CARRIED UNANIMOUSLY

227 **Post-exhibition Development Control Plan**
4, 12 & 14 Cowan Road, St Ives
Pymble Golf Club

File: S12645
Vide: GB.14

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).

Resolved:

(Moved: Councillors Taylor/Devlin)

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*.

CARRIED UNANIMOUSLY

228 **Dual Occupancy Development Control Plan**

File: S14848
Vide: GB.15

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.

Resolved:

(Moved: Councillors Taylor/Devlin)

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.

CARRIED UNANIMOUSLY

229 **Council Position on the operation of the Ku-ring-gai High School Hockey Facility**

File: S13203/2
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)(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 dated 29 August 2025

Resolved:

(Moved: Councillors Taylor/Devlin)

That Council proceed on the basis of Option A as outlined in the report.

CARRIED UNANIMOUSLY

230 **2025 - 2026 Budget Review - 1st Quarter ended September 2025**

File: FY00701/2
Vide: GB.7

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.

MOTION:

(Moved: Councillors Balachandran/Pettett)

A. That the 2025/26 September Quarterly Budget Review and the recommended changes are received and noted.
B. That a report be brought back to Council in February 2026 incorporating:
    a. Capital expenditure budgets, actuals, and carry-forward amounts for the last four full financial years
    b. Detailed reasons for deferral of $30M in capital projects in FY26
    c. Scale of capital project delivery of comparable councils
    d. Measures put in place for more accurate budgeting, delivery and forecasting in future years.

Resolved:

(Moved: Councillors Balachandran/Pettett)

A. That the 2025/26 September Quarterly Budget Review and the recommended changes are received and noted.
B. That a report be brought back to Council in February 2026 incorporating:
    a. Capital expenditure budgets, actuals, and carry-forward amounts for the last four full financial years
    b. Detailed reasons for deferral of $30M in capital projects in FY26
    c. Scale of capital project delivery of comparable councils
    d. Measures put in place for more accurate budgeting, delivery and forecasting in future years.

CARRIED UNANIMOUSLY

231 **Ku-ring-gai Council Meeting and Public Forum Dates for 2026**

File: EM00046/10
Vide: GB.9

To set Council Meeting and Public Forum dates for 2026.

MOTION:

(Moved: Councillors Kay/Wheatley)

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
  - No 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

Resolved:

(Moved: Councillors Kay/Wheatley)

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
  - No 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

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

232 **Ku-ring-gai Council Annual Report 2024-2025**

File: FY00561/14
Vide: GB.10

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

MOTION:

(Moved: Councillors Balachandran/Pettett)

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).
C. Update the format of the Annual Report in future years to incorporate historical reporting for comparison and trends in delivery of key indicators in the annual report
D. Investigate the addition of a community report card as part of annual reporting from FY26 - a short and engaging visual summary for residents - outlining significant projects, important changes and challenges, and key measures of success set by the Community Strategic Plan (e.g. Parramatta City Council).

Resolved:

(Moved: Councillors Balachandran/Pettett)

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).
C. Update the format of the Annual Report in future years to incorporate historical reporting for comparison and trends in delivery of key indicators in the annual report
D. Investigate the addition of a community report card as part of annual reporting from FY26 - a short and engaging visual summary for residents - outlining significant projects, important changes and challenges, and key measures of success set by the Community Strategic Plan (e.g. Parramatta City Council).

CARRIED UNANIMOUSLY

MOTIONS OF WHICH DUE NOTICE HAS BEEN GIVEN

233 **Efficient Function of Our Separate Sewerage Network and Stormwater Drainage Systems to Improve the Health and Resilience of Local Waterways**

File: S12643/5
Vide: NM.1

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.

Resolved:

(Moved: Councillors Taylor/Devlin)

That the above Notice of Motion as printed be adopted.

CARRIED UNANIMOUSLY

234 **Community Access to External Automated Defibrillators across Council Facilities "Lachie's Heartstart Project"**

File: S08410-14
Vide: NM.2

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.

Resolved:

(Moved: Councillors Devlin/Kay)

That the above Notice of Motion as printed be adopted.

CARRIED UNANIMOUSLY

QUESTIONS WITH NOTICE

How does Council protect our waterways from urban stormwater?

File: S12643/5
Vide: QN.1

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:

Response provided by Director operations and Director Strategy & Environment:

Q1. How many major connection points are there between our infrastructure and creek headwaters across Ku-ring-gai?

Management response: Council maintains a large and complex drainage network that connects into creeks and waterways. In the absence of a definition for *"major connection points"*, applying a pipe diameter size of 1.2m and over to define *"major connection points"*, 155 drainage connections have been identified. There are numerous connection points that are smaller in size than 1.2m.

Q2. What actions does Ku-ring-gai already take to reduce urban stormwater flows (with examples please)?

Management response: Council has been implementing water sensitive urban design (WSUD) and stormwater management measures for many years, including:

- On-site detention (OSD) and WSUD requirements for new development, to slow and filter flows before discharge.
- Stormwater harvesting and reuse projects, such as Primula Oval and Roseville Park upgrades, and the Stratavaults at St Johns Avenue, which use captured stormwater to irrigate sportsfields and trees.
- Gross pollutant traps (GPTs) and StormFilters at key points across the LGA to intercept rubbish, sediment and other pollutants.
- Open space and street upgrades designed to minimise hardstand to essential accessible areas only, while incorporating passive irrigation for trees and landscape plantings.
- Water Smart rebates to support property-level measures such as permeable driveways and patios, rain gardens, swales, rainwater tanks and green roofs. Rebates of up to $1,000 are available every five years, including $500 per tank of 3,000L or more, and $250 for each of up to two plumbed connections.

Q3. What more could we do to systematically slow urban storm water in Ku-ring-gai and clean up our waterways?

Management response: A major opportunity is to strengthen maintenance and compliance of the large amount of WSUD, OSD and GPT infrastructure already in place across both public and private land. Many of these systems were installed under positive covenants but require ongoing upkeep to deliver their intended benefits. A compliance program could help secure improved water quality and ensure existing investments are working as designed.
Other future opportunities include:

- Supporting greater rainwater tank draw-down through internal connections (e.g. to toilets) to ensure tanks have capacity before rainfall events.
- Considering roadside swales as an alternative to kerb and gutter where suitable, to absorb and filter runoff.
- Exploring additional 'shock absorber' treatments at stormwater outlet points into creeks.

In summary, Council is already applying a wide range of recognised stormwater management approaches. The most effective next steps are to reinforce maintenance and compliance of existing assets, continue supporting residents through rebates and incentives, and integrate WSUD principles into future Council works. These will be considered in the review of the Water Sensitive Cities Strategy.

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

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

235 **Ku-ring-gai TOD Alternative**

File: S14846-2
Vide: GB.16

To provide Council with a list of amendments, made by Department of Planning, Housing and Infrastructure (DPHI), to Council's adopted Ku-ring-gai TOD Alternative.

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 Director Strategy & Environment dated 14 November 2025

Resolved:

(Moved: Councillors Kay/Wheatley)

A. That Council note that:

a. Council's adopted alternative transport oriented development scheme was largely implemented by the Department of Planning, Housing and Infrastructure on 14 November 2025 by *State Environmental Planning Policy Amendment (Ku-ring-gai Station Precincts) 2025*, ensuring:

i. the protection of heritage;
ii. preservation of biodiversity and tree canopy;
iii. protection of the desired future character of Ku-ring-gai; and
iv. revitalisation of its town centres;

b. while Council considers it had strong prospects of having the TOD SEPP declared invalid in its proceedings against the State of New South Wales, it appreciates that even if it were successful the proceedings themselves would not have led to the outcomes that Council has now been able to achieve; and

c. while Council acknowledges that the transitional provisions associated with state significant development were not resolved to its satisfaction, this alone would not justify the continuation of the proceedings in all the circumstances.

B. That Council accept the offer of the State of NSW that the current proceedings in the Land and Environment Court be discontinued on the basis that each party bear its own costs, the discontinuance to be filed at Court (with the consent of the State) within 1 business day of the amended maps being published on the Spatial Viewer in the same form that those maps were provided to Council last week.

CARRIED UNANIMOUSLY

236 **Project Review**

File: S14999
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 3 November 2025

Resolved:

(Moved: Councillors Kay/Ward)

That the report be received and noted, and any recommendations contained in the report considered.

CARRIED UNANIMOUSLY

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

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

Nil.

INSPECTIONS– SETTING OF TIME, DATE AND RENDEZVOUS

Nil.

The Meeting closed at 10:34pm.

The Minutes of the Ordinary Meeting of Council held on 18 November 2025 (Pages 1 - 42) were confirmed as a full and accurate record of proceedings on <Insert confirmation date ...>

_____ _____

General Manager Mayor / Chairperson

SCHEDULE 3: FORM OF SPECIAL DISCLOSURE OF PECUNIARY INTEREST SUBMITTED UNDER CLAUSE 4.39

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2. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.

Important information

This information is being collected for the purpose of making a special disclosure of pecuniary interests under clause 4.38(c) of the Ku-ring-gai Council Code of Conduct.

The special disclosure must relate only to a pecuniary interest that a councillor has in the councillor's principal place of residence, or an interest another person (whose interests are relevant under clause 4.3 of the Code of Conduct) has in that person's principal place of residence.

Clause 4.3 of the Code of Conduct states that you will have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative or because your business partner or employer has a pecuniary interest. You will also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.

"Relative" is defined by clause 4.4 of the Code of Conduct as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

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Special disclosure of pecuniary interests by Cr Alec Taylor

in the matter of GB.16 Ku-ring-gai TOD Alternative

which is to be considered at a meeting of the [*name of council or council committee (as the case requires)*] Ordinary Meeting of Council

to be held on the 18/11/2025

Pecuniary interest	
Address of the affected principal place of residence of the councillor or an associated person, company or body (the identified land)	[redacted]
Relationship of identified land to the councillor [*Tick or cross one box.*]	■ The councillor has an interest in the land (e.g. is the owner or has another interest arising out of a mortgage, lease, trust, option or contract, or otherwise). □ An associated person of the councillor has an interest in the land. □ An associated company or body of the councillor has an interest in the land.
Matter giving rise to pecuniary interest[1]	
Nature of the land that is subject to a change in zone/planning control by the proposed LEP (the subject land)[2] [Tick or cross one box]	■ The identified land. □ Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control [*Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land*]	Current Low & Mid-rise Housing SEPP R2 Medium Density Residential - Max FSR 0.8:1

[1] *Clause 4.1 of the Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Code of Conduct.*

[2] *A pecuniary interest may arise by way of a change of permissible use of land adjoining, adjacent to or in proximity to land in which a councillor or a person, company or body referred to in clause 4.3 of the Code of Conduct has a proprietary interest.*

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Proposed change of zone/planning control [*Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land*]	Proposed TOD Alternative R4 Medium Density Residential - Max FSR 0.85:1 and deep soil 50%
Effect of proposed change of zone/planning control on councillor or associated person [*Insert one of the following: "Appreciable financial gain" or "Appreciable financial loss"*]	Likely decrease in value if Council's alternative plan is gazetted due to lower deep soil requirements

[*If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest.*]

Councillor's signature [redacted]

Date 18/11/25

[This form is to be retained by the council's general manager and included in full in the minutes of the meeting]

SCHEDULE 3: FORM OF SPECIAL DISCLOSURE OF PECUNIARY INTEREST SUBMITTED UNDER CLAUSE 4.39

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"Relative" is defined by clause 4.4 of the Code of Conduct as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

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Special disclosure of pecuniary interests by Cr Barbara Ward

in the matter of GB 16

which is to be considered at a meeting of the [*name of council or council committee (as the case requires)*] Ordinary Meeting of Council

to be held on the 18th November 2025

Pecuniary interest	
Address of the affected principal place of residence of the councillor or an associated person, company or body (the identified land)	[redacted]
Relationship of identified land to the councillor [*Tick or cross one box.*]	■ The councillor has an interest in the land (e.g. is the owner or has another interest arising out of a mortgage, lease, trust, option or contract, or otherwise). □ An associated person of the councillor has an interest in the land. □ An associated company or body of the councillor has an interest in the land.
Matter giving rise to pecuniary interest[1]	
Nature of the land that is subject to a change in zone/planning control by the proposed LEP (the subject land)[2] [Tick or cross one box]	■ The identified land. □ Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control [*Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land*]	R2 Low Density

[1] *Clause 4.1 of the Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Code of Conduct.*

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Proposed change of zone/planning control [*Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land*]	R2 Zone
Effect of proposed change of zone/planning control on councillor or associated person [*Insert one of the following: "Appreciable financial gain" or "Appreciable financial loss"*]	Appreciable financial gain or loss

[*If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest.*]

Councillor's signature [redacted]

Date 18/11/2025

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Special disclosure of pecuniary interests by [*full name of councillor*] Indu Balachandran

in the matter of [*insert name of environmental planning instrument*] SEPP 2021 (Housing)

which is to be considered at a meeting of the [*name of council or council committee (as the case requires)*] 18/11/25 OMC

to be held on the 18 day of 11 20 25

Pecuniary interest	
Address of the affected principal place of residence of the councillor or an associated person, company or body (the identified land)	[redacted]
Relationship of identified land to the councillor [*Tick or cross one box.*]	☒ The councillor has an interest in the land (e.g. is the owner or has another interest arising out of a mortgage, lease, trust, option or contract, or otherwise). ☐ An associated person of the councillor has an interest in the land. ☐ An associated company or body of the councillor has an interest in the land.
Matter giving rise to pecuniary interest[1]	
Nature of the land that is subject to a change in zone/planning control by the proposed LEP (the subject land)[2] [Tick or cross one box]	☒ The identified land. ☐ Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control [*Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land*]	R2 KLEP 2015. Heritage item under KLEP 2015. HCA C23.

[1] *Clause 4.1 of the Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Code of Conduct.*

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Proposed change of zone/planning control [*Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land*]	SEPP 2021, Chapter 5 TOD
Effect of proposed change of zone/planning control on councillor or associated person [*Insert one of the following: "Appreciable financial gain" or "Appreciable financial loss"*]	Potential financial gain or loss for my primary home as impacts of density on heritage listed homes is untested

[*If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest.*]

Councillor's signature [redacted]

Date 18/11/2025

[This form is to be retained by the council's general manager and included in full in the minutes of the meeting]

SCHEDULE 3: FORM OF SPECIAL DISCLOSURE OF PECUNIARY INTEREST SUBMITTED UNDER CLAUSE 4.39

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Special disclosure of pecuniary interests by [*full name of councillor*] Indu Balachandran

in the matter of [*insert name of environmental planning instrument*] SEPP (Housing) 2021

which is to be considered at a meeting of the [*name of council or council committee (as the case requires)*] OMC

to be held on the 18 day of 11 20 25

Pecuniary interest	
Address of the affected principal place of residence of the councillor or an associated person, company or body (the identified land)	[redacted]
Relationship of identified land to the councillor [*Tick or cross one box.*]	☐ The councillor has an interest in the land (e.g. is the owner or has another interest arising out of a mortgage, lease, trust, option or contract, or otherwise). ☒ An associated person of the councillor has an interest in the land. ☐ An associated company or body of the councillor has an interest in the land.
Matter giving rise to pecuniary interest[1]	
Nature of the land that is subject to a change in zone/planning control by the proposed LEP (the subject land)[2] [Tick or cross one box]	☒ The identified land. ☒ Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control [*Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land*]	R2 KLEP 2015. Heritage item under KLEP 2015. HCA C23.

[1] *Clause 4.1 of the Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Code of Conduct.*

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Proposed change of zone/planning control [*Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land*]	SEPP (Housing) 2021 Chapter 5 TOD
Effect of proposed change of zone/planning control on councillor or associated person [*Insert one of the following: "Appreciable financial gain" or "Appreciable financial loss"*]	Potential financial gain or loss and unknown as the impacts on heritage items is untested.

[*If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest.*]

Councillor's signatu[redacted]

Date 18/11/25

[This form is to be retained by the council's general manager and included in full in the minutes of the meeting]

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Special disclosure of pecuniary interests by [*full name of councillor*]

Samuel Ngai

in the matter of [*insert name of environmental planning instrument*]

Ku-ring-gai TOD Alternative and recent changes to the State Environmental Planning Policy (Housing) 2021

which is to be considered at a meeting of the [*name of council or council committee (as the case requires)*]

to be held on the 18th day of November 20 25.

Pecuniary interest	
Address of the affected principal place of residence of the councillor or an associated person, company or body (the identified land)	N/A
Relationship of identified land to the councillor [*Tick or cross one box.*]	☐ The councillor has an interest in the land (e.g. is the owner or has another interest arising out of a mortgage, lease, trust, option or contract, or otherwise). ☒ An associated person of the councillor has an interest in the land. ☐ An associated company or body of the councillor has an interest in the land.
Matter giving rise to pecuniary interest[1]	
Nature of the land that is subject to a change in zone/planning control by the proposed LEP (the subject land)[2] [Tick or cross one box]	☒ The identified land. ☐ Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control [*Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land*]	My parents-in-law's primary place of residence had TOD controls of FSR 2.5:1 under the state's former TOD controls.

[1] *Clause 4.1 of the Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Code of Conduct.*

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Effect of proposed change of zone/planning control on councillor or associated person [*Insert one of the following: "Appreciable financial gain" or "Appreciable financial loss"*]	Reduction in volume of housing provided on site by 28%, though they have no interest or intention to move or sell.

[*If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest.*]

Councillor's signatur[redacted]

Date 18th November 2025

[This form is to be retained by the council's general manager and included in full in the minutes of the meeting]

PETITION

URGENT REQUEST FOR INSTALLATION OF FOOTPATHS ON BOTH SIDES OF ST JOHN'S AVENUE, GORDON

Petition to Ku-ring-gai Council
Principal petitioner: Ganesh Ganesan

We the undersigned residents of Gordon and the wider Ku-ring-gai local Government Area, respectfully request that Ku-ring-gai Council take urgent action to construct safe pedestrian footpaths on both sides of St John's Avenue, particularly along the section highlighted in the attached map (between Gordon Golf Club and the residential area near Handprints Killara).

The attached map forms part of this petition and identifies the unsafe stretch of road where pedestrians are currently exposed to significant danger.

Background and reason for the request:

St John's Avenue is widely used by:

- Elderly residents undertaking their daily walks;
- School children walking to and from nearby schools and public transport; and
- Local families, joggers and recreational pedestrians

Despite having heavy pedestrian usage, St John's Avenue does not have continuous or accessible footpaths. The grass verges on both sides are uneven, sloped and obstructed by tree roots, making them unsafe for walking. Consequently, residents – especially the elderly, school children and those with mobility challenges – are forced to walk directly on the road. This creates a serious risk of collision with vehicles, particularly given the narrowness and curvature of parts of the roadway.

Recent fatal accident:

On 13 November 2025, a 92-year-old man tragically died after being struck by a vehicle on St John's Avenue while on his regular morning walk.

This heartbreaking incident has deeply affected residents and demonstrates the urgent need for safe pedestrian infrastructure to prevent further injury or loss of life.

Growing residential population:

The neighbourhood surrounding St John's Avenue includes approximately 200-300 dwellings. With many elderly residents, families with young children and regular walkers in the area, safe pedestrian access is essential. Continuous footpaths are critical for:

- Seniors with reduced balance or mobility
- Children travelling to and from local schools
- Parents with prams
- Residents using mobility aids
- Everyday recreational walkers

Community support:

This petition in strongly supported by residents who regularly walk along St John's Avenue or have witnessed dangerous close calls. Many signatories include elderly pedestrians, parents with school aged children and long-term residents who are concerned for their own safety and the safety of their neighbours.

We urge Ku-ring-gai Council to act promptly to protect lives and ensure safe, accessible pedestrian pathways for our community.

In the interest of public safety, we respectfully request that Ku-ring-gai Council:

1. Construct a proper, continuous concrete footpath on both sides of St John's Avenue, covering at minimum the section between Gordon Golf Club and the area near Handprints Killara (as shown in the attached map);
2. Prioritise this construction as an urgent safety measure in view of the recent fatality;
3. Construct a pedestrian safety and traffic risk assessment of the road;
4. Consider upgrading street lighting along this route to enhance visibility for both drivers and pedestrians.



(12 signatures)

RECOMMENDATION:

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

ENVIRONMENT COMMITTEE MINUTES - NOVEMBER 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	For Council to consider and note the minutes of the Environment Advisory Committee meeting held on 10 November 2025.
BACKGROUND:	The Environment Advisory Committee was established by Council resolution last year, with members being appointed at the April 2025 OMC.
COMMENTS:	A meeting of the Environment Advisory Committee was held on 10 November 2025. The minutes of the meeting have been attached to this report as Attachment A1.
RECOMMENDATION:	That Council receive and note the Minutes of the Environment Advisory Committee meeting held on 10 November August 2025, including the recommendations within.

PURPOSE OF REPORT

For Council to consider and note the minutes of the Environment Advisory Committee meeting held on 10 November 2025.

BACKGROUND

The Environment Advisory Committee was established by Council resolution last year, with members being appointed at the April 2025 OMC.

COMMENTS

A meeting of the Environment Advisory Committee was held on 10 November 2025. The minutes of the meeting have been attached to this report as Attachment A1.

A recommendation relating to Item GB.6 required further consultation with Committee members. This consultation was undertaken between 11 and 17 November 2025. Details of the feedback received, and how it has been incorporated into the draft Urban Forest Action and Implementation Plan 2025, are provided in Attachment A2. The draft Urban Forest Action and Implementation Plan 2025 has been attached to this report as Attachment A3.

INTEGRATED PLANNING AND REPORTING

Theme 2: Natural Environment

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
N1.1: A community empowered with knowledge, learning and information that drives participation in activities that benefit the environment.	N1.1.1: The community has an enhanced appreciation of the value of the natural environment, local environmental issues and impacts.	N1.1.1.1: Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information.

GOVERNANCE MATTERS

The Environment Advisory Committee does not have delegated authority and serves only to provide recommendations and advice for Council. It does not have the power to make a final determination on any matter referred to them.

The Environment Advisory Committee is governed in accordance with its Terms of Reference.

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 are no specific financial implications arising from the 23 June meeting of the Environment Advisory Committee.

SOCIAL CONSIDERATIONS

N/A

ENVIRONMENTAL CONSIDERATIONS

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

COMMUNITY CONSULTATION

The Environment Advisory Committee includes eight community representative members and provides avenues for community consultation on Council's relevant plans, policies and programs.

INTERNAL CONSULTATION

N/A

SUMMARY

A meeting of the Environment Advisory Committee was held on 10 November 2025. The minutes of the meeting have been attached to this report as Attachment A1.

RECOMMENDATION:

That:

A. Council receive and note the Minutes of the Environment Advisory Committee meeting held on 10 November 2025.

B. Council explore opportunities for inclusion of Woody Meadow installations within the 2026/27 works program.

C. Staff report back to the Committee with draft criteria for the establishment of an Iconic Tree Register.

D. The Sportsfield Optimisation Trial is implemented by completing those improvements as identified and listed in the table within the Comments section of this report, over the next three (3) financial years. These improvements to be undertaken at the suggested fields as well as some additional fields as the project budget allows.

E. A Sporting Ground Condition Report be undertaken in 2027 to measure the condition of the identified fields in comparison to the report undertaken in 2024.

F. Future sportsfield capital works programs consider the DCCEEW (2025) Best Practice Guidelines when specifying reconstruction.

G. Should Council construct a Best Practice Sportsfield in the future, an assessment of capacity be undertaken upon completion of that sportsfield in comparison to other fields in Ku-ring-gai.

H. Council explore alternative opportunities for funding of a best practice sports field, including development contributions.

I. Council endorse the creation of the Urban Forest Action and Implementation Plan 2025, incorporating feedback from Committee members.

Sybylla Brown
Environmental Programs Leader

Jacob Sife
Manager Environment and Sustainability

Andrew Watson
Director Strategy & Environment

Attachments:

A1⇩	Environment Advisory Committee - 10 November 2025 - Meeting Minutes	2025/394514
A2⇩	Response to Ku-ring-gai Environmental Advisory Committee feedback on Councils Urban Forest Action and Implementation Plan (UFAIP) 2023 update	2025/383004
A3⇩	Urban Forest Action and Implementation Plan 2025	2025/392714

MINUTES OF ENVIRONMENT ADVISORY COMMITTEE HELD ON MONDAY, 10 NOVEMBER 2025

Present:	Councillor Alec Taylor (Chairperson) (Roseville Ward) Jill Green Dr. Simon Kean Sally Eriksen David Brennan Valerie Holland Michael Mathias Dominic Sivertsen Greg Taylor
Staff Present:	Jacob Sife (Manager Environment and Sustainability) Matthew Drago (Manager Infrastructure Services) Sybylla Brown (Environmental Programs Leader) Caitlin Gorry (Team Support Officer) Peter Lichaa (Director Operations) Luke Johnston (Tree Management Officer) Fleur Rees (Senior Landscape Architect) Dr. Alexander Austin (Environmental Programs Officer) Lindy Williams (Environmental Volunteering Programs Coordinator) Mursaleen Shah (Manager Assets & Technical Services)
Apologies:	Greg Kirby (NPWS)

The Meeting commenced at 6:30 PM

DECLARATIONS OF INTEREST

No interest was declared.

MATTERS ARISING FROM PREVIOUS MEETING

There were no matters arising from the previous meeting.

CONFIRMATION OF MINUTES

Minutes of Environment Advisory Committee

File: S14696

The minutes of meeting held on 11 August 2025 were confirmed by the Chairperson on 26 August 2025, and distributed to Committee Members.

GENERAL BUSINESS

Overview of the Green Grid Strategy

File: S14696
Vide: GB.1

To provide the Committee with an overview of the Green Grid Strategy and discuss opportunities for the Committee to contribute to the development of the Implementation Plan.

The Committee recommends: (Moved: Councillor Taylor)

A. That the Committee notes the information provided.

CARRIED UNANIMOUSLY

Overview of Council's environmental volunteering programs

File: S14696
Vide: GB.2

To provide the Committee with an overview of Council's environmental volunteering programs.

The Committee recommends: (Moved: Councillor Taylor)

That the Committee notes the information provided.

CARRIED UNANIMOUSLY

Outcomes of Council's woody meadow trial

File: S14696
Vide: GB.3

To present the outcomes of the woody meadow trial to the Committee.

The Committee recommends: (Moved: Councillor Taylor)

A. That the Committee notes the information provided.
B. That Council explore opportunities for inclusion of Woody Meadow installations within the 2026/27 works program.

CARRIED UNANIMOUSLY

Overview of the Operations Department's tree management functions

File: S14696
Vide: GB.4

To provide the Environment Advisory Committee with an overview of the tree management functions undertaken by Council's Operations Department.

The Committee recommends: (Moved: Councillor Taylor)

A. That the Committee notes the information provided.
B. That staff report back to the Committee with draft criteria for the establishment of an Iconic Tree Register.

CARRIED UNANIMOUSLY

Sports field Optimisation Trial

File: S07823/2
Vide: GB.5

To update the Environment Committee on the Sportsfield Optimisation Trial.

The Committee recommends: (Moved: Councillor Taylor)

A. That the Sportsfield Optimisation Trial is implemented by completing those improvements as identified and listed in the table within the Comments section of this report, over the next three (3) financial years. These improvements to be undertaken at the suggested fields as well as some additional fields as the project budget allows.
B. That a Sporting Ground Condition Report be undertaken in 2027 to measure the condition of the identified fields in comparison to the report undertaken in 2024.
C. That future sportsfield capital works programs consider the DCCEEW (2025) Best Practice Guidelines when specifying reconstruction.
D. That should Council construct a Best Practice Sportsfield in the future, an assessment of capacity be undertaken upon completion of that sportsfield

in comparison to other fields in Ku-ring-gai.

E. That Council explore alternative opportunities for funding of a best practice sports field, including development contributions.

CARRIED

Review and update of the Urban Forest Action and Implementation Plan

File: S14696
Vide: GB.6

To review updates to the Urban Forest Action and Implementation Plan, and support creation of an updated Urban Forest Action and Implementation Plan 2025.

The Committee recommends: (Moved: Councillor Taylor)

A. That the Committee note the review of the Ku-ring-gai Urban Forest Canopy Loss on Private Land Analysis; and
B. That Council endorse the creation of the Urban Forest Action and Implementation Plan 2025, incorporating feedback from Committee members.

CARRIED UNANIMOUSLY

OTHER BUSINESS

N/A

The Meeting closed at 8:20 PM

Response to Ku-ring-gai Environmental Advisory Committee feedback on Councils Urban Forest Action and Implementation Plan (UFAIP) 2023 update

- The *Urban Forest Action and Implementation Plan (UFAIP)* update was undertaken to incorporate selected recommendations from the *Ku-ring-gai Urban Forest – Canopy Loss on Private Land Analysis report (February 2025).* The update adopted or adapted key recommendations and introduced additional measures, through a collaborative process involving internal staff and the Ku-ring-gai Environmental Advisory Committee.
- A document outlining the proposed changes was provided to the Environmental Advisory Committee for review.
- This document includes a review of the Environmental Advisory Committee feedback received, and the additional of an new action to support ongoing collaboration with the Environmental Advisory Committee regarding Ku-ring-gai's Urban Forest.

  New action:

  4.1.9 Consult and collaborate with the Environmental Advisory Committee on Urban Forest Programs and Policies.

  Proposed Timing - Ongoing

  Proposed Resourcing - Funded by recurrent Departmental budgets

  Responsibility (Lead/Assist) - MES

- This feedback will directly inform creation of the Urban Forest Action and Implementation Plan (UFAIP) 2025.

Priority	Proposed Timing	Responsibility Lead/Assist
HIGH PRIORITY	Short Term: 1–3 years Medium Term: 4–10 years Long Term: 10–15 years	MUHP - Manager Urban Planning and Heritage MDAS - Manager Development Assessment Services MATS – Manager Assets and Technical Services MIS - Manager Infrastructure Services MRC - Manager Regulation & Compliance MES - Manager Environment & Sustainability MIM - Manager Information Management MVE - Manager Visitor Experience & Events

ATTACHMENT NO: 2 - RESPONSE TO KU-RING-GAI ENVIRONMENTAL ADVISORY COMMITTEE FEEDBACK ON COUNCILS URBAN FOREST ACTION AND IMPLEMENTATION PLAN (UFAIP) 2023 UPDATE

ITEM NO: GB.1

Response to Ku-ring-gai Environmental Advisory Committee feedback on Councils Urban Forest Action and Implementation Plan (UFAIP) 2023 update

SUBMISSION SUMMARY	SUBMISSION RESPONSE

INITIAL FEEDBACK
• Concern that proposed actions may have limited impact; engagement perceived as narrow.
• Canopy loss attributed to:
  ○ Aging trees (planted ~50 years ago) dying or becoming unsafe.
  ○ Residents removing trees before 5m height due to regulatory challenges and property risk.
• 3m rule seen as ineffective for larger species.
• Current trend: fewer large trees, mostly sub-5m vegetation.
• Big reputational and negative perception issues for Council to overcome
 	
Recommendation:
• Broader community consultation beyond interest groups.
• Comprehensive study to identify practical solutions.
	The 2025 UFAIP update review was undertaken in response to actions identified through the review and implementation of the Ku-ring-gai Urban Forest – Canopy Loss on Private Land Analysis report. The report provided expert consultant advice, council input and process review, but did not involve external consultation.
	
	Council acknowledges the complexity of balancing the benefits of trees with the challenges they can present—such as the need for open space and light—particularly in dense urban areas. This is not a simple issue, and we appreciate your perspective.
	
	Council will consider this feedback further within future community tree promotion and consultation planned for next year. A full review of the UFAIP will be undertaken as part of future Urban Forest Strategy updates.

SECOND FEEDBACK **a) Tree Planting Incentive** • offer rates discounts for residents who plant suitable trees in appropriate locations on their properties, with proof of survival over 4 years. **b) Verge Planting & Pedestrian Safety** • especially problematic in residential areas without footpaths • Verge planting must allow unobstructed pedestrian and children's bike access. • Current planting often forces pedestrians to duck under branches or walk on the road. • Children frequently forced onto the road due to blocked paths. • Trees should not be planted under power lines and should be tall enough to walk under while avoiding wide, low-spreading canopies that obstruct pedestrians. • Council cuts verge trees overhanging roads, but buses, trucks, and SUVs still hit branches (examples: Waterhouse Ave, Porters Lane). • Call for active management/removal of resident verge planting that obstructs off-road walking and bike access on Council nature strips. • Verge ground often uneven, difficult to mow or walk over, forcing pedestrians onto the road (examples: Waterhouse Ave, Hunter Ave).	a) New action: **ACTION 1.1 PROTECTION OF EXISTING TREES ON PRIVATE LAND** 1.1.9 Investigate a trial Tree Planting Rate Rebate Program to encourage residents to plant suitable trees in appropriate locations on their properties, with proof of survival (such as through establishment, four years or for a period sufficient for the tree to reach 5 m in height). Proposed Timing - Medium Term Proposed Resourcing - Funded by recurrent Departmental budgets Responsibility (Lead/Assist) - MES b) Council acknowledges the importance of access along nature strips and road verges. With reference to tree planting, trees are always planted to ensure a minimum of 1.5m clearance to allow for pedestrian access and access by postal services which is a requirement. Council has a reactive response to requests received for vegetation management and pruning for pedestrian access on nature strips and for branches overhanging footpaths. We aim to: • **Prioritize safety** by addressing high traffic areas around schools and bus stops with formed footpaths to ensure safe access.

Response to Ku-ring-gai Environmental Advisory Committee feedback on Councils Urban Forest Action and Implementation Plan (UFAIP) 2023 update

SUBMISSION SUMMARY	SUBMISSION RESPONSE
	• **Encourage shared responsibility.** Residents may need to exercise caution and occasionally adjust their path (e.g., bending down or stepping aside) where vegetation is low but not hazardous. This is especially relevant where no formed footpath exists • **Prevent future conflicts** by selecting appropriate species for their location. Including consideration of height when planting under power lines, and tree spread when adjacent to accessways. • **Manage roots and mowing challenges** where feasible, while recognizing that some uneven surfaces are unavoidable in a natural verge environment. Council will continue to respond to requests for pruning, but we ask the community to understand that perfect clearance everywhere is not achievable.
Trees on private land a) New developments should not receive Occupancy Certificates until the approved DA requirements for landscaping is complete (based on uncompleted tree planting observations) b) Landscape plans for new developments should have security bond for five years to ensure treescapes are maintained to above Tree Preservation Order heights c) Landscape and development rewards for native plants over exotic plants plans Tree on public land d) Expand the micro forest planting to underutilised land plots such as small parks and walkway corridors. e) Street planting to be designed for height under powerlines being tall shrubs and larger trees in areas where the trees natural shape can be achieved.	a) Council understands the concern about developments receiving Occupancy Certificates (OC) before landscaping is complete. However, even for Development Applications (DA) approved by council, an OC can be issued by either council or a private certifier. Once a private certifier is appointed as the principal certifier, generally Council has no authority to direct their actions. Council has no authority to require an occupation certificate to be held when issues being by a private certifier as the certifier takes the role of Council. conditions, but the current framework restricts our ability to mandate this timing for all DAs. Where a Landscape Assessment referral is made a standard DA condition imposed requires the proposed/approved landscape works to be completed prior to the issue of the OC (Occupation certificate). Compliance is at the discretion of the certifier, and is not always upheld. Landscape works usually includes tree replenishment plantings in accordance with DCP control 2 Part 4A.4 for new single dwellings. b) Landscape bonds on private land are not within councils' statutory powers. Council is limited to imposing conditions of consent under the *NSW Environmental Planning and Assessment Act*. c) Council's Development Control Plan planting controls set requirements for a percentage of native species. Ku-ring-gai is also known for its cultural landscapes. The DCP Part 21.2 Controls 13 & 14 requires locally occurring indigenous species within specified distances from bushland. However while promoting natives as a priority, Council also acknowledges the benefits and roles that non-local species contributes to the Urban Forest and recognises that it is not appropriate to require endemic planting within some areas, making a reward system problematic. For example, within a Heritage Item or Heritage Conservation Area where the general character is reflective of non-native vegetation.

Response to Ku-ring-gai Environmental Advisory Committee feedback on Councils Urban Forest Action and Implementation Plan (UFAIP) 2023 update

SUBMISSION SUMMARY	SUBMISSION RESPONSE
	d) New action: **ACTION 2.1 INCREASE TREE PLANTING ON COUNCIL LAND** 2.1.6 Incorporate diverse native plantings as a standard approach in park and streetscape upgrades, drawing on innovative models such as the Tiny Forest and Woody Meadows initiatives, among others. Proposed Timing - Medium Term Proposed Resourcing - Funded by recurrent Departmental budgets Responsibility (Lead/Assist) - MIS / MTS, MES e) It is acknowledged that historically, street tree planting sought to fit popular and large growing species into constrained locations. Councils' current street tree planting program is guided by the Ku-ring-gai Street Tree Selection Manual - Tree Management, which outlines 'The right Tree in the right place' approach. This approach seeks to realise the largest species possible at maturity without significantly impacting other assets and properties within the immediate vicinity.
a) Impressed by what Council is doing with respect to illegal tree removal and lopping; particularly given resource limitations. b) Good for Council to offer a definition of 'iconic' trees and select a manageable number of iconic trees to be monitored closely (Identify any arborist intervention).	a) Thank you. b) New action under: **ACTION 1.2 PROTECTION OF TREES ON PUBLIC LAND** 1.2.10 Investigate the establishment of an Iconic Tree Register, to recognise and inform management of trees that are highly valued by the community. Proposed Timing - Medium Term Proposed Resourcing - Funded by recurrent Departmental budgets Responsibility (Lead/Assist) - MES/ MTS
INITIAL FEEDBACK a) **2.2** Under Height – 2nd paragraph – any research/data to indicate that planting of small trees is discouraged if height for tree protection is reduced to 4 metres?	a) **2.2** –This point was derived from informal rather than formal feedback / research and was one of several reasons that Council determined not to reduced protected tree height from 5m to 4m within Councils Tree and Vegetation Preservation DCP (Part13). Lowering the height to 4m while well-intentioned, would substantially increase the number of trees requiring approval, capturing many smaller garden species and creating unnecessary administrative

Response to Ku-ring-gai Environmental Advisory Committee feedback on Councils Urban Forest Action and Implementation Plan (UFAIP) 2023 update

SUBMISSION SUMMARY	SUBMISSION RESPONSE
b) **2.6** Enforcement of replacement tree plantings – need more tree officers to audit and ensure planting is being done and for randomised audits to be implemented on a regular basis. *Develop and implement an internal auditing tool + KPIs* – is this currently being done? c) **3.3** How would applications be vetted? Criteria? d) **4.2.2** Backyard Habitat program could include arborist advice to homeowner that is signed up to the program. e) **4.4** Recommend tree giveaway is complimented with the Grow Native Grow Local fact sheets and invitation to join the Habitat Garden program and have a Council representative visit your property. f) **5.4** Definitely retain the Tree Investigations Officer position and I would recommend an additional position of a Site Sustainability Officer who checks development sites for issues such as if the trees are continuing to be adequately protected on site, development runoff is being adequately contained, and rubbish and site litter is being controlled. The officer would visit building sites within the LGA on a regular basis ensuring the regulations are being followed throughout the building process. g) **5.6** The importance of identifying appropriate ways to engage and educate CALD communities on regulations, importance of trees and gardens. Collecting data on attitudes and misunderstandings in relation to DA processes, tree retention and maintenance. h) **6.3** Increased publicity about the tree removal hotline. This can be done in multiple ways – online, bus stop advertising, Council lobby display, popups in retail spaces and at community events. i) **RECOMMENDATION**: Council creates and delivers a month-long program on trees. Within this month there could be activities at the KWG, popups to educate the community on trees, local nurseries could be approached to be involved, workshops on choosing the right tree for your property and tree maintenance, film evening with a movie that is about trees or has a tree theme – first Avatar film, Council rates notice and newsletter could feature trees, a nominate your	burden for residents and council alike. The current 5m threshold ensures the policy focuses on protecting trees of greater maturity and environmental value. b) **2.6** – Council generally do not require verge planting as part of a Development Application or Tree Permits on private land and have no authority to enforce Complying Development Private Certifiers. Planting on verges adjacent to DA would more likely be undertaken as part of Councils Urban Forest Replenishment Program, by residents under Local Approval as part of a Verge Garden or potentially as part of an offset for Council works. Modification to the new planting audit action proposed for the 2025 UFAIP update are provided below in bold. Noting that KPI would be created for any established audit and enforcement program: New action under: **ACTION 1.1 PROTECTION OF EXISTING TREES ON PRIVATE LAND** 1.1.5 **Investigate ~~Review~~** the creation implementation of a randomised audit and enforcement of replacement plantings, particularly for tree permits and DAs (including verge plantings especially before and after a development (CD or DA) on the adjacent private land. Ensuring audit volumes are manageable and meaning full, with consideration to tree growth / survival and approval time frames. Proposed Timing - Medium Term Proposed Resourcing - Funded by recurrent Departmental budgets Responsibility (Lead/Assist) - MTS / MDAS Modification to the new offsetting action proposed for the 2025 UFAIP update are provided below in bold: New action under: **ACTION 1.2 PROTECTION OF TREES ON PUBLIC LAND** 1.2.9 Investigate the success of replacement plantings, particularly for Council projects approved under Part 5 of the EP&A Act 1979, in alignment with Council's biodiversity offsetting framework outlined within Environmental Impact Assessment (EIA) guidelines for Council activities.

Response to Ku-ring-gai Environmental Advisory Committee feedback on Councils Urban Forest Action and Implementation Plan (UFAIP) 2023 update

SUBMISSION SUMMARY	SUBMISSION RESPONSE
favourite tree or photograph your favourite tree with the best twelve photographs selected for a 2027 Council Community Calendar . These are only a few ideas.	Proposed Timing - **Short ~~Term~~ to Medium Term** Proposed Resourcing - Funded by recurrent Departmental budgets Responsibility (Lead/Assist) - MES / MIS c) **3.3** - Further enhancements to Council's tree permit application vetting process—prior to allocation to a Tree Officer—are dependent on current and proposed digital upgrades, including the Customer Request Management System and the planned Tree Inventory, as such detailed are not available at this time. d) **4.2.2** – Proposed alteration of Action 4.2.2 in bold below. Also including replacement of preferred contractor list with relevant industry bodies following additional internal feedback. **ACTION 4.2 INCENTIVISE INCREASED CANOPY ON PRIVATE LAND** 4.2.2 Provide community information and support relating to tree maintenance and planting on private land. Including: a) Written resources as well as investigating the referral of **resident to relevant industry bodies ~~the creation of an optional preferred contractor list~~** for supporting replacement plantings on private lands. b) **Investigation of the incorporation of arboriculture advice into Ku-ring-gai's Grow Native Garden Visits Program, to assist residents in retaining trees.** Proposed Timing - Short to Medium Term Proposed Resourcing - Funded by recurrent Departmental budgets Responsibility (Lead/Assist) - MES/ MATS e) **4.4** – Proposed alteration of Action 4.1.1 (in bold): **ACTION 4.1 ENABLE, SUPPORT AND EMPOWER THE COMMUNITY TO ACTIVELY PARTICIPATE IN THE PLANNING AND MANAGEMENT OF TREES ACTION** 4.1.1 Develop and subsidise a tree program to help increase tree canopy on private land and providing the opportunity to positively engage with the community and promote the benefits of trees. **Species selection should prioritise native species—both local and non-local—while allowing for a mix that includes non-native species, with a strong emphasis on native dominance**. Align

Response to Ku-ring-gai Environmental Advisory Committee feedback on Councils Urban Forest Action and Implementation Plan (UFAIP) 2023 update

SUBMISSION SUMMARY	SUBMISSION RESPONSE
	these programs with **Councils existing Ku-ring-gai's Grow Native Garden Visits Program and integrate it with** established tree events such as 'National Tree Day', or local community events like farmers' markets or festivals. Proposed Timing - Medium Term Proposed Resourcing - Funded by recurrent Departmental budgets Responsibility (Lead/Assist) - MES / MATS f) **5.4** Tree protection compliance is undertaken by our compliance officers (not Rangers). Standard consent conditions require arborists and or certifier signoff of that tree protection measures are consistent with DA conditions. Unfortunately, compliance is rarely adhered to. Establishing a Site Sustainability Officer position is currently beyond Council's available resources and in part fall outside the scope of the Urban Forest Action and Implementation Plan (UFAIP). Feedback will be forwarded to relevant internal staff for consideration. g) **5.6** New action under: **ACTION 4.1 ENABLE, SUPPORT AND EMPOWER THE COMMUNITY TO ACTIVELY PARTICIPATE IN THE PLANNING AND MANAGEMENT OF TREES** 4.1.6 Undertake further studies into the barriers and opportunities that exist with trees within CALD communities. Ensure engagement programs are culturally appropriate, and communication is aimed at engaging with Ku-ring-gai's diverse range of cultures and backgrounds. Proposed Timing - Medium Term Proposed Resourcing - Funded by recurrent Departmental budgets Responsibility (Lead/Assist) - MES h) **6.3 –** This item is already addressed within the proposed new Action 1.1.8 ACTION 1.1 PROTECTION OF EXISTING TREES ON PRIVATE LAND 1.1.8 Continue the 'tree removal hotline' and promote the service more broadly to ensure illegal removals can be captured as they are occurring. Proposed Timing - Ongoing Service Proposed Resourcing - Funded by recurrent Departmental budgets Responsibility (Lead/Assist) - MIS / MRC MES

Response to Ku-ring-gai Environmental Advisory Committee feedback on Councils Urban Forest Action and Implementation Plan (UFAIP) 2023 update

SUBMISSION SUMMARY	SUBMISSION RESPONSE
	i) **RECOMMENDATION:** The concept of a month-long program focused on trees is an excellent idea and will be considered during planning for Council's upcoming 'Community Tree Dashboard' launch, scheduled for early next year."
SECOND FEEDBACK a) Council to utilise social media to communicate to the community when companies and individuals have been fined for illegal actions on trees. A photo with the caption fined and the amount could be the visual. Each post could also promote the Hotline number. This approach would alert the community to the work that Council is doing about the issue and remind the community that they can help with the issue by reporting potentially illegal tree works. Similar approach successful with Blacktown Council, regarding community communication about dumping and Council actions to address the issue. b) Promotion of social media to achieve a wider reach for communicating that Council is actively and seriously addressing the issue of tree protection.	a) Council will continue to promote the Tree Hotline through relevant social media posts and will continue to look for appropriate way to promote community awareness of successful tree prosecution. Additionally, promotion of tree breaches through the "Ku-ring-gai Community Tree Dashboard" (currently in early stages of design) is under consideration. New Action: **ACTION 4.1** **ENABLE, SUPPORT AND EMPOWER THE COMMUNITY TO ACTIVELY PARTICIPATE IN THE PLANNING AND MANAGEMENT OF TREES** 4.1.8 Design, implement, and promote a publicly accessible Ku-ring-gai Community Tree Dashboard to improve community access to current tree information. **Proposed Timing -** Medium Term **Proposed Resourcing** - Funded by recurrent Departmental budgets **Responsibility** Lead/Assist - MES / MTS b) It is agreed that social media is a key component of consultation these days. Council has and will continue to build upon our social media reach and to post items related to the protection of Trees within its Social media feeds.
a) Council communication effectiveness • Questions the efficacy of council's communication processes in reaching the community, particularly CALD community and new residents. Has this been surveyed? b) Initiative support, Action 2.6 – Audits and monitoring of plantings • Support for initiatives that aim to increase penalties, attempt to reduce the level of tree loss on private land and support replacement.	a) Council is committed to ensuring communication processes effectively reach all community members, including CALD groups and new residents. We will continue to actively improve engagement and explore ways to measure and strengthen communication effectiveness, including targeted outreach and feedback opportunities. b) Under action 2.6, increasing resources for audits and monitoring planting is important. The audit needs to include verge plantings especially before and after a development (CD or DA) on the adjacent private land.

Response to Ku-ring-gai Environmental Advisory Committee feedback on Councils Urban Forest Action and Implementation Plan (UFAIP) 2023 update

SUBMISSION SUMMARY	SUBMISSION RESPONSE
• Under action 2.6 – import to increase resources for audits and monitoring planting (including verge plantings especially before and after a development (CD or DA) on the adjacent private land). c) Reporting challenges • Frustration that reporting of illegal tree removals is dependent on awareness by the local community of the reporting process. • Vacant properties after sale often lead to neighbours being unaware of development plans. Tree removals sometimes occur without applications being checked or considered. • Proposal to address this by publishing a list of council actions/prosecutions to act as a disincentive, maybe to the summary of development approvals. Question as to whether this may create legal problems. d) Impact of NSW planning reforms • Recent NSW planning reforms may require review of the Action Plan. • Targeted Assessment Pathway could expand the scope of Complying Development (CD). • Low and mid-rise developments that align with council planning strategy and government pattern book may qualify as CD. • Uncertainty about whether these changes apply in Ku-ring-gai.	Response incorporated into **feedback above – point b) 2.6**. c) In relation to publishing a list of council actions/prosecutions to act as a disincentive. The provision of Approvals and breaches relating to trees is under consideration as part of Council "Ku-ring-gai Community Tree Dashboard", currently in early stages of design. It is believed that this portal will further support community reporting, which is a highly valuable, forming part of Council Tree compliance monitoring process. d) In view of the planning 'reforms' recently passed by the NSW parliament the Action Plan may need to be reviewed. I understand that the number of developments that come under the CD assessment process could be increased under the Targeted Assessment Pathway. For example, Low and Mid-rise developments that comply with the council planning strategy and the government pattern book would be complying development. Not sure if this applies in Ku-ring-gai. The recent NSW planning System Reforms will significantly shift more developments into faster, streamlined pathways—particularly Complying Development Certificates (CDCs) and the new Targeted Assessment Pathway (TAP). This is expected to substantially increase the number of projects within Ku-ring-gai that are processed outside the traditional DA system To further address this issue, the following refinement to proposed changes are provided in **bold**: Alteration of action 4.3.1: 4.3.1 Continue to actively participate in working groups and forums that seek to improve the recognition of trees as essential assets. Including (but not limited to): (b) Advocate for changes to the ~~Exempt and Complying Development Code (CDC)~~ ***NSW State Environmental Planning Policy (Exempt and Complying Development Codes) 2008*** **and** ***NSW State Environmental Planning Policy (Housing) 2021*** **(including Chapter 5 – Transport-Oriented Development and Chapter 6 – Low and Mid-Rise Housing),** including mandatory Arboricultural Impact Assessments (AIA) for CDC applications, replacement planting requirements and / or canopy targets **and improved deep soil requirements.**

Draft Urban Forest Action and Implementation Plan (UFAIP) - 2025

Version	Version History
Created 2023	The Urban Forest Action and Implementation Plan (UFAIP) is an internal working document design to support implementation of the Urban Forest Strategy. The plan was created through internal and external consultation undertaken during the development of the Urban Forest Strategy 2023.
Updated November 2025	The UFAIP update was undertaken to incorporate selected recommendations from the *Ku-ring-gai Urban Forest – Canopy Loss on Private Land Analysis report* (February 2025). The update adopted or adapted key recommendations and introduced additional measures, through a collaborative process involving internal staff and the Ku-ring-gai Environmental Advisory Committee.

Short Term – 1-3 years Medium Term – 4-10 years Long Term – 10 to 15 years

HIGH PRIORITY

MUHP - Manager Urban Planning and Heritage
MDAS - Manager Development Assessment Services
MATS – Manager Assets and Technical Services
MIS - Manager Infrastructure Services
MRC - Manager Regulation & Compliance
MES - Manager Environment & Sustainability
MIM - Manager Information Management
MVE - Manager Visitor Experience & Events

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
PRINCIPLE ONE – RETAIN AND PROTECT				
ACTION 1.1 PROTECTION OF EXISTING TREES ON PRIVATE LAND				
1.1.1 Undertake a holistic review of Council DCP controls and investigate LEP opportunities to improve the protection of trees and provision of new trees on private land, including deep soil and planting requirements.		Ongoing service	Funded by recurrent Departmental budgets	**MUHP/**MDAS
1.1.2 Develop a public tree valuation framework to allow placement of monetary values against tree assets. Development of this framework should be considered as part of the broader LEP and DCP review (Action 1.1.1).		Long Term	Consider in DP & OP and LTFP	**MUHP/**MATS, MIS
1.1.3 Review the current Development Approval (DA) conditions and supporting documents (such as Council's Guidelines for Development Applications) to ensure alignment with the Urban Forest Strategy, including consistency and application of best-practice tree management on private land.		Medium Term	Consider in DP & OP and LTFP	**MDAS**
1.1.4 Undertake regular reviews of tree protection and tree planting specifications in line with industry best practice for use by developers on private land.		Ongoing Service	Funded by recurrent Departmental budgets	**MUHP/**MDAS, MATS
1.1.5 Investigate the creation of a randomised audit and enforcement of replacement plantings, particularly for tree permits and Das. Ensuring audit volumes are manageable and meaning full, with consideration to tree growth / survival and approval time frames.		Medium Term	Funding source to be allocated	**MRC** / MIS, MDAS

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
1.1.6 Continue to streamline tree permit application process and adopt digital solutions to ensure applications are vetted before being allocated to Tree Officer		On going	Funded by recurrent Departmental budgets	**MIS**
1.1.7 Investigate creation of a Council nursery program designed to address native stock availability for required plantings (Development Applications, Complying Development Certificates, Tree Replacement Orders and Tree Permits). Including a review of retail stock affordability, availability, and price subsidies / reductions. (Noting synergies with Action 4.1.1)		Medium Term	Consider in DP & OP and LTFP	**MES**
1.1.8 Continue the 'tree removal hotline' and promote the service more broadly to ensure illegal removals can be captured as they are occurring.		Ongoing Service	Funded by recurrent Departmental budgets	**MIS** / MRC MES
1.1.9 Investigate a trial Tree Planting Rate Rebate program to encourage residents to plant suitable trees in appropriate locations on their properties, with proof of survival (such as through establishment, four years or for a period sufficient for the tree to reach 5 m in height).		Medium Term	Funded by recurrent Departmental budgets	MES
ACTION 1.2 PROTECTION OF TREES ON PUBLIC LAND				
1.2.1 Manage public trees to their full Useful Life Expectancy (ULE) and only remove trees when all other options to retain the tree are exhausted. Review (as required) the assessment criteria or framework to facilitate a consistent approach to removal and provide the public with clarity around processes.		Ongoing Service	Funded by recurrent Departmental budget	**MATS**
1.2.2 Where appropriate, implement the use of 'Tree Bonds' on publicly owned trees to protect and maintain the health of these trees as part of any future development applications.		Ongoing Service	Funded by recurrent Departmental budget	**MDAS**

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
1.2.3 Investigate mechanisms and funding to increase the use and extent of aerial bundled power cables in priority areas		Medium Term	Consider in DP & OP and LTFP	**MUHP**
1.2.4 Investigate mechanisms to require developers to bundle power cables adjacent to new developments, with preferencing for underground power.		Medium Term	Consider in DP & OP and LTFP	**MUHP**
1.2.5 Investigate mechanisms to require developers to provide expanded soil volumes/vaults for new public domain tree plantings (in local and neighbourhood centres).		Medium Term	Consider in DP & OP and LTFP	**MHUP**
1.2.6 Review existing tree protection and tree planting specifications in line with industry best-practice for use by developers and utility service providers on public land.		Medium Term	Consider in DP & OP and LTFP	**MUHP**/MDAS, MATS
1.2.7 Maintain clear lines of communication and establish processes with utility service providers in the area to ensure value is placed on protecting trees. Advocate for improved processes and practices.		Ongoing Service	Funded by recurrent Departmental budget	**MATS**/MUHP
1.2.8 Prioritise the protection and health of existing mature trees when infrastructure conflicts arise. Ensure the implementation of alternative designs or engineering solutions to allow for trees to be retained.		Ongoing Service	Funded by recurrent Departmental budget	**MATS**
1.2.9 Investigate the success of replacement plantings, particularly for Council projects approved under Part 5 of the EP&A Act 1979, in alignment with Council's biodiversity offsetting framework outlined within Environmental Impact Assessment (EIA) guidelines for Council activities.		Short to Medium Term	Funding source to be allocated	**MES** / MIS
1.2.10 Investigate the establishment of an Iconic Tree Register, to recognise and inform management of trees that are highly valued by the community.		Medium Term	Funded by recurrent Departmental budgets	**MES**/ MTS

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
ACTION 1.3 **ENSURE URBAN FOREST DIVERSITY AND PROTECT AGAINST PESTS AND DISEASES**				
1.3.1 Develop a 'Plant Pest and Disease Management Plan' with a focus on appropriate weed and pest hygiene practices for horticultural and arboricultural staff and contractors, and pest and disease monitoring and control guidelines. Set benchmarks of acceptable levels of pest/disease and establish actions for management within this Plan.		Medium Term	Consider in DP & OP and LTFP	**MES**
1.3.2 Respond to suspected pest and disease outbreaks identified by the urban forest monitoring program or routine inspections.		Ongoing Service	Funded by recurrent Departmental budget	**MATS**/MES, MRC
1.3.3 Assess canopy species diversity within the urban forest, with an emphasis on priority areas (linked to Action 3.4.1 'Develop a public tree inventory database'.)		Medium Term	Consider in DP & OP and LTFP	**MES**/MATS
PRINCIPLE TWO – EXPAND AND INTEGRATE				
ACTION 2.1 **INCREASE TREE PLANTING ON COUNCIL LAND**				
2.1.1 Develop, fund and deliver an expanded ongoing 'Urban Forest Replenishment Program' to increase canopy cover and offset projected tree losses. Ensure the 'Urban Forest Replenishment Program' allows for adequate establishment maintenance of trees.		Short term	Seek additional funding by way of Council resolution Actively seek grant funding	**MATS**/MUHP
2.1.2 Implement tree planting replacement ratios in line with Council's 'Environmental Impact Assessment Process'.		Ongoing Service	Funded by recurrent Departmental budget	**MATS**

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
2.1.3 Prioritise, fund and align planting programs with the Ku-ring-gai 'Public Domain Plan' precinct plans for each Local Centre.		Short Term	Existing resources Funded by recurrent Departmental budget	**MUHP**/MIS, MATS
2.1.4 Develop a 'Street Tree Master Plan' or similar to guide future tree planting programs. This plan should incorporate a tree planting prioritisation framework that incorporates heat mapping, canopy mapping, green grid, local centres, major cycle and pedestrian routes and social vulnerability mapping.		Short Term	Consider in DP & OP and LTFP	**MUHP**
2.1.5 Develop a program to convert above-ground powerlines to bundled cables or underground services in areas where existing high value trees are being impacted and in areas with lower-canopy cover to make room for larger sized trees. Work with service providers to form a partnership to achieve this.		Long Term	Consider in DP & OP and LTFP	**MUHP**/MATS, MIS
2.1.6 Incorporate diverse native plantings as a standard approach in park and streetscape upgrades, drawing on innovative models such as the Tiny Forest and Woody Meadows initiatives, among others.		Medium Term	Funded by recurrent Departmental budgets	**MIS** / MTS, MES
ACTION 2.2 INTEGRATE DELIVERY OF GREEN, BLUE AND GREY INFRASTRUCTURE CAPITAL PROGRAMS				
2.2.1 Establish a culture and processes that promote collaboration and best-practice urban forest management.		Ongoing Service	Funded by recurrent Departmental budgets Consider for inclusion in DP & OP	**MES**/MUPH

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
2.2.2 Integrate capital delivery programs to ensure all projects consider opportunities for improved urban forest outcomes. All new capital or infrastructure renewal works should incorporate and appropriately budget for new tree planting, greening, and shade provision where practical.		Ongoing Service	Funded by recurrent Departmental budgets Actively seek grant funding to supplement	**MATS**/MIS, MUPH
2.2.3 Embrace innovative civil infrastructure design solutions such as structural soil and soil vaults for built-up areas where soil volume is limited, and green roofs or green walls for areas where building footprints restrict traditional plantings.		Ongoing Service	Funded by recurrent Departmental budgets and capital works Actively seek grant funding to supplement	**MATS**/MIS, MUPH
2.2.4 Incorporate WSUD principles (such as passive irrigation) as established in the Ku-ring-gai 'Water Sensitive City Policy and Strategy', for new tree planting projects.		Ongoing Service	Funded by recurrent Departmental budgets and capital works Actively seek grant funding to supplement	**MATS**/MIS, MUPH
2.3 INTEGRATE URBAN ECOLOGY VALUES INTO PROGRAMS				
2.3.1 Ensure the planning, design and management of public open spaces, including through private development, considers and incorporates ecological values, such as use of native species and use of understorey planting to promote multi-layered ecosystems with good vertical complexity.		Ongoing Service	Funded by recurrent Departmental budgets	**MES**/MATS, MUPH, MIS
2.3.2 Continue to incorporate 'habitat trees' in the landscape where appropriate. Habitat trees are trees (live or dead) that are retained or modified to include (fauna) species-specific habitat hollows. Develop an assessment framework in collaboration with Council's Natural Areas Team to determine where and when to retain or incorporate these habitat trees.		Ongoing Service Short Term	Funded by recurrent Departmental budgets and capital works Actively seek grant funding to supplement	**MES**/MATS, MIS

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
2.3.3 Investigate a 'Timber Reuse' program and opportunities to utilise wood from urban trees as a timber resource. Kur-ring-gai is home to many high-value timber tree species and when these trees require removal, they are usually turned into wood chips, the lowest value product possible. Timber could be used in Council projects (e.g. logs in playgrounds) or milled and provided to the community. Proceeds from timber sales could be used to fund tree planting projects and contribute to the circular economy.		Long Term	Consider in DP & OP and LTFP	**MES**/MATS
2.4 IMPROVED MANAGEMENT OF TREES IN BUSHFIRE PRONE LAND				
2.4.1 Investigate/develop guidelines for tree planting in bushfire prone lands, for both public and privately owned land.		Medium Term	Funded by recurrent Departmental budgets Actively seek grant funding to supplement	**MES**
2.4.2 Collaborate with research institutions, agencies and relevant stakeholders in the trial of bushfire resistant species in bushfire prone areas.		Medium Term	Funded by recurrent Departmental budgets Actively seek grant funding to supplement	**MES**
2.4.3 Develop processes for assessing future greening initiatives for incorporation into DCP, to ensure they align with the *Ku-ring-gai Council Bushfire Management Policy 2020* and other related legislation.		Ongoing Service	Funded by recurrent Departmental budgets	**MES**/MATS, MUPH, MIS, MDAS
2.4.4 Ensure tree planting programs in Bushfire Prone Land are delivered in coordination with Council's Bushfire Technical Officer and in line with best practice knowledge determined as part of action 2.4.2.		Ongoing Service	Funded by recurrent Departmental budgets	**MES**/MATS, MIS, MDAS

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
PRINCIPLE THREE – MONITOR AND MAINTAIN				
ACTION 3.1 MONITOR VEGETATION AND CANOPY COVER				
3.1.1 Acquire airborne imagery of the Council on a biennial basis (every two years) throughout the implementation of the Strategy (10 years) to identify changes in cover. Acquisitions should use the same metrics and parameters each time and assess canopy cover based on 3m and 10m height stratification.	Consider budget allocation by way of Council resolution HIGH PRIORITY	Ongoing Short Term	Consider in DP & OP and LTFP Actively seek grant funding	**MES**
3.1.2 Use acquired airborne imagery to accurately record the number of trees removed on public and private land, as a cross-reference to Council's record-keeping and monitoring of illegal tree removal (linked to action 3.4.1 Creation of a tree inventory database).		Ongoing Service	Funded by recurrent Departmental budgets	**MES**/MATS, MUHP
3.1.3 Analyse vegetation and canopy changes from Urban Forest monitoring data including reporting to both Council and the public.		Ongoing Service	Funded by recurrent Departmental budgets	**MES**/MTS, MUHP
ACTION 3.2 MONITOR LAND SURFACE AND AIR TEMPERATURE				
3.2.1 Acquire airborne thermal imagery data on a biennial basis (every two years) throughout the implementation of the Strategy (10 years) to identify urban heat islands and the relationship between vegetation cover and land surface temperature.	HIGH PRIORITY	Ongoing Service Short Term	Consider in DP & OP and LTFP Actively seek grant funding	**MES**
3.2.2 Focus planting efforts (and shade provision) in areas identified as urban hot spots (in conjunction with action 2.1.4 – 'Develop a tree planting prioritisation framework').		Ongoing Service	Funded by recurrent Departmental budgets	**MUPH**/MATS, MIS

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
3.2.3 Use acquired airborne thermal imagery to inform urban design, built form, shade provision, and new park placement.		Ongoing Service	Funded by recurrent Departmental budgets	**MUPH**/MATS, MES
3.2.4 Invest in and trial innovative smart technologies for real-time monitoring of air temperature in different streetscapes to quantify the effect of street design and planting on air temperature. Consider collaborating with research agencies and other local governments. Use this data to feed back into planting efforts and urban design.		Long Term	Consider in DP & OP and LTFP	**MES**/MUPH
3.2.5 Analyse urban heat islands and the relationship between vegetation cover and land surface temperature from monitoring data, including reporting to both Council and the public.		Ongoing Service	Funded by recurrent Departmental budgets	**MES**/MTS, MUHP
ACTION 3.3 MANAGE THE CONTRIBUTION OF THE URBAN FOREST TO SOIL AND WATER RESOURCES				
3.3.1 Trial innovative smart technologies for real-time monitoring of soil moisture and plant growth for targeted water application and early mitigation of tree disorders.		Long Term	Consider in DP & OP and LTFP	**MES**/MATS
3.3.2 Consider the use of new plantings along waterways and stormwater lines to intercept runoff.		Ongoing Service	Funded by recurrent Departmental budgets	**MATS**/MIS, MDAS, MES
3.3.3 Monitor and review policy mechanisms to encourage cost-effective implementation of urban stormwater management.		Ongoing Service	Funded by recurrent Departmental budgets	**MES**/MATS, MIS, MDAS, MUPH

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
ACTION 3.4 IMPROVE ASSET AND DATA MANAGEMENT				
3.4.1 Audit trees in priority areas on Council-managed land (excluding bushland) and develop a tree inventory database. Utilise existing aerially acquired tree data as a base for this inventory. Collect additional fields such as species, condition, risk profile and Useful Life Expectancy via ground-based assessment. Priority areas for data collection include a number of District Parks throughout the LGA, as well as Green Grid Links, and can be seen in Appendix B.		Short Term	Additional funding required	**MATS**/MES
3.4.2 Opportunistically collate audit data on significant trees outside priority areas on private and public land.		Short Term	Funded by recurrent Departmental budgets	**MATS**/MES
3.4.3 Investigate options to incorporate the tree inventory database for priority areas into Council's asset management system. If Council's system is not suitable for recording tree data, a proprietary tree asset management software may be appropriate.		Short Term?	Additional funding required	**MATS**/MES, MIM
3.4.4 Ensure the inventory is maintained as a 'live' asset management database. This includes adding newly planted trees into the database and recording all removals and maintenance works on Council trees as they happen.		Ongoing	Additional funding required	**MATS**/MIS, MIM
3.4.5 Develop and implement an internal auditing tool to monitor the success of annual planting programs. Incorporate tree planting targets into delivery program KPIs.		Medium Term	Consider in DP & OP and LTFP	**MATS**/MIS
3.4.6 Improve record keeping for private tree applications and DAs to enable accurate monitoring of tree removal on private land, including consideration of integration into Councils tree inventory database.		Medium Term	Funded by recurrent Departmental budgets	**MDAS**/MATS, MRC MESMATS

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
3.4.7 Ensure data pertaining to Greenweb mapping is regularly updated to enable accuracy of recorded threatened species and communities for protection.		Ongoing	Existing resources	**MES**
ACTION 3.5 IMPROVE TREE MAINTENANCE PRACTICES				
3.5.1 Develop a proactive tree maintenance program based on data collected in tree inventory database. The proactive program should be based on priority areas determined by volume of traffic (pedestrian and vehicle) and the risk profile of trees, and be scheduled on a cyclic basis.	HIGH PRIORITY	Medium to Long Term	Consider in DP & OP and LTFP	**MIS**/MATS
3.5.2 Undertake an operational service review to assess and make recommendations regarding best use of tree maintenance and tree planting resources.	HIGH PRIORITY	Medium to Long Term	Consider in DP & OP and LTFP	**MIS**/MATS
3.5.3 Consider Tree management services as part of Council's Service Improvement Review program for 2025/26, including retention of the 'Tree Investigations Officer' position and the structure of tree management process (for risk and vandalism).		Short Term	Funded by recurrent Departmental Budgets	**MRC** / MIS

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
PRINCIPLE FOUR – COLLABORATE AND INCENTIVISE				
ACTION 4.1 **ENABLE, SUPPORT AND EMPOWER THE COMMUNITY TO ACTIVELY PARTICIPATE IN THE PLANNING AND MANAGEMENT OF TREES**				
4.1.1 Develop and subsidise a tree program to help increase tree canopy on private land and providing the opportunity to positively engage with the community and promote the benefits of trees. Species selection should prioritise native species—both local and non-local—while allowing for a mix that includes non-native species, with a strong emphasis on native dominance. Align these programs with Councils existing Ku-ring-gai's Grow Native Garden Visits Program and integrate it with established tree events such as 'National Tree Day', or local community events like farmers' markets or festivals.		Medium Term	Consider in DP & OP and LTFP	**MES**/MATS
4.1.2 Develop and expand on existing community education programs such as 'Smart Schools'.		Ongoing Service	Funded by recurrent Departmental budgets Consider including task in DP & OP	**MES**/MVE
4.1.3 Explore opportunity for involvement with indigenous community.		Ongoing Service	Funded by recurrent Departmental budgets	**MES**/MUPH

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
4.1.4 Conduct regular community planting days to involve and engage with the community. Continue to deliver corporate planting days. Align these programs with established tree events such as 'National Tree Day'. Continue to develop Tree Care Program and connect with local community groups.		Ongoing Service	Funded by recurrent Departmental budgets	**MES**/MATS
4.1.5 Undertake further studies into the barriers and opportunities that exist with trees within CALD communities. Ensure engagement programs are culturally appropriate, and communication is aimed at engaging with Ku-ring-gai's diverse range of cultures and backgrounds.		Ongoing Service	Funded by recurrent Departmental budgets	**MES**/MUPH
4.1.6 Undertake further studies into the barriers and opportunities that exist with trees within CALD communities. Ensure engagement programs are culturally appropriate, and communication is aimed at engaging with Ku-ring-gai's diverse range of cultures and backgrounds.		Medium Term	Funded by recurrent Departmental budgets	**MES**
4.1.7 Make the tree loss data map layer publicly available on Ku-ring-gai council online resources.		On going	Funded by recurrent Departmental budgets	**MES**
4.1.8 Design, implement, and promote a publicly accessible Ku-ring-gai Community Tree Dashboard to improve community access to current tree information.		Medium Term	Funded by recurrent Departmental budgets	**MES** / MTS
4.1.9 Consult and collaborate with the Environmental Advisory Committee on Urban Forest programs and policies.		On going	Funded by recurrent Departmental budgets	**MES**

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
ACTION 4.2 INCENTIVISE INCREASED CANOPY ON PRIVATE LAND				
4.2.1 Investigate a new grant/subsidy program for residents to assist with the ongoing maintenance of trees on private land. This could include subsidies towards gutter cleaning, additional green waste collections, tree inspections and/or subsidised pruning of trees on private land.	HIGH PRIORITY	Medium	Consider in DP & OP and LTFP	**MES**/MUPH
4.2.2 Provide community information and support relating to tree maintenance and planting on private land. Including: a) Written resources as well as investigating the creation of an optional preferred contractor list for supporting replacement plantings on private lands. b) Investigation of the incorporation of arboriculture advice into Ku-ring-gai's Grow Native Garden Visits Program, to assist residents in retaining trees.		Short to Medium Term	Funded by recurrent Departmental budgets	**MES**/MATS
4.2.3 Develop and maintain a list of suitable tree species for use by residents.	HIGH PRIORITY	Ongoing	Funded by recurrent Departmental budgets	**MES**/MATS
ACTION 4.3 ADVOCATE FOR GREATER RECOGNITION OF GREEN INFRASTRUCTURE				
4.3.1 Continue to actively participate in working groups and forums that seek to improve the recognition of trees as essential assets. Including (but not limited to): (a) Continue involvement with the NSW Government on the current review of *NSW Biodiversity and Conservation State Environmental Planning Policy 2021* and advocate for higher penalties PINs on a sliding scale. (b) Advocate for changes to the *NSW State Environmental Planning Policy (Exempt and Complying Development*		Ongoing Service	Funded by recurrent Departmental budgets	**MUPH**/MATS, MES, MIS, MDAS

	Priority	Proposed Timing	Proposed Resourcing	Responsibility Lead/Assist
(c) *Codes) 2008* and *NSW State Environmental Planning Policy (Housing) 2021* (including Chapter 5 – Transport-Oriented Development and Chapter 6 – Low and Mid-Rise Housing), including mandatory Arboricultural Impact Assessments (AIA) for CDC applications, replacement planting requirements and / or canopy targets and improved deep soil requirements. (d) Advocate to NSW Government or applicable regulatory body for improved professional standards and industry regulation for tree workers and private certifiers (CDC) including licensing requirements, to improve the quality and compliance of tree-related work. (e) Increasing Councils knowledge regarding prosecution pathways, including avenues such as Court and Tree Replacement Orders, considering outcomes of successful prosecutions.				
4.3.2 Advocate for BASIX and other sustainability tools to be updated and strengthened to incorporate green infrastructure.		Ongoing Service	Funded by recurrent Departmental budgets	**MUPH**/MDAS
4.3.3 Identify champions within Council to advocate and lead the implementation of this Strategy and associated urban forest programs, including Councils Staff Environmental Training.		Ongoing Service	Funded by recurrent Departmental budgets	**MUPH**/MATS,MES, MIS, MDAS
4.3.4 Establish an Urban Forest Working Group of staff who share responsibility for the Urban Forest Strategy and establish clear lines of communication and processes.	HIGH PRIORITY	Short Term	Funded by recurrent Departmental budgets	**MUPH**/MATS,MES, MIS, MDAS, MRC, MIM, MVE

HERITAGE REFERENCE COMMITTEE MEETING MINUTES OF 6 NOVEMBER 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To have Council consider the minutes from previous Heritage Reference Committee ('HRC') meeting held on 6 November 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 6 November 2025.

PURPOSE OF REPORT

To have Council consider the minutes from previous Heritage Reference Committee ('HRC') meeting held on 6 November 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
Protect Ku-ring-gai's heritage and character through appropriate planning controls	Strategies, plans and processes are in place to effectively protect, preserve and manage Ku-ring-gai's heritage assets.	Promote local heritage in consultation with key stakeholders. Implement, monitor and review Ku-ring-gai's heritage planning controls and Heritage Strategy.

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 6 November 2025.

Claudine Loffi
Heritage Specialist Planner

Antony Fabbro
Manager Urban & Heritage Planning

Attachments: A1⇩ Heritage Reference Committee meeting minutes of 6 November 2025 2025/383800

MINUTES OF HERITAGE REFERENCE COMMITTEE HELD ON THURSDAY, 6 NOVEMBER 2025

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

The Meeting commenced at 12:30 PM

The Chair opened with an acknowledgement of country.

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 2 October 2025

RESOLVED:

The Committee noted the minutes circulate and adopted by email.

GENERAL BUSINESS

Her-story Project Update

File: S13598
Vide: GB.1

The Heritage Reference Committee noted the latest online inventories uploaded to the State Heritage Inventory. The process for sharing this information with the owners was discussed.

RECOMMENDATION:

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

HERITAGE ASSESSMENTS FOR COMMENT

File: CY00069/17
Vide: GB.2

The Heritage Reference Committee discussed the referred heritage assessment of 10 Rosedale Road Gordon proposing delisting. The Committee did not support the recommendation for delisting as a heritage item on the basis of this assessment.

Concerns were raised with the erroneous identification of the Ku-ring-gai Historical Society as an author of the report or its research (section 1.4), plus the absence of identified research sources in the report. The Committee raised concerns with unsubstantiated assumptions about the planning and zoning for future development of the conservation area and heritage item.

The Committee reinforced the need to evaluate places under the Heritage Council criteria of local heritage significance, and that planning or zoning changes, future development and owner views do not form part of these criteria. The Committee noted the 2023 update to the Heritage Council guideline on assessing heritage significance as an interpretation that did not alter the criteria. The Committee did not find the report contained evidence that the property had been altered to such an extent to have removed the previously satisfied listing criteria. The Committee stressed the importance of separating planning and zoning from heritage significance assessments.

The Committee concluded that the report did not provide the necessary rigour of assessment for a fair, accurate and substantiated assessment for delisting.

RECOMMENDATION:

The Heritage Reference Committee received and noted the report and attachments and did not support delisting on the basis of the submitted heritage assessment.

OTHER BUSINESS

The Chair sought examples of positive strategies for community engagement to help the community through planning change and to assist new community members. The Committee commended the recent engagement by Council for the TOD alternative and ongoing considered responses to planning proposals for delisting. It was noted that future consultation can be around the future Development Control Plan controls.

The Committee indicated that planning engagement is more to do with individual proposals when the community is motivated to respond when directly affected. For broader engagement, the committee noted that this may be better approached through non-planning events, such as cultural or art related events. The option for a heritage newsletter to help inform heritage owners was discussed on matters such as heritage item setting and context.

The Meeting closed at 1:51PM

STATUS OF WOMEN'S ADVISORY COMMITTEE - MINUTES OF MEETING TUESDAY 4 NOVEMBER 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To provide Council with the minutes from the Status of Women's Advisory Committee meeting held on 4 November 2025.
BACKGROUND:	Council is required to consider and endorse minutes from the Status of Women's Advisory Committee, and to make them publicly available via Council's website.
COMMENTS:	A number of items were discussed at the meeting, including key initiatives to advance women's leadership, gender equity, and community wellbeing. The Committee received a presentation from Women for Election and updates on major Council programs such as the 2026 Women's Leadership and Inspiration Award, Family and Domestic Violence initiatives, and the Dress for Success clothing drive. The meeting also covered upcoming awareness campaigns, community events, and early planning for International Women's Day 2026, reflecting ongoing progress in strengthening support for women across the Ku-ring-gai community.
RECOMMENDATION:	That Council endorse the minutes of the Status of Women's Advisory Committee meeting held on 4 November 2025.

PURPOSE OF REPORT

To provide Council with the minutes from the Status of Women's Advisory Committee meeting held on 4 November 2025.

BACKGROUND

Council is required to consider and endorse minutes from the Status of Women's Advisory Committee held on 4 November 2025, and to make them publicly available via Council's website *(Attachment1)*

COMMENTS

A number of items were discussed at the meeting, including initiatives to strengthen women's leadership, promote gender equity, and support community wellbeing. The Committee received an address from the CEO of Women for Election on pathways for women into public office, shared personal reflections on women's leadership, and discussed opportunities for Council to facilitate access to established programs. Members also received updates on key Council initiatives, including the 2026 Women's Leadership and Inspiration Award, Family and Domestic Violence Action Plan projects, the Dress for Success clothing drive, and activities for the 16 Days of Activism Against Gender-Based Violence.

Further updates were provided on National Silly Socks Day, the successful Menopause Forum, and early planning for the 2026 International Women's Day celebration, including potential speakers aligned with the "Balance the Scales" theme. Meeting dates for 2026 and future guest speakers were also proposed. Overall, the meeting demonstrated ongoing progress in promoting gender equity and strengthening support for women across the Ku-ring-gai community.

INTEGRATED PLANNING AND REPORTING

Diversity and inclusiveness

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

GOVERNANCE MATTERS

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

RISK IMPLICATION STATEMENT

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

FINANCIAL CONSIDERATIONS

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

SOCIAL CONSIDERATIONS

There are no social implications associated with this report.

ENVIRONMENTAL CONSIDERATIONS

There are no environmental implications associated with this report.

COMMUNITY CONSULTATION

Community consultation is not required for this report.

INTERNAL CONSULTATION

Internal consultation is not required for this report.

SUMMARY

The Committee explored a range of matters relevant to women in Ku-ring-gai, including upcoming events, recognition and leadership opportunities, progress updates on action plans, and ways the Committee can support Council in enhancing the wellbeing of women in the community.

RECOMMENDATION:

That Council endorses the minutes of the Status of Women's Advisory Committee meeting held on 4 November 2025.

Danny Houseas
Manager Community Development

Virginia Leafe
Acting Director Community

Attachments: A1⇩ Status of Women Advisory Committee Meeting Minutes 04.11.2025 2025/395543

MINUTES OF STATUS OF WOMEN'S ADVISORY COMMITTEE HELD ON TUESDAY, 4 NOVEMBER 2025

Present:	The Mayor, Councillor C Kay (Chairperson) Councillor, I Balachandran (Deputy Chairperson) Councillor, B Ward Councillor, A Taylor Rowenna Allabush Michele Bell Adrienne Bennett Samantha Bing Leanne Fry Unis Goh Peta-Jane Maynard Susan Parker Madeleine Steel Jessica Stone-Herbert
Staff Present:	Manager Community Development, Danny Houseas Project and Policy Officer, Community Development, Nick Goryl
Others Present:	Guest Speaker, Licia Heath, CEO, Women for Election (joined online)
Apologies:	Angela Budai Arti Kumria Jebby Phillips Karthika Sivarajan Director Community, Janice Bevan Community Development Officer, Kim Harris

The Meeting commenced at 6:00 PM

DECLARATIONS OF INTEREST

No interest was declared.

MATTERS ARISING FROM PREVIOUS MEETING

NOTING OF MINUTES

Minutes of Status of Women's Advisory Committee
File: S13683
Meeting held 5 August 2025
Minutes numbered SWAC04 to SWAC 05.

RECOMMENDATION:

That Minutes numbered SWAC04 to SWAC05 circulated to Councillors were taken as read and confirmed as an accurate record of the proceedings of the Meeting. The Committee noted that the list of attendees recorded in the Minutes of the meeting held on 5 August, as previously confirmed by Council, contained an omission. Rowenna Allabush should have been recorded as an apology. The Minutes will now been corrected in accordance with clause 19.6 of the Code of Meeting Practice.

GENERAL BUSINESS

WOMEN IN LEADERSHIP
Address From Licia Heath, CEO, Women for Election

File: S13683
Vide: GB.1

Licia Heath addressed the committee to discuss the initiatives of *Women for Election*, a politically neutral, not-for-profit organisation that educates, equips, and inspires women to consider roles in public office across local, state, and federal government.

Key discussion points:

- The organisation's mission to increase female participation and transparency around the process of running for office.
- Core training areas include campaign management, fundraising, preselection, communications, and confidence building.
- "Running is Winning" is the organisation's motto – success is defined not only by election outcomes but by increasing the number of women candidates and changing public discourse.
- Licia shared her own experience running in the 2018 Wentworth by-election, highlighting the personal growth and policy impact achieved.
- Discussion from councillors focused on barriers to women's participation, community perceptions, and strategies to encourage greater representation.
- Councillors shared their own experiences, both challenges and positive impacts of serving in local government.
- The Committee discussed opportunities for Ku-ring-gai Council to promote and support programs such as *Women for Election* and local mentoring initiatives.
- Consensus that Council could play a facilitative role, acting as a connector to available programs rather than duplicating existing services.

RECOMMENDATION:

That members of the Status of Women's Advisory Committee receive and note the address from Licia Health, CEO Women for Election.

CELEBRATE THE STRENGTHS AND EXPERIENCES OF COMMITTEE MEMBERS
Madeleine Steel, Ku-ring-gai Citizen of the Year

File: S13683
Vide: GB.2

Madeleine shared her personal story of resilience, reflection, and personal growth, outlining her diverse life experiences and community contributions.
Key themes included self-discovery, forgiveness, and empowerment through adversity.
Members expressed appreciation for Madeleine's openness and her inspirational role in the community.

RECOMMENDATION:

That members of the Status of Women's Advisory committee receive and note the experiences and personal achievements shared by Madeleine Steel.

OTHER BUSINESS

2026 WOMEN'S LEADERSHIP AND INSPIRATION AWARD
Danny Houseas, Manager, Community Development

File: S13683
Vide: GB.2

- Planning underway for next year's award presentation on 11 March 2026 to align with International Women's Day.
- Advertising to commence in December 2025, closing early February 2026.
- Members invited to volunteer for the selection panel (up to three members required).

RECOMMENDATION:

That members of the Status of Women's Advisory committee receive and note the update about the 2026 Women's Leadership and Inspiration Award.

FAMILY AND DOMESTIC VIOLENCE ACTION PLAN
Danny Houseas, Manager, Community Development

File: S13683
Vide: GB.2

- Council allocated $93,000 to support five local DFV prevention and resilience projects, including partnerships with:
    - Women's Shelter Wellbeing Hub
    - Rotary bursary program for survivors' education
    - KYDS Youth Development Service
    - Learning Links resilience program
    - Hornsby Ku-ring-gai Community College creative healing initiative
- Two recent information sessions held for Korean and Chinese communities in partnership with CASS.

RECOMMENDATION:

That members of the Status of Women's Advisory committee receive and note the update on the Family and Domestic Violence Action Plan.

DRESS FOR SUCCESS CLOTHING DRIVE
Nick Goryl, Project and Policy Officer – Community Development

File: S13683
Vide: GB.2

- Month-long drive following the Women's Leadership Award resulted in approximately 32 bins of donated clothing.
- Items included high-quality garments and accessories, with some brand-new items received.
- Ongoing discussions to make the initiative a regular event.
- The Mayor is meeting with Sonia Casanova, CEO of Dress for Success and scheduled for follow-up and publicity.

- Council also arranging for delivery of donations to Dress for Success' premises in Summer Hill.

RECOMMENDATION:

That members of the Status of Women's Advisory committee receive and note the update on the Dress for Success Clothing Drive.

16 DAYS OF ACTIVISM AGAINST GENDER-BASED VIOLENCE
Danny Houseas, Manager, Community Development

File: S13683
Vide: GB.2

- Campaign dates: 25 November – 10 December 2025.
- 27 November: Walk the Talk – A domestic and family violence awareness walk at Waitara PCYC, hosted by the Hornsby Ku-ring-gai Domestic Violence Network.
- Ku-ring-gai says no to gender-based violence campaign a collaboration with Lifeline, Ku-ring-gai Women's Shelter, and NSW Police.
- Council banners and library displays to promote awareness.

RECOMMENDATION:

That members of the Status of Women's Advisory Committee receive and note the update about the 16 Days of Activism.

National Silly Socks Day – 25 November 2025
Nick Goryl, Project and Policy Officer – Community Development

File: S13683
Vide: GB.2

- Council participating in the DV Collective's fundraising initiative supporting domestic violence shelters.
- Staff encouraged to purchase "silly socks" from Council's unique online store and wear them to work on 25 November.
- A morning tea will be held with the aim of normalising discussions about family and domestic violence.
- Proceeds will go towards placing additional beds in Women's Shelters.

RECOMMENDATION:

That members of the Status of Women's Advisory Committee receive and note the information about Council's involvement with National Silly Socks Day – 25 November 2025.

MENOPAUSE FORUM FEEDBACK
Danny Houseas, Manager, Community Development

File: S13683
Vide: GB.2

- The Menopause Forum was held on 23 October and attracted approximately **100 attendees**, with excellent feedback from participants and guest speakers.
- Discussion underway about making the forum a regular program and sharing the

format with other councils.
- There was a great deal of positive feedback about the forum's format, speakers, audience numbers, and Q&A session.

RECOMMENDATION:

That members of the Status of Women's Advisory Committee receive and note the update about the Menopause Forum.

INTERNATIONAL WOMEN'S DAY 2026 (11 MARCH)
Danny Houseas, Manager, Community Development

File: S13683
Vide: GB.2

- An initial planning subcommittee meeting has been held to discuss possible speakers, themes, and program content, with a follow-up meeting to be scheduled in the coming weeks.
- Efforts ongoing to secure a keynote legal professional aligned with the 2026 IWD theme "Balance the Scales".
- Another suggested speaker: Comedian Alexandra Hudson, to promote inclusivity and introduce elements that provide balance to the program's more serious themes.
- Potential inclusion of multicultural and First Nations perspectives in future events.

RECOMMENDATION:

That members of the Status of Women's Advisory Committee receive and note the update on planning for International Women's Day 2026.

OTHER UPDATES
Danny Houseas, Manager, Community Development

File: S13683
Vide: GB.2

- 2026 meeting dates for Status of Women Advisory Committee were proposed; early-year and late-year meetings to commence at 6pm (daylight saving), mid-year meetings during daytime hours.
- Members thanked for their input into the *Stages and Spaces* pilot survey.
- Upcoming guest speaker proposed: **Nicolette Boele**, Member for Bradfield to attend a 2026 meeting.

RECOMMENDATION:

That members of the Status of Women's Advisory committee receive and note the other updates.

2026 Metting Dates:
Tuesday 10 February 6:00pm
Tuesday 5 May 10:00am
Tuesday 4 August 10:00am
Tuesday 3 November 6:00pm

The Meeting closed at 7:57pm

YOUTH ADVISORY COMMITTEE - MINUTES OF MEETING WEDNESDAY 12 NOVEMBER 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To present the minutes of the Youth Advisory Committee meeting held on 12 November 2025 and seek Council's consideration of the Committee's recommendation to extend membership to December 2026.
BACKGROUND:	In May 2024, Council established the Youth Advisory Committee for a short initial term to December 2025, with a review of membership and Terms of Reference at the end of the first year. As part of this review, the Committee has recommended extending current membership to December 2026 to support delivery of the Youth Action Plan. Council is required to consider and endorse the minutes of the meeting held on 12 November 2025.
COMMENTS:	The Youth Advisory Committee reviewed its 2025 activities and upcoming priorities, including progress on the Youth Action Plan and planning for key 2026 initiatives. To support continuity and completion of the Youth Action Plan, the Committee unanimously recommended extending current membership through to December 2026.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	That Council endorses the minutes of the Youth Advisory Committee meeting held on 12 November 2025.

PURPOSE OF REPORT

To present the minutes of the Youth Advisory Committee meeting held on 12 November 2025 and seek Council's consideration of the Committee's recommendation to extend membership to December 2026.

BACKGROUND

At its Ordinary Meeting on 21 May 2024, Council resolved to undertake extensive consultation with local young people, establish the Youth Advisory Committee for a short inaugural term to December 2025, and review the Committee's approach and Terms of Reference before appointing members for a second term commencing January 2026.

In line with this resolution, the Committee was required to review its membership arrangements at the conclusion of its first year to support continuity of its work, particularly development of the five-year Youth Action Plan.

Council is required to consider and endorse the minutes of the Youth Advisory Committee meeting held on 12 November 2025 (Attachment 1) and make them publicly available.

COMMENTS

As part of the review of Council's approach to the Youth Advisory Committee and related initiatives, Council sought feedback from existing members via a survey and discussion at the November Committee meeting. The Committee, appointed in 2025 for a one-year term, was scheduled to review membership and its Terms of Reference at the end of its first year to assess progress and continuity, particularly in relation to the five-year Youth Action Plan.

At the November meeting, members considered options for continuing their term. Reflecting on their experiences over 2025, they noted that the short initial term limited the planning and implementation of initiatives. Members highlighted that extending the current membership would allow completion and commencement of the Youth Action Plan, provide time to fully develop planned initiatives, and ensure a sustained impact for young people in Ku-ring-gai. Following discussion, the Committee unanimously recommended extending membership through to December 2026.

The Committee's recommendation to extend current membership is supported, and no amendments to the Terms of Reference are proposed.

Members also provided updates on recent youth-led activities, such as the Mental Health Month event and youth trivia sessions, and discussed priorities for 2026, including Youth Week, International Day of People with Disabilities, the Transport Forum, and a youth services branding workshop. These initiatives demonstrate the Committee's ongoing contribution to youth engagement and planning across the area.

INTEGRATED PLANNING AND REPORTING

An inclusive, connected and safe community

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
C1: Work with partners to promote a diverse and inclusive community that cares and provides for all residents.	C1.2: The development of young people is supported by services and programs designed to address their needs and interests	C1.2.3: Provide professional advice and administrative support for the Youth Advisory Committee.

GOVERNANCE MATTERS

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

RISK IMPLICATION STATEMENT

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

FINANCIAL CONSIDERATIONS

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

SOCIAL CONSIDERATIONS

The Committee's initiatives aim to enhance young people's wellbeing, inclusion, and engagement through accessible, equitable, and safe programs.

ENVIRONMENTAL CONSIDERATIONS

There are no environmental implications associated with this report.

COMMUNITY CONSULTATION

Community consultation is not required for this report.

INTERNAL CONSULTATION

Guidance from Council's Governance team informed the preparation of this report.

SUMMARY

The Youth Advisory Committee reviewed its 2025 activities and unanimously recommended extending current membership through to December 2026 to maintain continuity and support completion of the Youth Action Plan. The Committee also provided updates on 2025 initiatives and discussed planning for key youth-focused activities in 2026.

RECOMMENDATION:

A. That Council endorses the minutes of the Youth Advisory Committee meeting held on 12 November 2025.

B. That Council approve the extension of current Committee members' terms through to December 2026.

Danny Houseas
Manager Community Development

Ryan Usher
Youth Services Coordinator

Virginia Leafe
Acting Director Community

Attachments: A1⇩ Youth Advisory Committee Meeting Minutes 12 November 2025 2025/396412

MINUTES OF YOUTH ADVISORY COMMITTEE HELD ON WEDNESDAY, 12 NOVEMBER 2025

Present:	Angelina Barnsdall (Chairperson) Amelia Hague (Deputy Chairperson) Amelie Lim Nihal Bains Jiayi Fang Matthew Hayes Sophie Cattle Jack Okill (Online)
Staff Present:	Acting Director Community, Virginia Leafe Manager Community Development, Danny Houseas Manager Governance and Corporate Strategy, Christopher Jones Youth Services Coordinator, Ryan Usher Youth Development Officer, Jin Chang Youth Development Officer, Simone Kollias
Others Present:	The Mayor, Councillor Christine Kay Councillor Matthew Devlin Youth Services student, Abigail Douglas
Apologies:	Kevin Hao Josephine Crooker Tyne Jones Amelia Watson Kay Lynn Goh Mishall Omair Dena Sedghinezhad

The Meeting commenced at 4:30 PM

DECLARATIONS OF INTEREST

No interest was declared.

GENERAL BUSINESS

Governance Update

File: S04477
Vide: GB.1

Christopher Jones, Manager Governance and Corporate Strategy, provided an update on the terms of reference for the current Youth Advisory Committee. In May 2024, Council resolved to establish a Youth Advisory Committee for 2025, with a one-year initial term, after which the terms of reference would be reviewed. The development of a five-year Youth Action Plan, informed by the Committee in collaboration with the Youth Services team, was also included in the terms of reference.

With the Youth Action Plan still under development and the final Youth Advisory Committee

meeting for 2025 having been held, a report for Council on the committee's progress was required. Two options were presented to the current committee for consideration:

1. Recommend that Council review the terms of reference and recruit new Committee members for 2026.
2. Recommend that the current Committee members be retained until the end of December 2026 to continue their work and support completion of the Youth Action Plan, given the Committee's short initial term and the scope of work already undertaken.

To support this, a survey was circulated to Committee members to gather feedback on the current committee's work and suggestions for improvement. Members were reminded to complete the survey in a timely manner to inform the decision.

Committee members were then given the opportunity to provide feedback and vote on their preferred recommendation. The Committee unanimously agreed that:

- Continuing the current Committee would enable greater impact for young people in the Ku-ring-gai area through ongoing initiatives.
- Given the Committee's short initial term, members had limited time to plan and implement their ideas and events. Extending the current Committee would allow initiatives to be further developed, whereas a new Committee would face similar time pressures.
- An extension would enable the Committee to make a lasting impact on the community through the completion and commencement of the Youth Action Plan, as well as other proposed initiatives.

The Committee voted in favour of the second option, to extend the current members' term through December 2026. This recommendation will be submitted to Council for consideration.

RECOMMENDATION:

That Council approve for current committee members to be extended through to December 2026.

Recap of recent Youth Advisory Committee events

File: S04477
Vide: GB.2

Youth Advisory Committee members provided an update on recent events organised and hosted by the Youth Advisory Committee

Mental Health Month event

Presented by Jiayi Fang & Amelie Lim

- The event was held in October to coincide with Mental Health Month at St Ives Village Green.
- A grant from WayAhead provided the foundation for the event..
- The event catered to a family-friendly age range while also appealing to young people, featuring activities and competitions, face painting, live bands and singers, motivational speakers, and food for attendees.
- Committee hoping to run the event again in 2026 with more lead time to create and promote an even bigger event.

Nothing Beats a Jet2 Trivia

Presented by Nihal Bains and Angelina Barnsdall

- Younger audience in attendance, but positive feedback and lots of fun had from all who attended.
- Event consisted of multiple trivia rounds plus interactive mini games in between.
- Challenge for next time is to understand ages of those likely to attend and better promote going forward.

Accessible Transport and Mobility

File: S04477
Vide: GB.3

Presented by Matthew Hayes

- Feedback from youth forum helped initiate conversation.
- Jin continuing to work with Transport NSW to raise issue and identify a feedback option for the Committee.
- The Committee is planning to develop a forum in early 2026, with the aim of having representatives from various transport portfolios to hear community feedback and participate in discussions regarding options for young people in the area.

Youth Action Plan

File: S04477
Vide: GB.4

Presented by Angelina Barnsdall

- The Chair of the Committee provided an update on the steps that have currently been taken to develop the Youth Action Plan, and the next stages for the plan.
- As part of the resolution to develop the Youth Advisory Committee, the development of a 5 year Youth Action Plan was also agreed to.
- To help initiate the process, a Youth Forum was held in February 2025 to hear the voices of young people in the Ku-ring-gai Area. The Forum brought together 95 students from 8 local schools, and 9 community organisations. Some of the key themes identified included creating more opportunities and community activities for young people, an emphasis on wellbeing and connection, and how to become job ready and attain life skills
- A youth survey was also conducted in November 2024 with 443 young people between the ages of 12 and 25 responding. The general themes identified in the survey included mental health and emotional wellbeing, social connection and inclusion, giving young people a voice, a focus on education, a greater understanding of future employment and study opportunities, and healthy living and outdoor recreational areas.
- The next step is to arrange some targeted consultation for 18-24 year olds, the LGBT+ youth community, CALD young people and those that are disengaged from school.
- From there, the Committee and Youth Services team will draft a Youth Action Plan that will help inform the next 5 years, which will be presented to Council in 2026 for consideration.

OTHER BUSINESS

- Youth Advisory Committee began general discussion for Youth Week 2026, and began to identify potential events that the Committee wants to organise and run.
- A discussion was held around International Day of Persons with Disabilities, which is on Wednesday December 3rd. The Committee aims to organise youth-led and youth-focused events for the 2026 International Day of People with Disability (IDPWD), while also participating in any Council-led events for the 2025 observance. Youth Services Coordinator informed Committee of an event being held at PCYC Waitara that Council is involved in promoting and organising, and Committee members will do their best to attend on the day.
- The Youth Advisory Committee began planning for a holiday workshop that would look into helping to rebrand the current Ku-ring-gai Youth Services logo, to be reflective of young people in the local community.
- The Committee has commenced planning for the Transport Forum, expected to be held in early 2026, including identifying potential locations, guests, and target audiences for advertising.

The Meeting closed at 6:30pm

CODE OF CONDUCT - COMPLAINT STATISTICS

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To report statistics in relation to complaints as required by the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW 2020 for the twelve months to 31 August 2025.
BACKGROUND:	Under the Procedures, a report on a range of complaints statistics is provided the Office of Local Government and reported to Council.
COMMENTS:	The relevant statistics are contained in this report.
RECOMMENDATION:	That the report under Part 11 of the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW 2020 be received and noted.

PURPOSE OF REPORT

To report statistics in relation to complaints as required by the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW 2020 for the twelve months to 31 August 2025.

BACKGROUND

Under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW 2020, a report on a range of complaints statistics is provided to Council and the Division of Local Government.

Part 11 of the Procedures provides:

11.1 The complaints coordinator must arrange for the following statistics to be reported to the council within 3 months of the end of September of each year:

- *a) the total number of code of conduct complaints made about councillors and the general manager under the code of conduct in the year to September (the reporting period)*
- *b) the number of code of conduct complaints referred to a conduct reviewer during the reporting period*
- *c) the number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints*
- *d) the number of code of conduct complaints investigated by a conduct reviewer during the reporting period*
- *e) without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period*
- *f) the number of matters reviewed by the Office during the reporting period and, without identifying particular matters, the outcome of the reviews, and*
- *g) the total cost of dealing with code of conduct complaints made about councillors and the general manager during the reporting period, including staff costs.*

11.2 The council is to provide the Office with a report containing the statistics referred to in clause 11.1 within 3 months of the end of September of each year.

COMMENTS

The statistics to be reported in accordance with the Procedures, in the form required by the Office of Local Government is Attachment 1 to this report.

INTEGRATED PLANNING AND REPORTING

Leadership

Community Strategic Plan Long Term Objective	Delivery Program Term Achievement	Operational Plan Task
L1.1: A shared long-term vision underpins strategic collaboration and partnerships and builds leadership capacity.	L1.1.1: The priorities of our community, as reflected in the Community Strategic Plan, inform Council's policy development, decision-making and program delivery	L1.1.1.3: Provide regular reporting to the community on performance and progress against Council's Delivery Program and Operational Plan.

GOVERNANCE MATTERS

The provision of this report and the provision of information to the Office of Local Government is a requirement of Clauses 11.1 and 11.2 of the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW 2020.

RISK MANAGEMENT

Matters relating to the administration of Council's Code of Conduct have potential to affect the reputation of Council.

FINANCIAL CONSIDERATIONS

The cost of dealing with Code of Conduct complaints is reported as being $87,800.

SOCIAL CONSIDERATIONS

Not Relevant.

ENVIRONMENTAL CONSIDERATIONS

Not relevant.

COMMUNITY CONSULTATION

Not relevant.

INTERNAL CONSULTATION

Not Relevant.

SUMMARY

Under the Model Code of Conduct framework, a report on a range of complaints statistics is required be provided to the Division of Local Government and reported to Council. The relevant statistics for the reporting period of 1 September 2023 to 31 August 2025 are contained in this report.

RECOMMENDATION:

A. That the report pursuant to Part 11 of the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW 2020 be received and noted

Jamie Taylor
Corporate Lawyer

Attachments: A1⇩ Model Code of Conduct Complaint Statistics 2024-25 2025/399612

Model Code of Conduct Complaints Statistics 2024-25
Ku-ring-gai Council

Number of Complaints

1		The total number of complaints **received** in the reporting period about councillors and the General Manager (GM) under the code of conduct from the following sources:	
	i	Community	11
	ii	Other Councillors	8
	iii	General Manager	0
	iv	Other Council Staff	0
2		The total number of complaints **finalised** about councillors and the GM under the code of conduct in the following periods:	
	i	3 Months	15
	ii	6 Months	5
	iii	9 Months	4
	iv	12 Months	0
	v	Over 12 months	0

Overview of Complaints and Cost

3	a	The number of complaints **finalised at the outset** by alternative means by the GM or Mayor	0
	b	The number of complaints **referred to the Office of Local Government (OLG)** under a special complaints management arrangement	0

c		The number of code of conduct complaints **referred to a conduct reviewer**	17
d		The number of code of conduct complaints **finalised at preliminary assessment** by conduct reviewer	23
e		The number of code of conduct complaints **referred back to GM or Mayor** for resolution after preliminary assessment by conduct reviewer	0
f		The number of finalised code of conduct complaints **investigated by a conduct reviewer**	1
g		Cost of dealing with code of conduct complaints via preliminary assesment	73,676
h		Progressed to **full investigation by a conduct reviewer**	1
i		The number of finalised complaints investigated where there was found to be **no breach**	0
j		The number of finalised complaints investigated where there was found to be **a breach**	1
k		The number of complaints referred by the GM or Mayor **to another agency** or body such as the ICAC, the NSW Ombudsman, OLG or the Police	
	i	ICAC	0
	ii	NSW Ombudsman	0
	iii	OLG	2
	iv	Police	0
	v	Other Agency (please specify)	0
l		The number of complaints being investigated that are **not yet finalised**	0
m		The **total cost** of dealing with code of conduct complaints within the period made about councillors and the GM including staff costs	87,800

Preliminary Assessment Statistics

4	The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:		
	a	To take no action (clause 6.13(a) of the 2020 Procedures)	12
	b	To resolve the complaint by alternative and appropriate strategies (clause 6.13(b) of the 2020 Procedures)	8
	c	To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies (clause 6.13(c) of the 2020 Procedures)	1
	d	To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police (clause 6.13(d) of the 2020 Procedures)	1
	e	To investigate the matter (clause 6.13(e) of the 2020 Procedures)	1
	f	Other action (please specify)	0

Investigation Statistics

5	The number of investigated complaints resulting in a determination that there was **no breach**, in which the following recommendations were made:		
	a	That the council revise its policies or procedures	0
	b	That a person or persons undertake training or other education (clause 7.40 of the 2020 Procedures)	0
6	The number of investigated complaints resulting in a determination that there **was a breach** in which the following recommendations were made:		
	a	That the council revise any of its policies or procedures (clause 7.39 of the 2020 Procedures)	0
	b	In the case of a breach by the GM, that action be taken under the GM's contract for the breach (clause 7.37(a) of the 2020 Procedures)	0

	c	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 (clause 7.37(b) of the 2020 Procedures)	1
	d	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 and that the matter be referred to OLG for further action (clause 7.37(c) of the 2020 Procedures)	0
7		Matter referred or resolved after commencement of an investigation (clause 7.20 of the 2020 Procedures)	0

Categories of misconduct

8	The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of conduct:		
	a	General conduct (Part 3)	1
	b	Non-pecuniary conflict of interest (Part 5)	0
	c	Personal benefit (Part 6)	0
	d	Relationship between council officials (Part 7)	0
	e	Access to information and resources (Part 8)	0

Outcome of determinations

9	The number of investigated complaints resulting in a determination that there was a breach in which the council:		
	a	Adopted the independent conduct reviewers recommendation	1
	b	Failed to adopt the independent conduct reviewers recommendation	0
10	The number of investigated complaints resulting in a determination where:		
	a	The external conduct reviewers decision was overturned by OLG	0
	b	Council's response to the external conduct reviewers reccomendation was overturned by OLG	0
11		Date Code of Conduct data was presented to council	16-Dec-25

Item GB.6 **FY00623/8**
1 December 2025

INVESTMENT REPORT AS AT 30 NOVEMBER 2025

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To present Council's investment portfolio performance for November 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 November 2025 was $3,869,000, against the budget of $3,389,000 giving a year-to-date favourable variance of $480,000.
RECOMMENDATION:	That the summary of investments performance for November 2025 be received and noted; and that the Certificate of the Responsible Accounting Officer be noted and the report adopted.

PURPOSE OF REPORT

To present Council's investment portfolio performance for November 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.

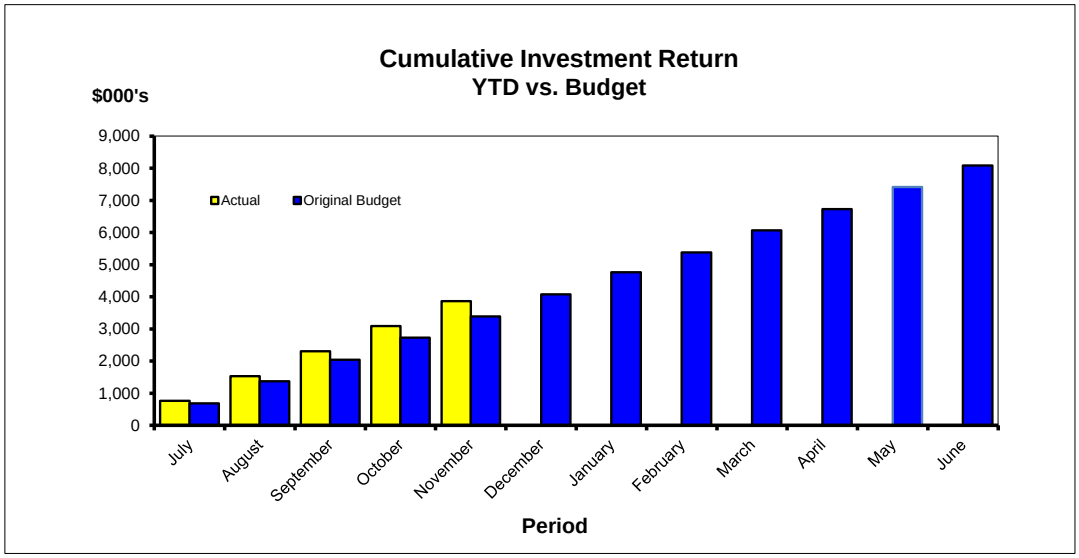
Performance Indicator & Policy Targets	Indicator	Details
Portfolio Performance vs. Benchmark	✔	Council's investment performance aligned with the Industry benchmark
Monthly Investment Income vs. Budget	✔	Council's income from investments exceeded monthly budget
Investment Policy Compliance:		
Legislative 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 November 2025 is $3,869,000, compared to the budget of $3,389,000, resulting in a favourable year-to-date variance of $480,000.

$000's	Nov-25 Year To Date
Investment Return	3,869
Budget	3,389
Variance	**480**

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 30 November 2025 was $209,252,000 compared to $204,676,000 at the end of October 2025. The net cash inflow of $4,576,000 was mainly due second instalment of rates income.

During the month, four investments have matured and there were six new investments.

Investment Name	Investment Rating (S&P)	New/Re-Investments $' 000	Investments Matured/Sold $' 000	Interest Rate %
Bank of China 3 Month Term Deposit	A	0	6,000	3.95
Bank of China 3 Month Term Deposit	A	0	4,000	4.11
AMP Bank 6 Month Term Deposit	BBB+	0	6,000	4.45
Rabobank Australia 6 Month Term	A	0	4,000	4.33
Bank of China 7 Month Term Deposit	A	5,000	0	4.36
Great Southern Bank 11 Month Term Deposit	BBB+	5,000	0	4.38
Rabobank Australia 5 Year Term Deposit	A	5,000	0	4.86
Bank of China 6 Month Term Deposit	A	5,000	0	4.34
Bank of Queensland 7 Month Term Deposit	A-	2,000	0	4.40
Police Bank 3 Year Senior FRN	BBB+	2,500	0	90 DAYS BBSW + 1.05
TOTAL		**24,500**	**20,000**	

Investment Performance against Industry Benchmark

Overall, the investment performance in November 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 NOV 2025 YTD Return %	Annualised Industry Benchmark %	Variance %
At Call/Cash/Term Deposits/FRNs (Benchmark is AusBond Bank Bill Index)	4.60	3.65	0.95

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

Table 2 - Investments Portfolio Summary during November 2025

Investment Name	Investment Rating	Invested at 30-Nov-2025 $000's	Month Return (%)	Annualised YTD Return (%)	Total Invested (%)	Market Value at 30-Nov-2025 $000's	Maturity
At Call/Cash Account**							
Westpac At-Call	AA-	3,417	0.00	0.00	1.63	3,417	At Call
Westpac Bank Deposit Max-I Investment	AA-	7,428	0.25	3.93	3.55	7,428	At Call
Westpac Bank Deposit Transport NSW Grant (LCH)	AA+	63	0.00	0.34	0.03	63	At Call
Sub Total		**10,908**				**10,908**	
Term Deposits							
AMP BANK 5 Month Term Deposit	BBB+	4,000	0.35	4.30	1.91	4,000	29-December-2025
Bank of China 4 Month Term Deposit	A	4,000	0.34	4.11	1.91	4,000	05-January-2026
Heartland Bank 6 Month Term Deposit	BBB	6,000	0.36	4.35	2.87	6,000	27-January-2026
Bank of China 6 Month Term Deposit	A	5,000	0.34	4.16	2.39	5,000	18-February-2026
Beyond Bank 6 Month Term Deposit	BBB+	8,000	0.35	4.25	3.82	8,000	23-February-2026
Bank of Queensland 3 Year Term Deposit	A-	5,000	0.40	4.95	2.39	5,000	27-February-2026
ING Bank 1 Year Term Deposit	A	4,000	0.38	4.66	1.91	4,000	27-March-2026
Bank of China 6 Month Term Deposit	A	5,000	0.34	4.16	2.39	5,000	27-April-2026
Bank of China 6 Month Term Deposit	A	5,000	0.35	4.34	2.39	5,000	27-May-2026
Bank of China 7 Month Term Deposit	A	5,000	0.36	4.36	2.39	5,000	22-June-2026
ING Bank 3 Year Term Deposit	A	5,000	0.43	5.30	2.39	5,000	23-June-2026
Bank of Queensland 7 Month Term Deposit	A-	2,000	0.36	4.40	0.96	2,000	29-June-2026
Judo Bank 1 Year Term Deposit	BBB	6,000	0.35	4.30	2.87	6,000	06-July-2026
P&N Bank 3 Year Term Deposit	BBB+	5,000	0.45	5.50	2.39	5,000	28-July-2026
Heartland 1 Year Term Deposit	BBB	2,000	0.34	4.20	0.96	2,000	20-August-2026
Great Southern Bank 11 Month Term Deposit	BBB+	5,000	0.36	4.38	2.39	5,000	21-October-2026
Westpac 5 Year Term Deposit	AA-	4,000	0.21	2.50	1.91	4,000	25-February-2027
Rabobank Australia 3 Year Term Deposit	A	5,000	0.42	5.12	2.39	5,000	28-May-2027
Macquarie Bank 5 Year Term Deposit	A	1,000	0.37	4.55	0.48	1,000	09-September-2027
Macquarie Bank 5 Year Term Deposit	A	1,000	0.37	4.55	0.48	1,000	09-September-2027
ING Bank 5 Year Term Deposit	A	5,000	0.42	5.13	2.39	5,000	28-February-2028
ING Bank 5 Year Term Deposit	A	5,000	0.42	5.20	2.39	5,000	23-June-2028
Rabobank Australia 5 Year Term Deposit	A	5,000	0.42	5.20	2.39	5,000	20-February-2029
Rabobank Australia 5 Year Term Deposit	A	6,000	0.42	5.15	2.87	6,000	26-February-2029
ING Bank 5 Year Term Deposit	A	5,000	0.42	5.13	2.39	5,000	28-February-2029
Rabobank Australia 5 Year Term Deposit	A	3,000	0.44	5.35	1.43	3,000	30-April-2029
Rabobank Australia 5 Year Term Deposit	A	6,000	0.40	4.85	2.87	6,000	28-August-2029
Rabobank Australia 5 Year Term Deposit	A	6,000	0.42	5.10	2.87	6,000	25-February-2030
Rabobank Australia 5 Year Term Deposit	A	4,000	0.41	5.02	1.91	4,000	29-March-2030
Rabobank Australia 5 Year Term Deposit	A	4,000	0.38	4.70	1.91	4,000	30-April-2030
Rabobank Australia 5 Year Term Deposit	A	5,000	0.37	4.55	2.39	5,000	27-June-2030
Rabobank Australia 5 Year Term Deposit	A	6,000	0.38	4.70	2.87	6,000	29-July-2030
Rabobank Australia 5 Year Term Deposit	A	5,000	0.40	4.86	2.39	5,000	26-November-2030
Sub Total		**152,000**				**152,000**	

Investment Name	Investment Rating	Invested at 30-Nov-2025 $000's	Month Return (%)	Annualised YTD Return (%)	Total Invested (%)	Market Value at 31-Oct-2025 $000's***	Maturity
Fixed & Floating Rate Notes (FRNs)							
Bendigo Bank 5 Year FRN	A-	1,700	0.34	4.21	0.81	1,712	02-December-2025
Suncorp-Metway Limited 5 Year FRN	AA-	4,500	0.36	4.55	2.15	4,692	25-January-2027
Commonwealth Bank 5 Year Fixed Senior Note	AA-	3,496	0.37	4.55	1.67	3,555	18-August-2027
AMP Bank 3 Year FRN	BBB+	3,400	0.40	5.01	1.62	3,443	13-September-2027
ANZ Bank 5 Year Senior FRN	AA-	800	0.39	4.73	0.38	800	31-March-2028
Bank of Queensland 5 Year Floating Covered Bond	AAA	1,750	0.40	4.98	0.84	1,777	09-May-2028
Mutual Bank 3 Year Floating Bond	BBB	3,000	0.43	5.27	1.43	3,000	15-May-2028
Bendigo Bank 5 Year Floating Covered Bond	AAA	2,800	0.39	4.87	1.34	2,840	16-June-2028
Suncorp Metway 5 Year Floating Covered Bond	AAA	3,000	0.38	4.83	1.43	3,037	12-July-2028
Commonwealth Bank of Australia 5 Year Senior FRN	AA-	5,000	0.38	4.69	2.39	5,099	17-August-2028
ANZ 5 Year FRN Senior	AA-	4,200	0.38	4.66	2.01	4,243	11-September-2028
Police Bank 3 Year Senior FRN	BBB+	2,500	0.39	4.77	1.19	2,500	03-November-2028
Rabobank Australia 5 Year Fixed MTNs	A	4,000	0.42	5.15	1.91	4,125	26-February-2029
Suncorp Metway 5 Year Fixed MTNs	AA-	1,598	0.40	4.89	0.76	1,628	19-March-2029
Rabobank Australia 5 Year Senior MTN	A	2,600	0.37	4.67	1.24	2,624	17-July-2029
ING Bank 5 Year Covered FRN	AAA	2,000	0.37	4.47	0.96	2,011	15-August-2030
Sub Total		**46,344**				**47,086**	
Total Portfolio		**209,252**		**4.59***	**100.00**	**209,994**	
Matured/Traded Investments - Weighted YTD Average Return (%)				**4.65**			
Weighted Average Overall Return Year To date (%)				**4.60**			

** 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.*

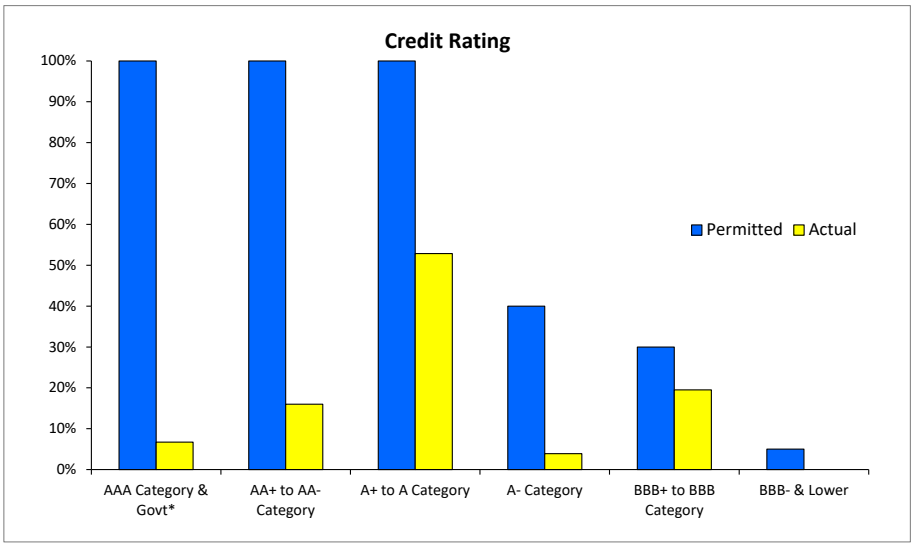
**** Market Values as at 30 November 2025 were not available at the time of writing the report.*

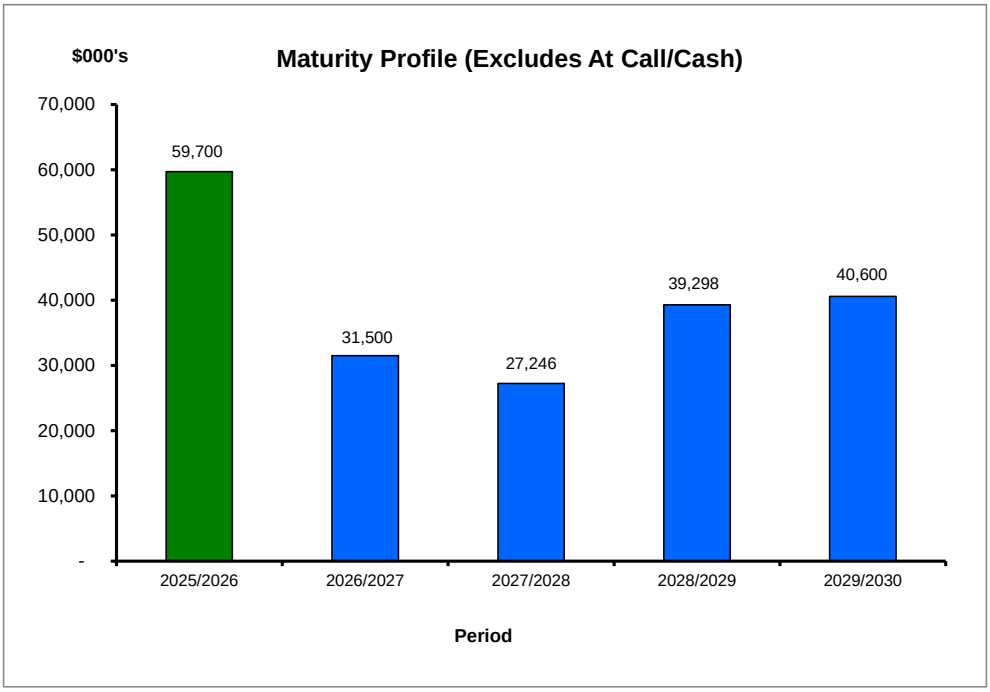
Investment by Credit rating and Maturity Profile

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%	53%	47%
A- Category	40%	4%	36%
BBB+ to BBB Category	30%	20%	10%
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 30 November 2025:

- Council's total cash and investment portfolio was $209,252,000, a net cash inflow of $4,576,000 was mainly due to the second instalment of rates income.

- The net return on investments for the financial year to the end of November 2025 is $3,869,000, compared to the budget of $3,389,000, resulting in a favourable year-to-date variance of $480,000.

RECOMMENDATION:

That:

A. The summary of investments and performance for November 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

Angela Apostol
Director Corporate

PETITIONS POLICY

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To seek Council endorsement of a new Petitions Policy to formalise the process for the consistent and transparent management of public petitions.
BACKGROUND:	The guiding principles in the Local Government Act 1993 encourage councils to recognise diverse local community needs and interests, and actively engage with their local communities. The absence of a formal policy may result in administrative inconsistencies or group submissions on development applications not being considered as required under the Community Participation Plan.
COMMENTS:	The draft Petitions Policy includes requirements for public lodgement, a defined process for internal assessment, clarification on how development-related petitions will be handled, and grounds for rejecting a petition.
RECOMMENDATION:	That Council endorse the draft Petitions Policy for public exhibition. A report will be brought back to Council in early 2026 on submissions received and any amendments proposed to the policy. If no submissions are received, then Council adopt the policy as attached to this report.

PURPOSE OF REPORT

To seek Council endorsement of a new Petitions Policy to formalise the process for the consistent and transparent management of public petitions.

BACKGROUND

The guiding principles in section 8A of the Local Government Act 1993 encourage councils to recognise diverse local community needs and interests, and actively engage with their local communities. The Act also requires councils to adopt a Community Engagement Strategy to guide its engagement with the local community when developing their plans, policies and programs. Council accepts petitions in keeping with the spirit of these principles.

While Council has historically accepted petitions in keeping with these principles, the absence of a formal policy may result in administrative inconsistencies or group submissions on development applications not being considered as required under the Community Participation Plan. The proposed Petitions Policy is designed to fill this gap, providing a clear, formal, and transparent framework for the entire petitions process, from lodgement to Council consideration and final response.

COMMENTS

The draft Petitions Policy is provided at Attachment 1. The policy includes:

- Clear requirements for members of the public, including format, minimum signature requirements and contact information.
- A defined process for internal assessment, validation, presentation to Council and the mechanism for providing an official response to the principal petitioner.
- Specific clarification on how petitions relating to development applications will be dealt with, ensuring compliance with planning and probity requirements.
- Explicit grounds under which a petition may be rejected (e.g., offensive content, legal compliance issues, matters outside Council's jurisdiction).
- A lodgement form, which will be readily available on Council's website, to ensure all necessary information is captured up front.

As the information contained within petitions is likely to include personal information as defined under the *Privacy and Personal Information Protection Act 1998* , the policy also outlines the privacy and access requirements for petitions, and that any personal information collected will be managed in line with Council's Privacy Management Plan.

INTEGRATED PLANNING AND REPORTING

Outcome 5: Leadership and service excellence

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

There is no legislative requirement for Council to have a petitions policy. However, it provides a clear and consistent process for petitioners and supports community engagement, accountability and informed decision-making.

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 are no direct financial considerations associated with the adoption of the recommendation contained within this report.

SOCIAL CONSIDERATIONS

This policy supports community participation by providing a clearly defined and accessible avenue to formally raise matters for Council's consideration.

ENVIRONMENTAL CONSIDERATIONS

No significant impact.

COMMUNITY CONSULTATION

It is recommended that the draft Petitions Policy be placed on an extended public exhibition period of 42 days due to the Christmas / New Year period.

INTERNAL CONSULTATION

The draft policy has been prepared by Governance and Corporate Strategy, in consultation with the Corporate Lawyer, Development Assessment Services and Corporate Communications.

SUMMARY

This report recommends that a new Petitions Policy be publicly exhibited. This policy will formalise and clarify the process for managing community petitions, and support Council's Community Engagement Strategy.

RECOMMENDATION:

That Council endorse the draft Petitions Policy for public exhibition. A report will be brought back to Council in early 2026 on submissions received and any amendments proposed to the policy. If no submissions are received, then Council adopt the policy as attached to this report.

Christopher M Jones
Manager Governance and Corporate Strategy

Attachments: A1⇩ Draft Petitions Policy 2025/299605

Ku-ring-gai Council

Draft Policy

Petitions

Version Number 1

Adopted: press F11 to enter Adoption date

Effective: press F11 to enter Effective date

Petitions Policy

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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:	103	**TRIM Record No:**	2015/036315
Controlled Document Type:	Policy		
Controlled Document Name:	Petitions Policy		
Version Number:	1		
Department:	Corporate		
Distribution:	Internal and External		
Review Period: Max < 4 years	4 years	**Next Review Date:**	September 2029
Document Status:	DRAFT		
Approval Type:	Adopted by Council		
Version Start Date:	September 2025	**Version End Date:**	September 2029

Related document information, standards and references

Related Legislation:	Government Information (Public Access) Act 2009 Local Government Act 1993 Local Government (General) Regulation 2021 Privacy and Personal Information Protection Act 1998
Related Policies (Council & Internal)	Community Engagement Policy Community Engagement Strategy (in development) Code of Meeting Practice Ku-ring-gai Community Participation Plan Privacy Management Plan
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
Other References	(list any related reference information that does not fit into the previous categories) e.g. DLG's Model Code of Conduct

DRAFT

Version history

Version Number	Version Start Date	Version End Date	Author	Details and Comments
1	September 2025	September 2029	Christopher M Jones	First version Updated content structure to meet template guidelines.

DRAFT

Introduction

Objectives

Council values community input and participation in its decision-making processes and is committed to ensuring the views of the community are effectively communicated to Councillors and staff. One of the ways that members of the community can express views to Council on matters of importance to the local community is through petitions.

The objective of this policy is to describe the process for the lodgement and processing of petitions so that they are appropriately considered by Ku-ring-gai Council and the governing body of Council.

Scope

The policy applies to all Councillors and council staff who deal with petitions, and members of the public, community groups and other stakeholders submitting petitions to Council. Council will consider any correspondence identified as a petition in accordance with this policy.

DRAFT

Responsibilities

Key stakeholders

Mayor and Councillors

The Mayor is responsible for presiding at meetings of the Council and ensuring that the opportunity is provided at each meeting for petitions to be tabled. Councillors may table any petitions they receive at a meeting of Council and/or refer them to Council staff for inclusion in the business paper.

General Manager

Approves the Petitions policy and delegates operational responsibility to the Director Corporate. is to ensure that the any petitions received by Council are dealt with in accordance with the policy.

Director Corporate

Provides leadership and has operational responsibility for ensuring that an effective Petitions policy is established, implemented, and maintained.

Manager Governance and Corporate Strategy

Responsible for assessing petitions received against the requirements of this policy and arranging arranges for them to be included in the business paper and/or minutes of the relevant Council meeting. Also responsible for day-to-day implementation of the policy, ensuring it is available to staff, Councillors and the public, and for periodic evaluation and review. Any questions relating to the policy should be directed to the Manager Governance and Corporate Strategy.

Staff

Responsible for noting and considering petitions received as community feedback in the development, implementation and evaluation of programs, projects and services. The responsible officer may contact the principal petitioner to advise them of how their petition has been dealt with.

Policy owner

The Director Corporate is owner of this policy. The Manager Governance and Corporate Strategy is responsible for day-to-day implementation of the policy, ensuring it is available to staff, Councillors and the public, and for periodic evaluation and review. Any questions relating to the policy should be directed to the Manager Governance and Corporate Strategy.

Reporting

Breaches of this policy should be reported to the Manager Governance and Corporate Strategy.

Training and communication

The policy will be communicated to staff and any induction or ongoing training that is provided to ensure that staff are aware of the policy and their responsibilities.

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Policy statement

Principles

The guiding principles in section 8A of the *Local Government Act 1993* encourage councils to recognise diverse local community needs and interests, and actively engage with their local communities. The Act also requires councils to adopt a community engagement strategy to guide its engagement with the local community when developing their plans, policies and programs. Council accepts petitions in keeping with the spirit of these principles.

Definitions

A petition is a formal written request submitted to Council which clearly requests action in relation to a specific issue within the power of Council to conduct business.

The principal petitioner is the main contact for the petition.

A signatory is an individual, community group or organisation who has signed the petition.

Requirements

All petitions should comply with the requirements in this policy to be accepted by Council.

To be considered as a petition under this policy, the submission should include:

- ✓ the name, address and contact details of the main contact for the petition (the principal petitioner)
- ✓ a brief explanation of the issue (maximum of 250 words)
- ✓ a clear, concise statement about what action the petitioners are requesting Council to take (maximum of 250 words)
- ✓ the names, addresses and signatures of each person supporting the petition
- ✓ a statement specifying the number of signatories (petitions should be signed by a minimum of three individuals, community groups or other stakeholder organisations).

The subject matter of a petition must:

- ✓ relate to Council's civic responsibilities
- ✓ affect Council or communities in the Ku-ring-gai Local Government Area
- ✓ be a matter on which Council has responsibility or can exercise some degree of influence.

The content of the petition should be legible and written in a polite and courteous tone of language.

Guidelines and procedures

Lodging a petition

Petitions can be sent directly to a Councillor or Councillors by email (see contact details here), or to the General Manager via email (krg@krg.nsw.gov.au), post or in person (818 Pacific Highway, Gordon NSW 2072).

Petitions should be clearly identified as a petition.

A petition form is attached to this policy (see **Attachment A1**) and is available on Council's website.

Council will accept petitions in an electronic form from petition websites where they comply with the requirements of this policy.

Assessing a petition

A Councillor or the General Manager may refer petitions to the Manager Governance and Corporate Strategy for assessment against the requirements of this policy.

Tabling a petition

A Councillor may table a petition at a Council meeting or direct it to the General Manager to have it published in the business paper of the next Ordinary Meeting of Council.

Responding to a petition

Once tabled at a meeting of Council, a petition will be referred to the responsible Council officer for consideration and appropriate action.

The responsible officer may inform the principal petitioner of action taken if appropriate.

Petitions on development proposals

Petitions may be lodged regarding development proposals within the public exhibition period. The development application number should be clearly marked on the petition.

If the development application is to be determined at the Ku-ring-gai Local Planning Panel (KLPP) or other public meeting, the responsible officer will contact the principal petitioner and advise them of the committee or public meeting date.

Petitions on development proposals will not generally be circulated to Councillors or included in the business papers of Council[1].

Rejection of a petition

[1] The KLPP is a panel of independent experts that determine development applications on behalf of Council and provide advice on planning proposals and other planning matters. Councillors are not eligible to be members of a local planning panel under Section 2.18 of the *Environmental Planning and Assessment Act 1979*.

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A petition may be rejected if, in the opinion of the General Manager (or a delegate on the General Manager's behalf), it:

- is not legible or unintelligible
- relates to a matter on which Council has no carriage or influence
- proposes any action considered to be unlawful
- contains a significant number of names, addresses or signatures from outside Australia or that are fake, duplicated, altered or otherwise misleading
- is vexatious, abusive or disrespectful to Councillors, Council staff, local businesses, community groups or individuals.

Council may also decline to receive repeat petitions. This includes petitions received from the same principal petitioner, and/or with substantially the same effect as a petition accepted or rejected by Council in the previous 12 months.

Once a petition has been lodged with Council, Council will not generally accept the addition of further signatories.

If a petition is rejected by Council staff, the principal petitioner will be notified, and Council will provide an explanation for the decision.

Privacy and public access

Information contained within petitions is likely to include personal information as defined under the *Privacy and Personal Information Protection Act 1998* (PPIP Act). Any information collected will be managed in line with Council's Privacy Management Plan and responsibilities under the Act.

Names, addresses and personal information may be shared with Councillors and Council staff to verify the authenticity of a petition, and assist in the understanding of the issues raised. However, this information will not be published.

When a petition is included in the business paper or minutes of a Council meeting, it will generally include a summary of the petition and the name of the principal petitioner. Names, addresses and signatures of petitioners will not be included.

Members of the public may access submissions upon request to Council in accordance with the *Government Information (Public Access) Act 2009*.

Any questions concerning privacy, or the use of personal information may be referred to Council's Privacy Officer.

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Petition to Ku-ring-gai Council: Lodgement form

Subject of petition	
Action requested	
Number of persons who have signed this petition	
Name of principal petitioner	
Signature of principal petitioner	
Address	
Contact number	
Email address	
If acting on behalf of an organisation, the name of the organisation	

DRAFT

Petition to Ku-ring-gai Council

Subject of petition	
Action requested	We, the undersigned, petition Ku-ring-gai Council to:

No.	Name	Address	Signature

PRIVACY STATEMENT
Council is collecting your personal information solely for the purpose of administering this petition and verifying its authenticity as required under this policy. Council will manage your personal information in accordance with the Privacy and Personal Information Protection Act 1998 and the Government Information (Public Access) Act 2009. Questions concerning privacy or the use of your personal information may be referred to Council's Privacy Officer.

DRAFT

POST-EXHIBITION OF REVISED DELIVERY PROGRAM, RESOURCING STRATEGY AND APPLICATION FOR A SPECIAL RATE VARIATION

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To seek Council's approval to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) after presenting Council with the outcomes of the exhibition of a revised Delivery Program, Operational Plan, Long Term Financial Plan and Asset Management Strategy, and other related matters.
BACKGROUND:	At its Ordinary Council Meeting of 21 October 2025, Council approved exhibiting a revised suite of Integrated Planning and Reporting (IP&R) documents, which incorporated a rate increase of 29% (including an SRV of 24.6% and a rate peg of 4.4%).
COMMENTS:	Council exhibited the IP&R documents between 28 October and 25 November 2025. After considering community feedback, it is proposed to adopt the documents, the updated Asset Management Policy and plans for key asset classes and approve for Council to apply for a Special Rate Variation.
RECOMMENDATION:	That Council: A. adopt the revised Delivery Program 2025-2029 and Operational Plan 2025-2026, Long Term Financial Plan 2025-2035 and Asset Management Strategy 2025-2035 as attached B. adopt the updated Asset Management Policy as attached C. adopt the updated Asset Management Plans as attached D. approve for Council to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) of 24.6% to begin from 1 July 2026 which, when combined with the confirmed 4.4% rate peg, will result in a 29% rate revenue increase in 2026/27, with rates to increase in line with the rate peg in future years.

PURPOSE OF REPORT

To seek Council's approval to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) after presenting Council with the outcomes of the exhibition of a revised Delivery Program, Operational Plan, Long Term Financial Plan and Asset Management Strategy, and other related matters.

BACKGROUND

Overview of IPART application and criteria

IPART assesses and determines SRV applications by councils under powers delegated to it by the Minister. The Office of Local Government (OLG) *Guidelines for the Preparation of an Application for a Special Variation to General Income* set the criteria against which applications will be assessed, and councils must take these guidelines into consideration before applying for an SRV.

IPART assesses applications against six criteria outlined in the OLG guidelines for an SRV application:

1. The need for, and purpose of, a different revenue path for the council's General Fund (as requested through the SRV) is clearly articulated and identified in the council's IP&R documents, in particular its Delivery Program, Long Term Financial Plan (LTFP) and Asset Management Strategy (AMS) (where appropriate).

2. Evidence that the community is aware of the need for and extent of a rate rise.

3. The impact on affected ratepayers must be reasonable, having regard to both the current rate levels, existing ratepayer base and the proposed purpose of the variation.

4. The relevant IP&R documents must be exhibited (where required), approved and adopted by Council before it applies to IPART for an SRV.

5. The IP&R documents or Council's application must explain and quantify the productivity improvements and cost containment strategies Council has realised in past years and plans to realise over the proposed SRV period.

6. Any other matter that IPART considers relevant.

The purpose of the proposed SRV

The purpose of the proposed Special Rate Variation (SRV) is to meet community expectations and modern standards for local critical infrastructure, to address generations of under-investment in essential assets, and ensure that future generations are not burdened with the increased costs of deteriorating infrastructure.

The SRV is required because Council faces financial challenges that inhibit its ability to adequately renew and deliver local infrastructure. These pressures include a low rate revenue per capita compared to the Sydney council average, rising costs not fully covered by the rate peg and ongoing cost shifting from State and Federal Governments (estimated as at least $13.3 million in 2022/23, or $287 per ratepayer).

Given Council's existing lean operating model, these pressures cannot be addressed solely through efficiency measures.

The proposed SRV is essential to reverse the increasing infrastructure backlog. It would secure an additional $20.7 million a year to fund essential renewals, upgrades, and new infrastructure in the following asset classes:

- Community buildings (e.g. sporting pavilions, amenity blocks and halls).
- Stormwater and drainage.
- Recreational facilities (e.g. parks, sports courts and swimming pool).
- Footpaths (renewal of existing and new).
- Traffic and transport facilities (e.g. roundabouts and pedestrian safety upgrades).

A portion of the funding would also partly repay the loan for the construction of the St Ives Indoor Sports Centre until 2031/32, after which it would be redirected to recreational facilities.

Without the SRV, the current infrastructure backlog would continue to increase, and Council would be unable to address the following issues:

- Over 40% of stormwater assets are in unsatisfactory condition, increasing localised flooding risk.
- Over 50% of community buildings require major refurbishment or rebuild and fail to meet modern standards for access and efficiency.
- Around 250km of local streets lack footpaths, and existing paths are continuing to deteriorate over time.
- Insufficient investment in recreational facilities leading to outdoor activities being disrupted or abandoned due to poor playing surfaces or drainage.
- Inability to fund critical traffic and pedestrian safety upgrades.

Increased investment from an SRV would allow Council to reduce the infrastructure backlog by 39% over the next 10 years (compared to a 42% increase without it) and deliver the safe and high-quality infrastructure the community deserves and expects.

Further details on the need for and benefits of the special rate variation are outlined in the Long Term Financial Plan and Asset Management Strategy attached to this report.

Community engagement and awareness

Following a resolution of Council on 17 June 2025, Council undertook comprehensive community engagement between July and September to seek feedback on four rate rise options detailed in the Long-Term Financial Plan:

- Option 1: Deteriorating Increase (rate peg only): While minimising the impact on ratepayers, this would result in a significant increase in the infrastructure backlog (to $325 million) and continued asset decline.

- Option 2: Renew Infrastructure (19% SRV, plus the rate peg): To provide $16.5 million annually to improve assets and fund the St Ives Sports Centre loan. This would reduce the backlog to $175 million over 10 years.

- **Option 3: Renew and Enhance Infrastructure** (26% SRV, plus the rate peg): To provide $22.6 million annually to delivers all Option 2 outcomes, plus additional funds for the renewal of recreational facilities, new footpaths and other infrastructure upgrades. This would reduce the backlog to $174 million over 10 years.

- **Option 4: Renew, Enhance and Expand Infrastructure** (30% SRV, plus the rate peg): To provide $26.3 million annually to deliver all Option 3 outcomes, plus further upgrades and funding for the rebuild and operation of the Marian Street Theatre.

Council employed multiple methods to raise awareness and gather community views, including mail-outs, digital promotion, public forums and surveys. Independent research confirmed a high level of community awareness (60%) of engagement activities.

Representative survey results showed that 66% of residents were at least somewhat supportive of Option 2. 56% selected one of the three SRV options (2, 3, or 4) as their first preference, indicating majority support for an SRV. During recruited workshops, 7 out of 10 discussion groups identified an SRV option as their preferred choice.

Opt-in survey results showed that 60% of participants ranked the rate peg only (Option 1) as their highest preference, while 40% supported an SRV option.

Council also received over 570 written submissions and held in-person and online public forums and drop-in sessions.

Further details are available in the community engagement outcomes report attached to the October report to Council. See here.

Council resolution

At its meeting on 21 October 2025, Council considered community feedback and resolved as below:

> *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*

COMMENTS

Public exhibition

Following October Council's resolution, a revised Delivery Program and Operational Plan (DP&OP), Long Term Financial Plan (LTFP) and Asset Management Strategy (AMS) were prepared for public exhibition. These IP&R documents compared two different scenarios:

- Base Case (updated Option 1 to reflect the 4.4% rate peg determined by IPART in October), which would result in an ongoing deterioration in the quality of local infrastructure, and

- SRV of 24.6% and rate peg of 4.4%, totalling 29%, which would deliver a comprehensive and long-lasting infrastructure improvements in key asset classes. This is Council's preferred scenario.

The exhibition was accompanied by an indicative list of projects which could be funded by the preferred rate increase, responses to FAQs, the report to the October Council meeting and attachments.

The exhibition period ran between 28 October and 25 November 2025. Council raised awareness of the revised IP&R documents and opportunities for ratepayers to lodge a submission through:

- 2,492 direct emails and 12 mailed letters sent to community members who had provided feedback on the four rate increase options between July-September 2025
- a media release sent to 60 media outlets
- an e-newsletter sent to 1,270 subscribers to Council's YourSay portal
- Council's fortnightly *News from Ku-ring-gai* e-newsletter, which was sent to 43,208 subscribers on 31 October and 43,073 subscribers on 14 November
- the Business Connections e-newsletter sent to 1,873 subscribers
- newspaper advertisements published in The Post, Sydney Observer and North Shore Times
- promotion on the Council home page
- physical copies of exhibited documents made available in Council's libraries and the Customer Service Centre.

Community feedback received

Council received 80 submissions during the public exhibition period. In terms of submission sentiment:

- 7 had total or conditional support for the preferred rate increase

- 59 opposed the preferred rate increase

- 6 made general comments, but did not express a specific sentiment for or against the preferred rate increase.

- 8 asked questions about the rate increase process.

The sentiment expressed in the written submissions reflects the views of residents who actively participated in the exhibition stage. It is important to note that these views differ significantly from the broader community sentiment captured in the statistically representative survey and recruited workshops, which showed majority support for an SRV option.

Issues most raised in submissions were:

- Cost of living and affordability: Concerns regarding the impact of the rate increase on the cost of living and general affordability.

- Reduce expenditure as alternative to rate increase: Suggestions that Council should reduce expenditure, "live within its means," focus on "back to basics" and avoid/defer discretionary or non-essential works instead of raising rates.

- Not fully addressing community feedback: Claims that Council not fully addressed community input from the previous rate increase option engagement stage by opting for an amended Option 3.

- Past financial waste: Allegations that Council has previously wasted money (e.g. on offsite workshops, Norman Griffiths Oval, administration expenses).

Other feedback related to requests for an audit or review of finances and/or asset management, views that the rate increase required more justification, suggestions to release previous community engagement results, and site-specific actions or funding requests.

A community engagement outcomes report, covering the results of the public exhibition period is available at Attachment A1.

Following review of all submissions received, no changes are recommended to the exhibited documents or the preferred rate increase option. This recommendation is based on the following:

- Cost of living and affordability: Council commissioned an independent analysis which demonstrates overall capacity to pay the preferred increase. However, it is acknowledged that some ratepayers will find it difficult to afford an increase in living expenses. See further details in following sections of this report.

- Limited opportunities to significantly reduce expenditure: Council maintains a lean operating model. While Council has a strategic approach to cost containment and efficiency, operational savings alone would not be sufficient to address the infrastructure deficit. See further details in following sections of this report.

- Maintaining financial sustainability: The SRV is critical to address the infrastructure backlog and ensure Council's long-term financial sustainability. Reducing the proposed rate increase would compromise Council's ability to reduce the infrastructure backlog and fail to meet community expectations for essential services.

- Robust justification: The financial need and the extent of the proposed increase were explained in detail in the LTFP and AMS and supported by extensive communications during the consultation and public exhibition process. The preferred option was informed by community research that indicates a mandate for a modest SRV that renews and enhances infrastructure.

While no amendments to the exhibited IP&R documents are required, Council is committed to responding to all submissions received. A detailed response to each of the key themes raised in submissions received is provided in Attachment A2.

The following plans are attached for Council's approval:

- Delivery Program and Operational Plan (DP&OP) at Attachment A3.
- Long Term Financial Plan (LTFP) at Attachment A4.
- Asset Management Strategy (AMS) at Attachment A5.

Asset Management Policy

Council's Asset Management Policy was last adopted in July 2025. This policy sets Ku-ring-gai Council's vision, values, intentions and direction for asset management and the principles by which the organisation intends to achieve the goals set under the CSP. The policy has been revised to:

- provide a governance framework that aims to achieve ISO5500:2024 (Asset Management System)
- provide a framework to embed whole of life costing and whole of organisation decision making
- better align asset management with Council's IP&R framework
- better allocate roles and responsibilities and introduce performance and evaluation
- reinstate oversight mechanisms to monitor performance and drive continual improvement;
- allow the organisation to be able to demonstrate and practice robust governance, planning and delivery capabilities, especially to support the management of the SRV
- show commitment to data quality improvement and potential asset management information system upgrades
- introduce performance monitoring and lifecycle costing.

It is recommended that Council adopt the revised Asset Management Policy at Attachment A6.

Asset Management Plans

As the purpose of the SRV is to fund assets, Council is required to submit specific asset management plans for each asset class in support of its application to IPART. Council has reviewed and updated each of its asset management plans. Each plan outlines community expectations, current and desired service levels, future demand and risks and an indicative 10-year list of projects. The project list will be reviewed as part of the annual IP&R and budgeting process.

It is recommended that Council adopt the following revised asset management plans:

- Road and Transport Asset Management Plan (Attachment A7).
- Footpaths Asset Management Plan (Attachment A8).
- Stormwater and Drainage Asset Management Plan (Attachment A9).
- Parks and Recreation Asset Management Plan (Attachment A10).
- Buildings Asset Management Plan (Attachment A11).

Impact on ratepayers and affordability

As outlined above, a common theme in submissions is concerns from ratepayers that they could not afford the rate increase.

The 29% increase corresponds to an estimated $499 average residential rate increase (or $9.60 per week) and an estimated $1,676 average business rate increase (or $32.23 per week) in 2026/27. In October 2025, Council considered an independent capacity to pay analysis report which found that, on balance, there is a capacity for ratepayers to pay the proposed increase. See here.

Nonetheless, it is acknowledged that some ratepayers will find it difficult to afford an increase in living expenses. In response, Council has a variety of methods to help manage financial hardship. These include flexible payment plans, interest relief, pensioner concessions, hardship application processing and debt recovery and support.

Council's *Rates, Charges and Sundry Debts - Assistance, Concessions and Recovery Policy* was amended and adopted at the November 2025 meeting of Council. Under the policy, ratepayers experiencing financial hardship can apply for assistance. Applications are reviewed confidentially, in line with Council's policy and legislative requirements. Staff will offer guidance and support through the hardship application process.

Ratepayers facing financial difficulty may request customised payment plans. Arrangements are assessed individually, with consideration given to the applicant's circumstances and payment history. Council may also reduce or waive interest on overdue rates and charges for eligible applicants who demonstrate genuine hardship and adhere to agreed payment arrangements. As noted in the capacity to pay report considered at the October meeting, at the end of 2024/25 three ratepayers were utilising these provisions.

Statutory rebates and additional voluntary concessions are available to eligible pensioners under the policy. 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 of 8.5% of total rates and charges, which is an additional $146 in 2025/26 for the average pensioner.

Furthermore, in April 2025, Council introduced a new flexible payment solution (Payble) which enables ratepayers to easily set up and manage payment plans for 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.

Cost containment and efficiency

A large proportion of submissions expressed a view that Council should take steps to reduce expenditure to fund necessary infrastructure improvements as an alternative to a rate increase.

Under the preferred scenario, the SRV would yield an additional $20.7 million above rate peg in revenue in 2026/27 and be put towards infrastructure upgrades and renewal to reduce Council's infrastructure backlog.

If this amount was sought through staff and service reductions, it would be equivalent to around 36% of Council's projected employee costs in 2026/27. This would result in massive decline in maintenance and essential services, cripple compliance and administrative functions, slow customer services and delay approvals. Furthermore, it would leave Council unable to manage and deliver the infrastructure projects the savings were intended to fund.

In response to this feedback, and in support of an SRV application to IPART, Council has prepared a detailed cost containment and efficiency report (draft available at Attachment A12).

Efficiency indicators

The following metrics demonstrate the success of Council's long-standing and disciplined approach to managing costs:

- At $1,215 (in 2023/24), Ku-ring-gai's operational spending per resident was 16% lower than the Sydney average.
- Council staff served the equivalent of 309 residents per full-time equivalent (FTE) employee, which is the second-highest ratio among Sydney councils and significantly above the Sydney average of 235.
- Council's FTE numbers (411 in 2023/24) have remained stable over time, indicating a disciplined approach to workforce management and cost containment. While employee costs have risen due to award increases that Council cannot control, the average cost per employee and employee costs as a percentage of overall expenditure have remained at or below the Northern Sydney Regional Organisation of Councils (NSROC) average.

Council has a strategic approach to financial management and efficiency focused on the following five key elements:

Disciplined financial governance

Ku-ring-gai Council operates within a stringent legislative and regulatory framework that mandates responsible financial management, ensuring sustainable and cost-contained spending.

This framework legally requires councils to adhere to the principles of intergenerational equity, effective financial and asset management and operation within the IP&R framework. This requires the preparation of a Community Strategic Plan (CSP), DP&OP and an LTFP, ensuring financial decisions are strategic and align with long-term community priorities. Strict regulatory requirements also govern detailed budget preparation, maintenance of accounting records and regular budget reviews.

The annual planning process combines top-down strategic alignment with bottom-up preparation and detailed justification for all expenses. Council’s budget governance policy enforces a "find-and-fund" approach during budget reviews, meaning any additional expenditure must be offset by identified savings elsewhere.

Optimising revenue streams to lessen the burden on ratepayers

Council generates around 58% of its total income from sources other than rates. Council consistently seeks opportunities across user fees, grants and investments to increase non-rate income and minimise the financial burden on ratepayers.

Council has a strong focus on generating revenue through user fees and charges, which have increased by 16% over the last 5 years. Targeted strategies and facility improvements have driven substantial revenue growth in key areas. Notable increases (from 2020/21 to 2024/25) include:

- An 88% increase in tennis court revenue, driven by online booking implementation and facility improvements
- A 42% increase in golf course revenue, following a strategic fee review and successful membership management
- A 39% increase in revenue from the Ku-ring-gai Fitness & Aquatic Centre (KFAC) through fee reviews and program management.

Council actively manages its property portfolio to ensure market-based rents. Systematic reviews have increased annual commercial leasing returns, and the formalisation of 35 community leasing agreements has reduced lost revenue.

Council actively pursues grants for operating and capital purposes to maximise value and reduce reliance on general revenue. For example, Council has secured over $14.6 million in grant funding for traffic and road safety projects over the past 5 years.

Council's investment policy focuses on maximising returns while safeguarding capital. By actively managing its investment portfolio, Council's returns have increased from $3.4 million in 2020/21 to $10.5 million in 2024/25, with the restricted portion directly used for new assets and non-restricted portion used to directly fund infrastructure renewal on existing assets and services.

Targeted service improvement review program

Ku-ring-gai Council provides high-quality, efficient and responsive services that continually meet the evolving needs of the community, and its Service Improvement Review Program is a crucial component of its broader cost containment and efficiency efforts. The program systematically reviews services against best practices and other councils to pinpoint inefficiencies, streamline processes and reallocate resources more effectively. The following reviews have been completed to date:

- Development assessment services: The independent review of the service affirmed that Council operates with a high level of efficiency, with staff handling a high volume of development value per FTE compared to peers. Council has streamlined its administrative processes in response to the review's recommendations, resulting in a 32% improvement in average assessment times (from 138 days to 94 days in the 12 months to August 2025).

- Sportsfield maintenance: The external review confirmed Council's strong performance, noting it provides a significantly higher number of turf fields per resident than peers while maintaining operational costs that are among the lowest in the NSROC. Recommendations focused on long-term strategy, improving cost tracking, and reviewing fees and charges for the 2026/27 to better align with service costs and other NSROC councils.

- Communications and engagement: The independent review found the corporate communications unit operates with a leaner staffing level than benchmarked metropolitan councils. Council has since updated its Community Engagement Strategy and restructured the unit to support transition to digital channels and improve community satisfaction.

- Compliance and regulatory operations: The review found that workloads have increased in recent years without a corresponding increase in resources.

- Community development programs: Recommendations focus on strategic rebalancing to address market gaps and equity issues, adopting a more flexible cross-program staffing model, and shifting some services toward a facilitator role to mitigate financial and compliance risks.

Business improvements to reduce waste and streamline processes

As well as the formal reviews under the service improvement program, all service units are actively encouraged to look for ways to streamline processes, reduce unnecessary administration and waste, and other ways to maintain levels of service within available budgets. Innovations are a standing item on the executive and team meeting agendas and considered during business planning.

As a result of these initiatives, Council has realised savings equivalent to $7.4 million over the past 5 years, and forecasts savings of $3.8 million over the next two years (compared to the 2019/20 baseline). Council estimates that these initiatives have also freed up to 12,100 hours of administrative time per year (equivalent to around 7 FTEs). These savings are redirected into other functions and services allowing Council to maintain levels of service with minimal increase in costs.

Transparent public reporting.

Detailed performance reports are provided to Council and published every six months on operational achievements and key indicators. Key efficiency and productivity indicators tracked include operational expenses per resident, average development application determination times, capital works completion rates and the timely completion of the annual service improvement review program. Details and outcomes are published in Council's Annual Reports.

Comparison to other Special Rate Variations

From 2018/19 to 2025/26, IPART has approved 66 SRV applications (either in part or full) and refused six applications. Given there are 128 local councils in NSW, this means that more than half of NSW's councils have lodged an SRV application in the past eight years. These include applications from other councils in the region:

- Northern Beaches applied for 39.6% increase and was granted a 25.2% increase for the financial year 2025/26
- North Sydney applied for 87.05% increase in 2025/26. This application was refused, and the council is now considering reapplying for 2026/27
- Willoughby applied for and was granted a 15% increase for the financial year 2024/25
- Hornsby applied for and was granted a 31.05% application in the financial year 2023/24.

Analysis shows that in the past three years IPART has approved SRV applications averaging 37.2%, which is significantly higher than Ku-ring-gai Council's recommended increase.

Next steps

It is recommended that Council adopt the revised DP&OP, LTFP, AMS, Asset Management Policy and asset management plans. These form a comprehensive suite of documents which embed the proposed 29% rate increase and asset renewal program into Council's work for the next decade.

In accordance with these plans, it is recommended that Council resolve to apply to IPART for a 29% rate increase for 2026/27 (including a 24.6% SRV and the 4.4% approved rate peg) which will apply once in 2026/27 and then permanently stay in Council's rate revenue base. All future years will increase by the rate peg only.

Council staff would then finalise the application forms and their attachments. In line with IPART guidelines, the General Manager is required to certify these documents before they are lodged by 2 February 2026.

After the application is lodged, it is expected that IPART will independently seek community feedback on the application in March-April 2026. After considering all the feedback received, IPART will make a decision on the application in May 2026.

If Council is successful in its application, the rate increase would apply from the first rates notice issued in July 2026.

INTEGRATED PLANNING AND REPORTING

Leadership and service excellence

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
A1 - Strategically plan, manage and fund public infrastructure and assets to meet the needs of the community, defined levels of service and intergenerational equity L2: Support the long-term financial sustainability of Council through sound financial and asset management.	A1.1: Plans are in place to effectively fund public infrastructure and assets to meet the needs of a growing and changing population. L2.1: Council takes action towards financial sustainability	L2.3.2: Review the Asset Management Strategy, policy and plans and align with Council's infrastructure priorities. L2.1.1: Council commences comprehensive community engagement on rate rise options described in the Long Term Financial Plan. L2.1.3: Review the Long Term Financial Plan and identify options such as a special rate variation to maintain financial sustainability.

GOVERNANCE MATTERS

The process for seeking an SRV and the amendment of Council's plans are governed by specific provisions of the Local Government Act 1993 and the OLG's IP&R Framework.

Sections 508A and 508(2) of the Act outline relevant legal provisions for SRV applications. This report has considered the guidelines and advice issued by the NSW Government in relation to SRV applications, including the OLG's *Guidelines for the Preparation of an Application for a Special Variation to General Income* and IPART's 2026/27 *Guidance Booklet for Councils on Special Variations: How to Apply*

Sections 403 to 406 of the Act govern the IP&R framework, including the need for Councils to have a ten-year Resourcing Strategy including an LTFP and AMS, ten-year asset management plans for each asset class, a four-year Delivery Program and one-year Operational Plan. In preparing and adopting these documents, Council must follow the guidelines which are given statutory force by Section 406. Under the IP&R guidelines, the LTFP and Delivery Program must be exhibited for 28 days. There is no requirement under the IP&R guidelines for councils to exhibit the Asset Management Policy, AMS or asset management plans.

If Council was to be successful in an SRV application, it would be required to report on SRV spending in its annual report.

RISK IMPLICATION STATEMENT

The key risks that arise from recommendations in this report and related internal controls are currently recorded, described and managed within Council's risk register.

As reported to Council in October, if Council does not progress an SRV, then ongoing deficits will mean Council would not be able to invest additional funds into asset maintenance and renewal, leading to a significant increase in Council's infrastructure backlog and an increasing cost from temporary repairs. Council would be unable to maintain and renew existing infrastructure to meet community needs and would be unable to meet statutory finance and asset management benchmarks.

FINANCIAL CONSIDERATIONS

The preferred rate increase will deliver an additional $20.7 million each year for investment into infrastructure renewal and new infrastructure.

The LTFP and AMS and the draft application form consider the different financial and infrastructure outcomes which flow from the proposed SRV and a rate peg only scenario in detail.

With a SRV, Council would be able to achieve average operating surpluses of $17.3 million in the nine years from 2025/26 to 2034/35. These surpluses will be invested into infrastructure improvements, leading to an additional $197.8 million in capital expenditure over ten years.

This compares to a rate peg only scenario, which will deliver average operating deficits of $1.93 million. These deficits will result in Council being financially unable to adequately address the infrastructure backlog and costs of ongoing depreciation of assets.

Under the SRV scenario, the building and infrastructure asset ratio would stay above the 100% benchmark for all years of the LTFP. This means Council would be able to deliver a rate of asset renewal which is greater than asset depreciation. This compares to the rate peg only scenario, where this ratio would stay below the 100% benchmark from 2026/27 onwards (i.e. Council's assets would be deteriorating at a faster rate than renewal).

The LTFP and AMS also articulate the overall and individual asset class improvements which flow from the SRV. In particular, they note that under the SRV scenario:

- The cost to bring assets to a satisfactory condition would fall by 75% from $93.65 million in 2025/26 to $23.0 million in 2034/35. This compares to a 93% increase to $181.07 million under the rate peg only scenario, over the same period.
- The cost to bring these same assets to a new condition would fall from $194 million in 2025/26 to $119.1 million, a 39% decrease. This compares to a 42% increase to $276 million in 2034/35 under the rate peg only scenario, over the same period.

The AMS also compares the infrastructure backlog changes for several key asset classes due to the SRV. This includes confirming that, under the SRV scenario, there will be reductions in both infrastructure backlog metrics (cost to bring to satisfactory condition and cost to bring to new condition) for footpaths, stormwater and buildings, while the backlog figures will remain stable for recreational facilities. This compares to a significant increase in both backlog metrics for all the above asset classes under the rate peg only scenario.

SOCIAL CONSIDERATIONS

As reported to Council in October, additional investment in new and upgraded infrastructure under an SRV would deliver a range of social benefits for the Ku-ring-gai community, including the following:

- Improved recreational facilities and the St Ives Indoor Sports Centre would enhance opportunities for indoor and outdoor sport and physical activity
- Improved community buildings would be safer, more accessible for people with mobility limitations and provide greater opportunities for community members to connect and take part social activities.

- Improved footpaths would promote walkability for safe and easy access to local shops, services and public transport and reduce trip hazards and risk of injury.
- Pedestrian and traffic safety improvements (e.g. crossings, turn bays) would improve walkability, reduce accidents and improve access to bus stops.
- Increased investment in infrastructure would support the local economy through job creation and the use of local suppliers for construction and renewal projects.

However, Council acknowledges it has a role mitigating the financial impact of a rate increase for those experiencing hardship.

ENVIRONMENTAL CONSIDERATIONS

As reported to Council in October, additional investment in new and upgraded infrastructure under an SRV will support environmental outcomes, including the following:

- Stormwater and drainage upgrades reduce local flooding and property damage while also mitigating erosion and pollution runoff into local creeks and waterways.
- Investment in water recycling and irrigation improvements at recreational facilities.
- More energy-efficient community buildings will reduce energy consumption and greenhouse gas emissions.
- New and improved footpaths and pedestrian safety improvements will encourage walking and active transport.

COMMUNITY CONSULTATION

The report provides an overview of community consultation undertaken on the revised Delivery Program, LTFP and AMS. See detailed community engagement outcomes in Attachment A1 and response to submissions at Attachment A3. Since July 2025, Council has undertaken comprehensive engagement on Council's infrastructure needs and proposals for an SRV. This has included:

- Sending letters and brochures to all 44,766 ratepayers
- 183,256 emails sent to community members and ratepayers
- Surveying 4,915 community members
- Six engagement events with 151 community members
- Receiving and considering 654 submissions in total.

If Council was to apply for a SRV, then IPART would undertake its own consultation process on Council's application between March-April 2025. Council would have no formal involvement in this engagement process.

In addition, if Council does apply, IPART's guidelines require Council to publish the application and all its attachments on Council's website as soon as possible after lodgement. Council would fulfill this requirement. Furthermore, if the SRV is approved, Council would prepare a detailed communications plan to accompany the release of July rate notices, to again inform community members why their rates have changed and how the increase would be spent, and to guide future communication of projects related to the SRV.

INTERNAL CONSULTATION

Extensive internal consultation was undertaken on the response to community feedback on the revised IP&R documents, including by the Finance, Governance and Corporate Strategy, Assets and Technical Services and Corporate Communications teams.

Over the course of the SRV project, financial challenges, options and funding priorities have been workshopped with Councillors. Councillors have been invited to consultation events and briefed on consultation outcomes throughout the process.

SUMMARY

The SRV project dates to early 2023, when Council commissioned an independent financial sustainability review which recommended Council consider a rate rise to fund increasing asset maintenance costs. Council undertook extensive community consultation into a potential SRV from July-November 2025.

It is recommended that Council proceed with an application for a 29% rate increase (including a 24.6% SRV and a 4.4% approved rate peg) to commence in 2026/27.

If approved, the increased revenue will result in a vastly improved infrastructure outcome for Ku-ring-gai. The current, relatively poor quality of local infrastructure is inconsistent with Ku-ring-gai's status as one of Sydney's most desirable areas. Specific infrastructure deficiencies include:

- Lack of footpaths on many streets.
- Inaccessible, unsightly and unsafe public buildings.
- Run-down parks and sporting facilities.
- Unfunded traffic and pedestrian safety upgrades.
- Substandard bus stops lacking disabled access or weather cover.
- Degraded or non-existent stormwater systems leading to localised flooding and damaged road surfaces.

Tackling this significant infrastructure backlog requires more than $200 million in funding over the next decade alone. This funding gap cannot be met through operational cuts or alternative revenue sources alone.

As such, it is recommended that Council progress with the proposed SRV, which will also have the benefit of providing a funding source for the regionally-significant recreational facility at St Ives Indoor Sports Centre.

RECOMMENDATION:

That Council:

A. adopt the revised Delivery Program 2025-2029 and Operational Plan 2025-2026, Long Term Financial Plan 2025-2035 and Asset Management Strategy 2025-2035 as attached
B. adopt the updated Asset Management Policy as attached
C. adopt the updated Asset Management Plans as attached

C. approve for Council to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) of 24.6% to begin from 1 July 2026 which, when combined with the confirmed 4.4% rate peg, will result in a 29% rate revenue increase in 2026/27, with rates to increase in line with the rate peg in future years.

Angela Apostol
Director Corporate

Peter Lichaa
Director Operations

Attachments:

A1⇩	Community Engagement Outcomes Report	2025/364881
A2⇩	Responses to submissions received during public exhibition period	2025/368599
A3⇩	Delivery Program 2025-2029 and Operational Plan 2025-2026 (Revised)	2025/358833
A4⇩	Long Term Financial Plan 2025-2035 (revised)	2025/398455
A5⇩	Asset Management Strategy 2025-2035 (revised)	2025/359018
A6⇩	Asset Management Policy	2025/298410
A7⇩	Asset Management Plan - Road and Transport Assets	2025/374117
A8⇩	Asset Management Plan - Footpaths	2025/374116
A9⇩	Asset Management Plan - Stormwater and Drainage	2025/374118
A10⇩	Asset Management Plan - Parks and Recreational Assets	2025/374120
A11⇩	Asset Management Plan - Buildings Assets	2025/374119
A12⇩	Cost Containment and Efficiency Report (Draft)	2025/398424



Exhibition of revised Delivery Program, Long Term Financial Plan and Asset Management Strategy incorporating a proposed 29% rate increase for 2026/27

COMMUNITY ENGAGEMENT OUTCOMES

DECEMBER 2025

KU-RING-GAI COUNCIL
818 Pacific Highway, Gordon NSW 2072
PHONE 02 9424 0000
EMAIL krg@krg.nsw.gov.au

www.krg.nsw.gov.au

Community engagement outcomes report

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Executive summary

Between October 28 and November 25, 2025, Council conducted a community engagement process to seek feedback on three key Integrated Planning and Reporting (IP&R) documents:

- Delivery Program 2025-2029 and Operational Plan 2025-2026
- Long Term Financial Plan 2025-2035
- Asset Management Strategy 2025-2035.

The exhibited documents incorporated a proposed total rate increase of 29% (consisting of the 4.4% rate peg and a 24.6% Special Rate Variation). Council raised awareness of the plans and opportunities to provide a submission through a variety of channels, including direct emails, media releases, website promotion and newspaper advertisements.

A total of 80 submissions were received from the community. The majority of respondents (59 submissions) opposed the preferred rate increase, while 7 submissions offered total or conditional support. The remaining submissions consisted of general comments not expressing a specific sentiment for or against the rate increase or questions regarding the rate increase process.

The feedback highlighted several key concerns for the community. The most dominant themes were on cost of living and affordability issues, and suggestions for Council to reduce expenditure and implement "back to basics" financial management instead of raising rates.

Awareness-raising activities

On 21 October 2025, Council considered a report which analysed feedback on four rate increase options (3%, 22%, 29% and 33%) exhibited between July-September 2025. Council resolved to exhibit the following IP&R documents which incorporated a 29% rate increase, including a 24.6% SRV:

- Delivery Program 2025-2029 and Operational Plan 2025-2026
- Long Term Financial Plan 2025-2035
- Asset Management Strategy 2025-2035.

Website

The exhibition documents were made available from Tuesday, 28 October 2025 via:

- Council's main website in the YourSay section
- Council's Community Engagement Portal, where more detailed information could be found.

The following documents were also made available on the Community Engagement Portal as supporting documents to inform feedback:

- Indicative list of projects to be funded by proposed rate increase
- October 2025 Council report
- Report outlining the results of engagement on four rate increase options from July-September 2025
- Response to key submission themes on rate increase options
- Ratepayer capacity to pay report.

The Community Engagement Portal also included a list of frequently asked questions, and publicised avenues for the community to have its say.

The 28-day exhibition period concluded at midnight on Tuesday, 25 November 2025.

Promotion

Council sought to raise awareness of the public exhibition and opportunities for ratepayers to make a submission through:

- 2,492 direct emails and 12 mailed letters sent to community members who had provided feedback on the four rate increase options between July-September 2025, and provided Council with their email address
- a media release sent to 60 media outlets
- an e-newsletter sent to 1,270 subscribers to Council's YourSay portal
- Council's fortnightly *News from Ku-ring-gai* e-newsletter, which was sent to 43,208 subscribers on 31 October and then 43,073 subscribers on 14 November
- inclusion in the Business Connections e-newsletter sent to 1,873 subscribers
- newspaper advertisements published in The Post, Sydney Observer and North Shore Times

- physical copies of exhibited documents made available in Council's four libraries and the Customer Service Centre.

A full list of awareness-raising activities is shown at **Attachment A**.

Engagement outcomes

In total **80** submissions were received.

A precis of all submissions is available at **Attachment B**. A full copy of all submissions was separately supplied to all Councillors.

In terms of submission sentiment:

- **7** had total or conditional support for the preferred rate increase
- **59** opposed the preferred rate increase
- **6** made general comments, but did not express a specific sentiment for or against the preferred rate increase.
- **8** asked questions about the rate increase process.

Where a single respondent made several contributions, such as asking questions and making comments or points in different emails, this content has been counted as one submission.

Submissions

The following issues were mentioned in submissions. It is possible that some submissions mentioned multiple issues. The table below is limited to where a submitter provided feedback on the exhibited documents or the proposed SRV in general. It excludes queries (which were instead given a direct response).

Issue	Number of mentions
Concerns about the affordability and cost of living impacts of the proposed rate increase, including on pensioners, people with mortgages and families	30
Council should reduce expenditure / live within its means / go back to basics / avoid discretionary spending / defer non-essential works, as an alternative to a rate increase	23
Council has ignored previous community feedback	16
Council has previously wasted money, including on external workshops, Norman Griffiths Oval and governance and administration expenses	14
Find alternative revenue sources, such as user pays fees, developer contributions, community fund-raising, government grants etc	8
General rate increase for St Ives Indoor Sports Centre not supported	7
There is a need for a full audit or review of finances and/or asset management ahead of an increase	7
Council should release results of community engagement	6
Rate increase not adequately justified	6
Council engagement process to date has been flawed, including because opt-in survey results were not preferred	5
Defer rate increase	5
Need for greater transparency and accountability of efficiency, and why infrastructure backlog was allowed to develop	4
Need for asset sales as an alternative, including 828 Pacific Highway	4
Supports 22%, or more modest SRV increase, but not 29% increase	4
Supports rate peg only	3
Concern about Council's project management capacity to deliver increase	3
Bring outsourced services inhouse to save money, including for footpaths	3
Supports increase and its infrastructure benefits, including for traffic facilities	3
Rate increase should be temporary, or staged	3
Support for Marian St Theatre	3
Council should simplify DA process	2
Council should re-tender material and service contracts	2
Council must adopt modern business practices (suggesting 10% reduction in expenditure over 3 years)	1
Businesses will be impacted	1
Council should hold referendum	1
Council should not have committed to St Ives Indoor Sports Centre without an approved funding source	1
Ku-ring-gai Council should not compare itself to other councils	1
Council should publish measurable performance targets	1
Council has been mis-managed, including by under-spending on maintenance	1
Recent Council infrastructure spending has been misdirected towards playgrounds and tree planting	1
Rate increase should be based on number of bedrooms, not land value	1
The rate increase should exclude funding for Norman Griffiths Oval	1
Only those who support the increase should pay it	1
Don't fund speed humps	1
Documents are poorly-presented and don't make the case for the SRV	1
No need for accelerated infrastructure	1
Don't support Marian Street Theatre	1

Site-specific funding requests included the following:

- Funding for repairs in Bancroft Park, Roseville
- Measures to address traffic flowing from Mona Vale Rd causing congestion and other impacts in Cowan St, St Ives
- Improve gutters and stormwater in Tennyson Avenue, Turramurra
- Funding for a new footpath in Campbell Drive, Wahroonga
- Progress the Lindfield Village Hub but, in the meantime, repair the Lindfield carpark where the hub is proposed.
- Objection to the proposed Werona Avenue and Heritage Square project at Gordon, and Lindfield Streetscape Improvements, as footpath and Heritage Square improvements were deemed to be of little value.
- Request to fill large pothole in Lindfield Avenue, Lindfield (near Russell Street)
- Road resurfacing needed for Wyomee Avenue, West Pymble
- Footpath repairs and tree maintenance in Parker Avenue/Evans Street, West Pymble.

Other matters raised included the following:

- Request for Council to install more CCTV cameras and undertake late night ranger patrols to combat crime
- Recommended use of satellite imagery to monitor tree losses and replacement
- Need to simplify development application processing
- Clarification of Asset Management Strategy relating to disposal of assets
- Correction of ward references for indicative list of projects
- Request to address parking issues around Roseville Station
- Cost of proposed building works and wombat crossings
- Need for better project planning and coordination of local works and streetscape enhancements to achieve better outcomes for the West Pymble area
- Need for review of road safety hazards in Yanko Road/ Doncaster Road/The Commenarra Parkway and Parker Ave, West Pymble
- More carparks needed near stations, particularly Warrawee.

Attachment A – Awareness raising activities

E-newsletter to engagement participants

On 28 October 2025, Council issued an email to 2,492 people who had provided feedback on the four rate increase options. This is shown below. This email was also sent in mailed letter form to 12 people (for whom Council had a mailing address but not an email address).

Council is now seeking your feedback on a revised Delivery Program and Operational Plan, Long-Term Financial Plan and Asset Management Strategy.

These plans incorporate and explain a proposed 29% rate increase, which includes a:

- 24.6% special rate variation (SRV) dedicated to infrastructure improvements, and
- A 4.4% rate peg increase which has been granted to Council by the NSW Government for increases in operational costs and population growth.

The SRV will deliver an additional $20.7 million in funding each year for accelerated improvements to community buildings, drainage, recreational facilities, footpaths, other infrastructure (including traffic and transport facilities) and construction of the St Ives Indoor Sports Centre.

To find out more and have your say on these plans before 25 November, go to Council's website.

A report on the community consultation conducted between July and September, a response to key submission themes and an indicative list of projects which could be funded by the rate increase can be found on the web page.

Council will consider feedback received during the public exhibition of the revised documents at its December meeting. A decision will be made then whether to progress an application to the Independent Pricing and Regulatory Tribunal for a SRV.

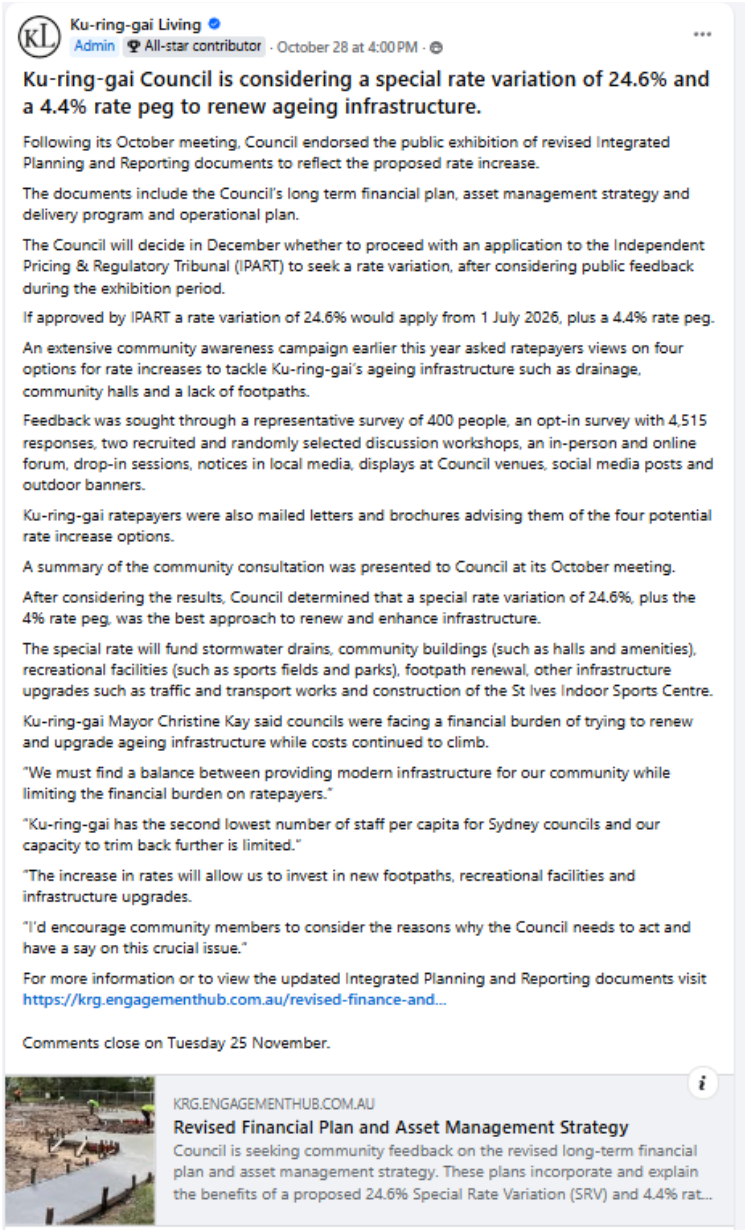
Have your say

Ku-ring-gai Council
818 Pacific Highway
Gordon 2072

Media release

Also on 28 October, a media release was issued to 60 media outlets, including local and metropolitan media outlets and the Australian Chinese Daily and Sing Tao newspapers.

The media release is shown below.



Ku-ring-gai Living
Admin · All-star contributor · October 28 at 4:00 PM ·

Ku-ring-gai Council is considering a special rate variation of 24.6% and a 4.4% rate peg to renew ageing infrastructure.

Following its October meeting, Council endorsed the public exhibition of revised Integrated Planning and Reporting documents to reflect the proposed rate increase.

The documents include the Council's long term financial plan, asset management strategy and delivery program and operational plan.

The Council will decide in December whether to proceed with an application to the Independent Pricing & Regulatory Tribunal (IPART) to seek a rate variation, after considering public feedback during the exhibition period.

If approved by IPART a rate variation of 24.6% would apply from 1 July 2026, plus a 4.4% rate peg.

An extensive community awareness campaign earlier this year asked ratepayers views on four options for rate increases to tackle Ku-ring-gai's ageing infrastructure such as drainage, community halls and a lack of footpaths.

Feedback was sought through a representative survey of 400 people, an opt-in survey with 4,515 responses, two recruited and randomly selected discussion workshops, an in-person and online forum, drop-in sessions, notices in local media, displays at Council venues, social media posts and outdoor banners.

Ku-ring-gai ratepayers were also mailed letters and brochures advising them of the four potential rate increase options.

A summary of the community consultation was presented to Council at its October meeting.

After considering the results, Council determined that a special rate variation of 24.6%, plus the 4% rate peg, was the best approach to renew and enhance infrastructure.

The special rate will fund stormwater drains, community buildings (such as halls and amenities), recreational facilities (such as sports fields and parks), footpath renewal, other infrastructure upgrades such as traffic and transport works and construction of the St Ives Indoor Sports Centre.

Ku-ring-gai Mayor Christine Kay said councils were facing a financial burden of trying to renew and upgrade ageing infrastructure while costs continued to climb.

"We must find a balance between providing modern infrastructure for our community while limiting the financial burden on ratepayers."

"Ku-ring-gai has the second lowest number of staff per capita for Sydney councils and our capacity to trim back further is limited."

"The increase in rates will allow us to invest in new footpaths, recreational facilities and infrastructure upgrades.

"I'd encourage community members to consider the reasons why the Council needs to act and have a say on this crucial issue."

For more information or to view the updated Integrated Planning and Reporting documents visit https://krg.engagementhub.com.au/revised-finance-and...

Comments close on Tuesday 25 November.

KRG.ENGAGEMENTHUB.COM.AU
Revised Financial Plan and Asset Management Strategy
Council is seeking community feedback on the revised long-term financial plan and asset management strategy. These plans incorporate and explain the benefits of a proposed 24.6% Special Rate Variation (SRV) and 4.4% rat...

YourSay e-newsletter

On 28 October, an e-newsletter was sent to 1,270 subscribers to Council's YourSay portal. This is shown below:



Funding better local infrastructure - Have your say on the revised Financial Plan and Asset Management Strategy



Council is seeking community feedback on the revised long-term financial plan and asset management strategy.

These plans incorporate and explain the benefits of a proposed 24.6% **Special Rate Variation (SRV)** and 4.4% rate peg (totalling 29%) to apply from 1 July 2026.

The SRV will deliver an additional $20.7 million in funding each year for accelerated improvements to community buildings, drainage, recreational facilities, footpaths, other infrastructure (including traffic and transport facilities) and construction of the St Ives Indoor Sports Centre.

This exhibition follows extensive community engagement on four rate increase options between July-September 2025, which found overall community support for a SRV to improve local infrastructure.

The following documents are on exhibition:

- Delivery Program 2025-2029 and Operational Plan 2025/26
- Long Term Financial Plan 2025-2035
- Asset Management Strategy 2025-2035

Send in a submission by:

- Emailing krg@krg.nsw.gov.au; or
- Mailing a letter to Ku-ring-gai Council, Locked Bag 1006, Gordon NSW 2072.

Please quote reference number S14747-2-3 in all correspondence.

Submissions are due by Tuesday 25 November 2025.

For any queries (not submissions), please call 9424 0000 or email srv@krg.nsw.gov.au

More information and have your say

Newspaper advertisements

Newspaper advertisements were published in The Post, Sydney Observer and North Shore Times. The North Shore Times ad is shown below.



Home page promotion

The engagement activity was promoted on Council's home page, as shown below:



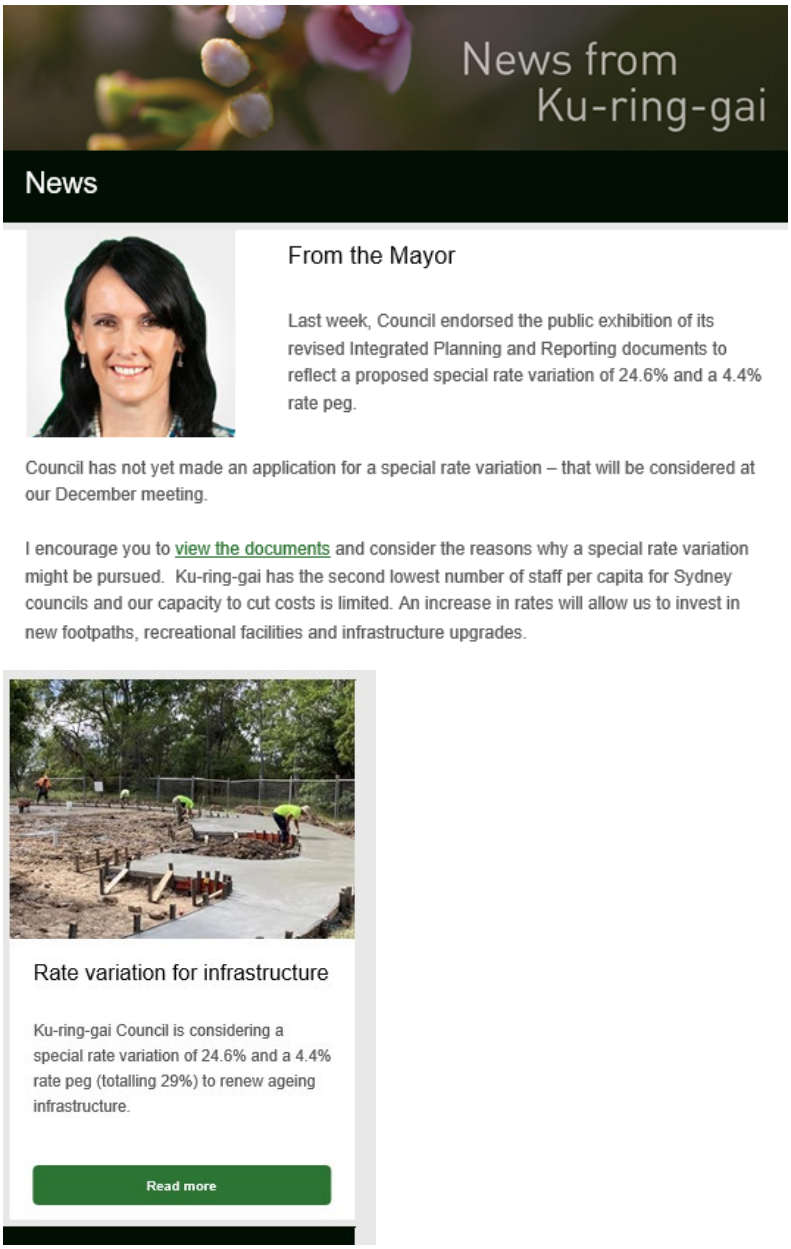
Council supports special rate variation to renew infrastructure

Published on 28 October 2025

Ku-ring-gai Council is considering a special rate variation of 24.6% and a 4.4% rate peg (totalling 29%) to renew ageing infrastructure.

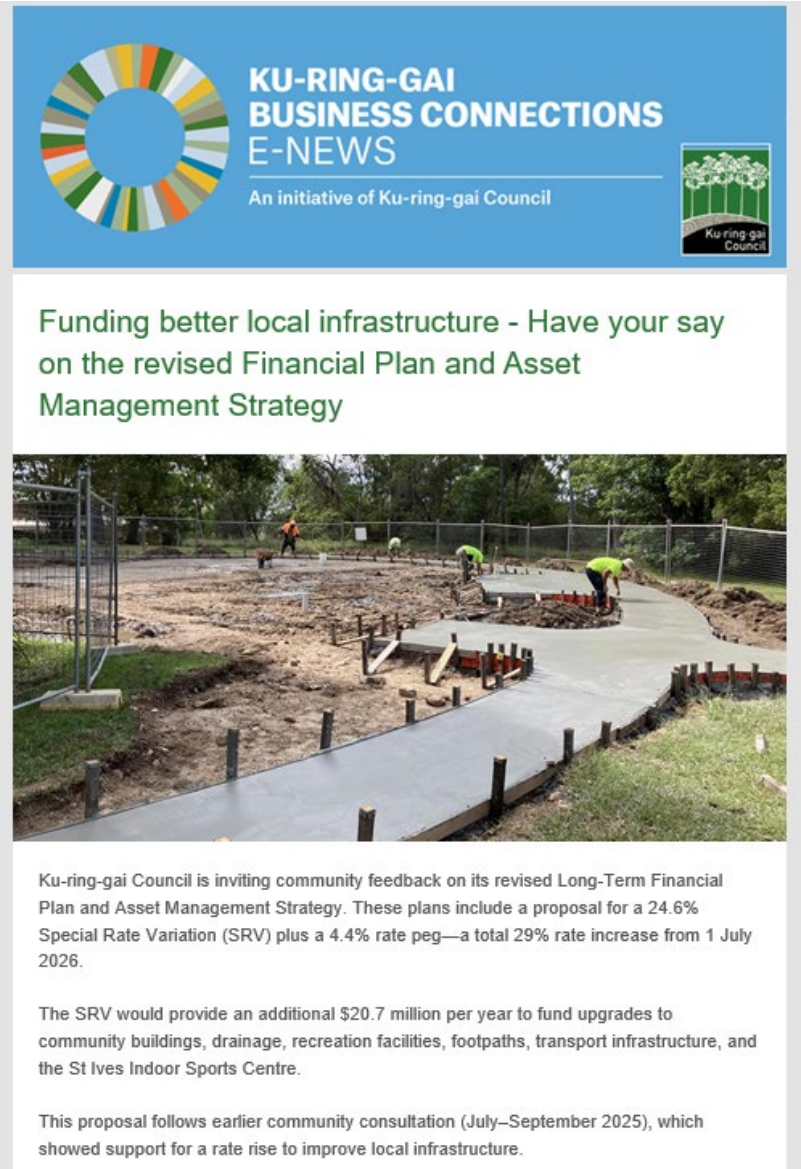
News from Ku-ring-gai newsletter

The exhibition was highlighted in the fortnightly News From Ku-ring-gai e-newsletter, which was sent to 43,208 subscribers on 31 October (shown below) and then 43,073 subscribers on 14 November.



Business Connections email

The proposed rate increase was the lead item in Council's Business Connections Enews sent to 1,873 subscribers on 10 November 2025.



KU-RING-GAI BUSINESS CONNECTIONS E-NEWS

An initiative of Ku-ring-gai Council

Funding better local infrastructure - Have your say on the revised Financial Plan and Asset Management Strategy

Ku-ring-gai Council is inviting community feedback on its revised Long-Term Financial Plan and Asset Management Strategy. These plans include a proposal for a 24.6% Special Rate Variation (SRV) plus a 4.4% rate peg—a total 29% rate increase from 1 July 2026.

The SRV would provide an additional $20.7 million per year to fund upgrades to community buildings, drainage, recreation facilities, footpaths, transport infrastructure, and the St Ives Indoor Sports Centre.

This proposal follows earlier community consultation (July–September 2025), which showed support for a rate rise to improve local infrastructure.

Attachment B – Submissions received

The table shows a precis of each submission received.

Ref #	Location	Submission	Sentiment
1	Not provided	Concerns about Council efficiency claims, including because of "growing expenditure" and Norman Griffiths Oval Council should go "back to basics", including through reducing environmental programs	Comments
2	Not provided	There shouldn't be any increase until the council can be independently reviewed, including for project management after Norman Griffiths Oval issue Proposed rate increase goes against "majority feedback".	Opposed
3	Not provided	Requests Bancroft Oval improvements are funded by SRV	Conditional support
4	Not provided	Council should publish in what other environment (salaries, pensions etc) a 29% increase is being applied	Opposed
5	Not provided	Majority of ratepayers do not support SRV option. Rate increase should be applied depending on number of bedrooms in property, not value Rate increase should be temporary and potentially removed after 12-18 month audit	Opposed
6	Turramurra	Community feedback supporting 22% increase has been ignored	Opposed
7	Roseville	Can't afford increase	Opposed
8	Not provided	Rate increase not appropriate in current economic environment Council has wasted ratepayer money in the past Find other ways to raise revenue	Opposed
9	St Ives	Supports maximum 22% increase States Council has ignored previous feedback	Opposed
10	Not provided	Council has ignored opt-in survey results Council should bring footpath construction in-house, as current outsourced cost is very expensive	Opposed
11	Not provided	Council has not engaged in genuine community consultation, including selectively using survey data and pre-determining the preferred option There is no evidence that Council is living within its means Staff to population ratios are misleading when contractor and consultancy costs not taken into account Council should outline proposed and future efficiency measures	Opposed
12	North Wahroonga	Disputes that residents have capacity to pay Opposes rate increase for St Ives Indoor Sports Centre Council should earn higher user pays revenue, and from business Council should publish results of rate increase option community engagement	Opposed
13	East Lindfield	As a pensioner, will not be able to afford increase	Opposed
14	St Ives Chase	As a pensioner, will not be able to afford increase Council should live within its means	Opposed
15	Not provided	Disappointed Lindfield Village Hub has not progressed Lindfield carpark needs to be renewed and repaired in the meantime	Comments
16	Lindfield	Council should live within its means and avoid discretionary expenditure Increase is not acceptable Need to determine whether St Ives Indoor Sports Centre is a need or a want	Opposed
17	Not provided	Council needs to increase expenditure on traffic improvements Council should seek maximum contributions from all new developments for the upgrading and provision of new and improved traffic & pedestrian facilities Council should actively engage with Transport for NSW and seek joint funding to address impacts of State Road traffic on the local road network (Mona Vale Rd traffic impact on Cowan Rd and Killeaton St)	Comments
18	Wahroonga	Council should be running a tight, fiscally responsible budget	Opposed

Ref #	Location	Submission	Sentiment
		Council does not offer carparking spaces at all stations (ie: Warrawee) which inconveniences residents Council is wasting money on major projects and other unnecessary projects, such as Menopause Forum, lunches at Pymble Golf Club etc Calls for a footpath on Campbell Drive have been ignored for decades Businesses are also concerned about cost	
19	Not provided	Highly supportive of a SRV for necessary infrastructure improvements around road, footpaths, and stormwater management. However, more needs to be done to proactively combat crime, including: Installing CCTV cameras to reduce damage to public property and also assist homeowners whose private property or person has been affected Security / ranger patrols between 1am to 5am. Improved tree preservation and vandalism enforcement, including through smarter use of satellite images All removed trees should be replaced utilising satellite imagery, and not relying on fines.	Conditional support
20	St Ives	Opposes SRV Council must focus on reducing costs rather than locking in massive increases in spending. Council's Governance and Administration expenses per capita is higher than comparable councils Council should focus on living within its means, reducing waste and costs Council should work with the NSW Government to standardise and simplify the development application process across councils	Opposed
21	Turramurra	Concern relating to stormwater and guttering condition at Tennyson Rd, Turramurra	Comments
22	Not provided	Defer rate increase until 2028 or 2029, due to cost of living issues Did not need to "fast track" construction of St Ives Indoor Sports Centre	Opposed
23	Not provided	Council does not have overall community support Council is currently wasting rates money	Opposed
24	Not provided	Community has ignored community opposition to SRV Council has wasted money spent on Blue Mountains workshop Ku-ring-gai Council should not compare itself to other councils	Opposed
25	Not provided	Documents which are poorly prepared and presented and omit significant data and information As such, there is no rationale for the proposed increase It is clear that Council is over capitalised and is trading with excess assets in use (Maximising asset usage is not measured or reported).	Opposed
26	West Pymble	Supports rate peg only	Opposed
27	Killara	Community survey results have been disregarded Young families live in the community and rate increases have a significant financial impact. If budgets could be managed better, land sold and money better handled Council wouldn't be in this situation. Alternatively, those that asked for this rate rise should only be paying this increase.	Opposed
28	Not provided	Opposes the proposed 29% rate increase on the grounds that Council has not yet exhausted internal cost-saving opportunities. A rate hike of this magnitude is unjustifiable until Council has aggressively pursued and quantified savings from operational efficiencies, automation, and digital transformation. Should this proposal be adopted, supports a complete operational audit and management review of Council.	Opposed
29	Not provided	Objects to rate increase Wants discussion of asset sales or repositioning, and cost-cutting (such as cultural events) Concerned about lack of community consultation (states that voluntary survey was aimed at minimising input from vulnerable community members)	Opposed

Ref #	Location	Submission	Sentiment
30	Not provided	Council has not been wise or efficient with its spending	Opposed
31	Not provided	Residents need to support improved infrastructure	Supports
32	Lindfield	Council has ignored community feedback Rate increase will cause cost of living issues Assets like Marian Street Theatre should not be supported as they are "bottomless pits"	Opposed
33	Killara	Queries system used to assess and maintain local assets	Query
34	Killara	Survey forced people to vote for options they did not want Only St Ives ratepayers should be required to pay for St Ives Indoor Sports Centre Rate increase will cause cost of living issues	Opposed
35	West Pymble	The LTFP fails to address the underlying causes of Council's financial pressure — persistent mismanagement, under-maintenance, and wasteful spending — and instead asks residents to fund inefficiency. Council has fallen short of its required maintenance target for three consecutive years, and the cost of bringing infrastructure to a satisfactory standard has increased from 2017/18 to 2023/24. More than half of Council's 300 buildings require major capital upgrades Council has chosen to redesign children's playparks and planting thousands of additional trees — in an area already surrounded by national parkland — while core assets like roads, drainage, and public buildings continue to deteriorate. This pattern suggests a preference for highly visible "beautification" projects rather than addressing the basic infrastructure. Reform should take place before the increase is supported Before any rate variation is approved, Council must: Undertake independent operational and asset-management audits to verify productivity, value-added time, and renewal planning effectiveness. Publish measurable performance targets Re-tender procurement and field contracts to ensure competitive pricing and outcome-based accountability. Commit to transparency and accountability, including suburb-level reporting of maintenance completion and capital project delivery.	Opposed
36	Not provided	Rate increase cannot be supported with current cost of living and mortgage stress issues No faith that the increased rates will result in the benefits stated. Claimed ratepayer capacity to pay is not correct	Opposed
37	Not provided	Opposes increase Council should provide greater information about recent efficiency gains and expenditure audits Council should release details about community consultation results Ratepayers should not be penalised for current infrastructure works backlog and Council should explain how this happened Council should better explain the rate impacts on different property types and owners and payment relief which is available There should be an independent review of Council finances and an examination of a staged or partial SRV, reprioritisation of projects and getting more grants.	Opposed
38	South Turramurra	Cannot support the proposed 29% rate increase in its current form. The scale of spending is excessive, and ratepayers deserve better value for money. Council should reduce project costs by at least 50% through more efficient delivery — either by doing more works in-house or engaging alternative vendors who can offer competitive pricing. The proposed levy should also exclude funding for Norman Griffiths Oval, which has already suffered major cost blowouts. Council should convert the oval into a native forest or bushland reserve that would be lower-cost and environmentally beneficial.	Opposed

Ref #	Location	Submission	Sentiment
39	Not provided	Council should focus and improve on the basic infrastructure first before deciding to expand infrastructure funding. For instance, Pacific Highway and neighbourhood streets contain continuous potholes and uneven roads which took months to be rectified.	Opposed
40	Not provided	This is a positive approach to see the continued investment in improving local roads, particularly Vernon and Saddington Streets. Driving on these roads is a challenge, especially after wet weather. In addition, there are environmental impacts given stormwater from these roads enters	Supports
41	Wahroonga	Proposed rate increase not in any way affordable to the majority of rate payers Council should consider holding a referendum on the matter.	Opposed
42	Not provided	Queries whether there will be price caps for pensioners Council has a history of wasteful expenditure on unrequired assets. Need to examine expenditure. Roads are appalling. Reduce legal costs fighting DAs	Opposed
43	Killara	Objects to rate increase due to hardship it will cause	Opposed
44	North Wahroonga	Council chose to ignore community feedback from opt-in survey Council has formed the belief that all ratepayers in Ku-ring-gai are wealthy and used a Council commissioned report to support this view Council has sought to trivialise increase by showing it as a weekly increase. Council should consider how it would react if State or Federal Governments increased taxes by 30%	Opposed
45	Lindfield	Concern about cost of living impact on families	Opposed
46	West Pymble	Rate increase too large to absorb in one go during cost of living crisis, noting it then becomes a base rate in subsequent years. Concerned about Council's inability to spend efficiently and deliver programs of work on time and in budget. E.g. Norman Griffiths sports field, use of consultants, ineffective legal expenditure. There has been limited community consultation and reporting of consultation outcomes to justify the proposed increase. While opposed to the magnitude of SRV, it is recognised a more modest increase is required to address the backlog of infrastructure repair. A re-evaluation of priorities for a more modest increase	Opposed
47	North Turramurra	Concerned that previous submission was not adequately considered in previous round of consultation, and wants to see survey results Notes that previous submission called for: Reduction in discretionary expenditure, particularly in relation to environmental areas Staged 10% annual reduction in expenditure for three years Adopts a strategic approach to expenditure review Considers phased or lower increase Can’t afford 29% increase Council should live within its means Council must embrace “modern business practices”	Opposed
48	Roseville	Proposal fails to demonstrate the requisite commitment to prudent financial management expected of this Council. Council should increase rates by peg only. Proposal places a financially unsustainable burden on households already struggling with inflation and cost of living pressures. Council's own data indicates a rising fragility among the community's capacity to pay, with rising outstanding rates levels. Will elevate Ku-ring-gai’s average residential rate from the eighth highest to the third or fourth highest among all Sydney metropolitan councils. Opposes permanent levy, as this is “financially irresponsible”. Efficiency justification needs to be broader than staff to population ratio Need for an independent performance audit, addressing asset renewal ratio, operating expenditure per capita and debt service ratio An SRV application should be the last resort.	Opposed

Ref #	Location	Submission	Sentiment
		By insisting on the 24.6% SRV, the Council has implicitly refused to make the hard financial choices necessary to fund its core mandate. The proposal aggregates essential asset renewal (such as fixing 43% of stormwater drainage and dangerous footpaths) with major, discretionary asset enhancement and expansion projects. The need to fund the loans required for the St Ives Indoor Sports Centre (under construction) and the Marian Street Theatre (proposed) should not be the financial responsibility of this SRV. Essential infrastructure maintenance must be fully funded through the Council's standard budgeting processes, the rate peg, and grants. The insistence on this major increase is, therefore, a direct consequence of the Council's failure to fund core infrastructure separate from its discretionary capital expansion. Acknowledges the extensive nature of the community awareness campaign, however Council must publicly clarify: What was the weighted preference among the four options presented to the community? Did a majority of the 4,515 opt-in survey respondents support the maximum 24.6% increase? If lower or staged options were preferred, on what specific, detailed financial basis were they dismissed in favour of the most aggressive variation? In conclusion Council must: Stick to rate peg Eliminate non-essential projects Demonstrate efficiency	
49	Not provided	29% increase not supported Ensure projects are delivered to budget Accelerated improvements, or related rate increase, not required – no need to rush Undertake community fund-raising for non-essential projects Doesn't support borrowing money for St Ives Indoor Sports Centre	Opposed
50	Wahroonga	Proposed increase had low community support Council should be seeking a lower SRV and then making tough decisions on expenditure Don't assume everyone can afford it Questions how many people will use St Ives Indoor Sports Centre, and why Council committed to project without a funding source	Opposed
51	Roseville	Can't afford rate increase, would like increase to be the same as the inflation rate	Opposed
52	Not provided	Queried location of community engagement results from first engagement round	Query
53	Not provided	Queried location of community engagement results from first engagement round	Query
54	Not provided	A range of questions as to Council's intentions for 828 Pacific Highway, level of investments, how it prioritised works (stated renewal of footpaths and heritage square in Gordon and footpaths have little benefit)	Queries and Comments
55	Not provided	Queried location of community engagement results from first engagement round	Query
56	Not provided	Queries source of community support claim in enewsletter	Query
57	Not provided	Queries location of survey results and whether they were audited by outside agency	Query
58	Not provided	Queried location of community engagement results from first engagement round	Comment and Query
59	Pymble	Council needs to be more efficient Will cause affordability issues	Opposed
60	Not provided	Timing of proposed rate increase will place an unfair burden on residents No evidence of improved services or efficiency within council operations. Council should explore alternative financial management or funding options. Community needs detailed justification of rate increase	Opposed
61	Not provided	Council should 'live within its means'	Opposed

Ref #	Location	Submission	Sentiment
		Opposition to St Ives Indoor Sports Centre	
62	Not provided	Supports Marian St Theatre	Comments
63	Not provided	Majority view on rate increases have been ignored Need for an internal review to examine 'cost increases' Rate increase should be lower	Opposed
64	Not provided	States that Council has wasted money on non-essential pot plants, flowers and speed humps	Opposed
65	Not provided	Concern raised that Ward information in indicative list of projects is incorrect	Comments
66	Turramurra	30% jump is excessive As pensioners, will not be able to afford it Development-related income should cover costs	Opposed
67	South Turramurra	Disagrees with Council's adoption of preferred Option 3 on basis that earlier consultation results showed Option 1 (base case/rate peg) as the most preferred community option.	Opposed
68	Gordon	Proposal lacks sufficient transparency, accountability and consideration of alternative funding Council's prioritisation of infrastructure projects is questioned Lack of evidence for alternative funding efforts Financial burden on community Governance and accountability risks.	Opposed
69	Not provided	The proposed rate rise is deeply unpopular and will affect the most vulnerable in the community Alternative options should be internal cost savings and sale of redundant assets Concerned at cost imposition of the St Ives High School multi sports facility on the Ku-ring-gai community	Opposed
70	West Pymble	Request for Council to better plan, coordinate and communicate improvement works in residential streets further away from Ku-ring-gai's main centres before a rate rise is considered. In particular, streets in West Pymble. Council's square metre construction rates are excessive Recommends improved site assessment and liaison with local residents before projects are planned and more cost efficient contractor performance Recommends a coordinated whole of street approach to works and streetscape projects for better outcomes rather than the current piecemeal approach Particular need for better footpath repair initiatives and regular tree management and maintenance including better pruning methods that do not detrimentally impact tree condition and appearance. Concerns regarding minor and major project failures in West Pymble Requests transparent allocation and reporting of expenditure of any increased rate funds.	Conditional support
71	Not provided	Cost of living is too high for families to absorb extra cost.	Opposed
72	St Ives	Questions Council's proposed expenditure on Council's Gordon offices and other building works over three years as well as the variable cost of proposed wombat crossings. Questions why Council needs to increase rates when council's reported financial position is satisfactory. Requests additional scrutiny of costs before considering the proposed rate rise.	Opposed
73	Roseville	Requests that Council focus expenditure of any additional rates on significant priority projects and works that make significant improvements and impact for the community rather than minor and piecemeal work.	Conditional support
74	Killara	Supports a 33% rate increase to upgrade infrastructure and proceed with building a new Marian Street Theatre.	Conditional support
75	Turramurra	Opposed to any increase above the rate peg on the basis that it will disadvantage ratepayers on fixed and limited incomes.	Opposed
76	Not provided	The size of Council's proposed rate increase is excessive when cost of living pressures are affecting households across all aspects of daily life.	Opposed

Ref #	Location	Submission	Sentiment
77	Turramurra	Proposed rate rise is not representative of the views of the community expressed in earlier consultation, which indicated that almost half of ratepayers did not support the proposal Financial impact that the rate rise will have on young families with large mortgages and other significant cost of living pressures Overall levels of mortgage stress in Ku-ring-gai is higher than Greater Sydney Young families are not pensioners and are unable to quality for rate relief from the proposed SRV.	Opposed
78	Not provided	Previous community consultation indicated that rate payers were not in favour of the increase with the majority of respondents voting for Option 1 with a limited increase in rates There is a lack of accountability for wasted ratepayer funds on the alternative TOD plans and the Norman Griffiths Oval project Recent resident survey results of Council performance did not support the proposed rate increase.	Opposed
79	Not provided	Review cost savings across operations using an independent audit Council does not have a good track record achieving outcomes from special levies such as those applied to the North Turramurra Recreation Area, which is now to be significantly utilised by the Northen Suburbs Football Association. The increase in medium density developments will increase rate funding availability, which will offset the need for a rate rise.	Opposed
80	St Ives	Need for clear evidence of improved service delivery or long-term planning Impacts of rate rise on working households not transparently addressed Need for more transparent explanation for infrastructure backlog Explanation of how aged base concessions (not means tested) remain justified in current form Community agreement to the rate rise is questioned.	Comments

Responses to submissions

Exhibition of revised Long Term Financial Plan and Asset Management Strategy incorporating a proposed 29% rate increase for 2026/27

December 2025

Responses to submissions

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Affordability concerns

Key points:

- Concerns about the affordability and cost of living impacts of the proposed rate increase, including on pensioners, people with mortgages and families.
- Businesses will be impacted.

Response:

Ku-ring-gai Council understands the current financial pressures faced by households and businesses. The decision to pursue a Special Rate Variation (SRV) has only been made because it is necessary to address decades of under-investment and fund critical infrastructure renewal.

The proposed 29% total rate increase (comprising the 24.6% SRV and the 4.4% rate peg) will result in the following estimated average increases in the 2026/27 financial year:

The increase corresponds to an estimated $499 average annual rate increase for residential ratepayers, which translates to approximately $9.60 per week. Of this total increase, approximately $423 flows from the SRV, and $76 is from the rate peg.

The average annual increase for businesses is estimated at $1,676, or approximately $32.23 per week.

While Council acknowledges that any increase affects household budgets, an independent capacity to pay analysis considered by Council in October 2025 (see here) concluded that, on balance, ratepayers have the capacity to absorb the proposed increase.

The report also found that average business rates in Ku-ring-gai have historically been below those of comparable councils. When coupled with healthy local industry indicators, the proposed increase is considered manageable. Furthermore, the SRV is crucial for maintaining and upgrading local infrastructure, which benefits local businesses.

Council recognises that some ratepayers will still find it difficult to afford an increase in living expenses. We have measures in place (detailed in the *Rates, Charges and Sundry Debts - Assistance, Concessions and Recovery Policy*) to support those experiencing genuine financial hardship:

- Ratepayers facing genuine financial difficulty can apply for assistance. Applications are reviewed confidentially, with Council staff ready to offer guidance through the process.
- We offer customised payment arrangements to help manage rates. This includes the use of the new Payble solution, allowing ratepayers to better align payments to their expected income schedule and avoid overdue accounts.
- Council may reduce or waive interest on overdue rates and charges for eligible applicants who demonstrate genuine hardship and adhere to agreed payment arrangements.

Eligible pensioners receive a statutory concession of up to $250. Council also provides an additional voluntary concession of 8.5% of total rates and charges, which was worth an extra $146 for the average pensioner in 2025/26.

In response to community feedback, Council has improved information about hardship, concessions and support on its website.

Expenditure reduction, efficiency and alternative sources of revenue

Key points:

- Council should reduce expenditure / live within its means / go back to basics / avoid discretionary spending / defer non-essential works, as an alternative to a rate increase
- Council has previously wasted money, including on external workshops, Norman Griffiths Oval and governance and administration expenses
- Find alternative revenue sources, such as user pays fees, developer contributions, community fund-raising, government grants etc
- Need for asset sales as an alternative, including 828 Pacific Highway
- Bring outsourced services inhouse to save money, including for footpaths
- Council should re-tender material and service contracts
- Council must adopt modern business practices (suggesting 10% reduction in expenditure for each year over three years)

Response:

Council recognises the expectations of residents for cost containment and efficiency in service delivery. Council would like to assure residents that it operates under a rigorous financial framework and maintain a very lean operational profile compared to Sydney metropolitan councils. The SRV is required because the financial pressures cannot be resolved by efficiency measures alone.

We have a long-standing, disciplined approach to managing costs, and indicators of operational efficiency are amongst the highest in Sydney:

- At $1,215 (in 2023/24), Ku-ring-gai's operational spending per resident was 16% lower than the Sydney average.
- Council staff served the equivalent of 309 residents per full-time equivalent (FTE) employee, which is the second-highest ratio among Sydney councils and significantly above the Sydney average of 235.
- Council's FTE numbers (411 in 2023/24) have remained stable over time, indicating a disciplined approach to workforce management and cost containment. While employee costs have risen due to award increases that Council cannot control, the average cost per employee and employee costs as a percentage of overall expenditure have remained at or below the Northern Sydney Regional Organisation of Councils (NSROC) average.

Through our Service Improvement Review Program and other efforts to streamline business processes and reduce waste, Council has realised savings equivalent to $7.4 million over the past five years (compared to the 2019/20 baseline). These savings have been redirected into other functions and services allowing Council to maintain levels of service with minimal increase in costs.

Major cuts to services are not a viable alternative to an SRV. Under the preferred scenario, the SRV would yield an additional $20.7 million above rate peg in revenue in 2026/27 and be put towards infrastructure upgrades and renewal to reduce Council’s infrastructure backlog.

If this amount was sought through staff and service reductions, it would be equivalent to around 35% of Council’s projected employee costs in 2026/27. This would result in massive decline in maintenance and essential services, cripple compliance and administrative functions, slow customer services and delay

approvals. Furthermore, it would leave Council unable to manage and deliver the infrastructure projects the savings were intended to fund.

Council agrees that maximising non-rate revenue is essential to minimising the impact on ratepayers and continues to pursue these opportunities:

- Council generates 58% of its total income from sources other than rates.
- We have strategically increased user fee income by 16% over the last five years, including significant growth in revenue from facilities like tennis courts and golf courses.
- We secured over $14.6 million in grant funding over the past five years and increased investment returns from $3.4 million to $10.5 million (between 2020/21 to 2024/25), with the non-restricted portion of these returns directed to infrastructure and services.

Further details are included in the Cost Containment and Efficiency report considered by Council in December 2025 report to Council.

While Council will continue to identify opportunities to improve productivity and increase revenue from sources other than rates, an SRV is ultimately required to secure the long-term, recurrent funding necessary to reverse the increasing infrastructure backlog and deliver the safe, high-quality community assets the community expects and deserves.

Responses to specific suggestions:

Asset sales

Financial modelling confirms that asset sales are not a sustainable funding alternative for an SRV.

Asset sales provide a one-off capital injection. However, an SRV is required to bridge a structural funding gap that requires recurrent, ongoing revenue over the next decade to address ongoing deterioration in infrastructure and the growing $325 million infrastructure backlog.

Outsourcing and insourcing services

Council regularly reviews its operations and service delivery models (for example through our Service Improvement Review Program) to identify when it would be more efficient to outsource or insource services.

Council's current model for footpath work relies on external providers because the existing program is too small to justify and sustain a dedicated in-house construction team. However, the SRV proposes to allocate an additional $3.04 million for a significant uplift in the footpaths program. This may be sufficient for Council to re-evaluate the most efficient service delivery method, including the viability of a dedicated in-house team.

Re-tendering material and service contracts

Council regularly re-tenders its material and service contracts in accordance with the competitive provisions of the Local Government Act. This mandatory process ensures that all services and materials are secured at competitive market rates and helps achieve continuous value for money.

Community consultation process

Key points:

- Council has ignored previous community feedback
- Council engagement process to date has been flawed, including because opt-in survey results were not preferred
- Council should release results of community engagement
- Council should hold referendum

Response:

Ku-ring-gai Council affirms that the engagement process has been comprehensive, multi-staged, and robust, ensuring that the decision on the proposed 29% rate increase was well-informed by diverse community views.

Council considered all input from the two-stage engagement process alongside its long-term financial sustainability requirements.

The results of community engagement from the first phase (July-September 2025) were considered by Council in the *Community Engagement Outcomes Report* (see here). This was published on Council's YourSay page and were publicly available prior to the October Council meeting.

Council's decision to proceed with the 29% rate increase (an amended Option 3) balanced the community's desire for infrastructure renewal (as shown by majority support for an SRV option) with the need for a significant, long-lasting financial solution.

While representative survey results showed that Option 2 (22% increase) was the most preferred SRV option, the 29% increase was ultimately selected because it represents an optimal balance of financial necessity and community benefit, as well as:

- aligning with the Community Strategic Plan to make Ku-ring-gai a better place to live by providing infrastructure that is more accessible, connected, modern, safe and enjoyable
- delivering a noticeable and significant improvement in the quality of Council's infrastructure, specifically targeting high-priority, low-satisfaction areas like footpaths and traffic and transport-related infrastructure
- reducing the infrastructure backlog by 39% over the next 10 years, ensuring assets are renewed faster than they are depreciating
- providing the necessary funding for the construction loan of the St Ives Indoor Sports Centre
- preventing future generations from being burdened with the increased costs of deteriorating infrastructure and temporary repairs.

Responses to specific issues:

Engagement process and data interpretation

Council's engagement process was carefully designed to gather both statistically representative and opt-in views, and the distinction between these surveys is critical.

Participants were randomly selected for the representative survey (see here) and weighted to match the demographic characteristics of the entire population. It has a high statistical validity, and the results can be

reliably projected to reflect the views of the whole community. Results indicate that around 56% of residents are supportive of an SRV to fund improvements to infrastructure.

The opt-in survey (see here) reflects the views of the community members who were most actively engaged. While important, these results do not represent the wider community's opinion.

Referendum

Given the extensive community engagement already undertaken and the results of the statistically representative survey, Council does not believe a costly and time-consuming referendum is warranted. The process has fully met the requirements for community awareness and consultation under the Office of Local Government Guidelines for a Special Rate Variation.

St Ives Indoor Sports Centre

Key points:

- General rate increase for St Ives Indoor Sports Centre not supported
- Council should not have committed to St Ives Indoor Sports Centre without an approved funding source

Response:

Council made the decision to commence the construction of the St Ives Indoor Sports Centre in 2022. This decision was explicitly made on the basis that the long-term funding required for the construction loan would require an increase to rates.

The Special Rate Variation (SRV) includes an annual allocation of $1.46 million specifically to repay the loan for the construction of the St Ives Indoor Sports Centre until 2031/32. After this period, those funds will be redirected to the renewal of other recreational facilities.

The statistically representative survey on rate increase options showed most of the community supported one of the SRV options. All these options included funding for the St Ives Sports Centre construction loan.

This decision was further supported by Council's 2024 community research that found that 74% of residents supported paying more rates to improve parks and sportsgrounds. See here.

Alternative rate increases

Key points:

- Supports 22%, or more modest SRV increase, but not 29% increase
- Supports rate peg only

Response:

The rate peg only option would have a serious and negative effect on the quality and condition of Council's infrastructure and financial sustainability. It would result in a 42% increase in Council's infrastructure backlog to $325 million over the next ten years, and the ongoing deterioration of the stormwater network, footpaths, recreational and community facilities.

Council has considered the trade-offs between a lower rate increase and its ability to deliver the infrastructure the community requires. The decision to proceed with the 29% total increase was made because it represents the optimal balance for long-term financial sustainability and service delivery.

Council elected to pursue a 29% increase (24.6% SRV plus the 4.4% rate peg) after considering all community feedback alongside the financial data presented in the Long Term Financial Plan (LTFP) and Asset Management Strategy (AMS). The 29% increase is Council's preferred option because:

- it aligns with the Community Strategic Plan to make Ku-ring-gai a better place to live by providing infrastructure that is more accessible, connected, modern, safe and enjoyable.
- it delivers a noticeable and significant improvement in the quality of Council's infrastructure, specifically targeting high-priority, low-satisfaction areas like stormwater and drainage, community buildings, footpaths, and traffic and transport-related infrastructure.
- it is necessary to reduce the infrastructure backlog by 39% over the next 10 years, ensuring assets are renewed faster than they are depreciating.
- it provides the necessary funding for the construction loan of the St Ives Indoor Sports Centre.
- it prevents future generations from being burdened with the increased costs of deteriorating infrastructure and temporary repairs.
- it received substantial support during the exhibition process, with 45% of the community at least somewhat supportive of this option, and the underlying representative survey demonstrating majority support for an SRV funding path.
- the impact on ratepayers has been tested under a capacity to pay analysis and is coupled with a policy for addressing genuine financial hardship.

Financial review and transparency and accountability

Key points:

- There is a need for a full audit or review of finances and/or asset management ahead of an increase
- Need for greater transparency and accountability of efficiency, and why infrastructure backlog was allowed to develop
- Ku-ring-gai Council should not compare itself to other councils
- Concern about Council's project management capacity to deliver increase
- Council should publish measurable performance targets
- Council has been mis-managed, including by under-spending on maintenance
- Recent Council infrastructure spending has been misdirected towards playgrounds and tree planting.

Response:

Ku-ring-gai Council commissioned and completed an independent Financial Sustainability Review in 2023 (see here). This review examined Council's revenue, expenditure and asset portfolio, concluding that a Special Rate Variation was required to fund asset improvements. The details and recommendations of this review were incorporated into the 2023/24 (and subsequent) Long Term Financial Plans that are publicly exhibited each year.

Council is transparent in its financial planning and performance reporting. Council's planned expenditure and performance measures are detailed in the following:

- Delivery Program and Operational Plan (DP&OP), which provides a comprehensive overview of the proposed budget, programs and performance indicators for the coming year. The exhibition of this document gives the community a direct opportunity to influence project prioritisation.
- The Resourcing Strategy details the long-term financial, asset and workforce strategies required to achieve the community's vision in the Community Strategic Plan.

Progress against the DP&OP is reported to Council twice each year, and performance indicators are reported annually and included in the Annual Report. Council is legally required to produce annual audited financial statements that are published alongside the Annual Report. These reports are independently verified to ensure accuracy, compliance and responsible management of public funds.

The independent Audit Risk and Improvement Committee (ARIC) provides independent assurance on risk management, control, governance and external accountability. The minutes of ARIC meetings are reported to Council and published in Council meeting agendas.

IPART is expected to require Council to report annually on the expenditure and outcomes of the SRV. This is a standard condition of approval imposed on all successful SRV applications to ensure transparency and accountability to ratepayers. Council will be reporting on:

- the total amount of SRV funds collected
- exactly how these funds were spent (i.e. the specific assets renewed and projects delivered)
- measurable progress made in reducing the infrastructure backlog and improving asset condition
- other measures of efficiency and service delivery identified in the DP&OP.

This ensures the community will be able to directly monitor the delivery of works funded by the SRV and hold Council accountable for the infrastructure improvements it has committed to deliver.

Responses to specific issues:

Infrastructure backlog and claims of mismanagement

The infrastructure backlog is primarily due to historical funding challenges. The backlog has developed over decades of structural financial shortfalls. Rate revenue, limited by the annual rate peg, has been consistently lower than the actual cost of renewing depreciating assets.

Project management capacity

Council has the capability to deliver the significant capital works program funded by the SRV. Council has undertaken capital works projects totalling approximately $350 million over the last ten years. This track record demonstrates that Council has the internal project management expertise to successfully deliver a large program of infrastructure upgrades.

It is acknowledged that the Norman Griffiths Oval project has been problematic, however Council has resolved on a way forward to complete the project and is conducting an independent review to ensure there are learnings for the future.

Council acknowledges that it needs to increase its capacity and improve its internal processes to successfully deliver on the capital works program funded by the SRV.

Council's Operations department is being strategically restructured to ensure high-quality delivery of the SRV program and improve efficiency across all asset classes. Reforms to the Assets and Technical Services unit aim to strengthen Council's strategic and technical focus to asset lifecycle management. Council has also established a dedicated project delivery unit that will improve capacity and capability for project execution, ensuring capital works are delivered on time and within budget.

Council is also strengthening its procurement and contract management processes and resourcing to ensure contracts deliver value for money and the necessary controls and accountabilities are in place to manage contracts for the delivery of capital works.

Comparison to other councils

Council has not used comparisons to other councils as the sole justification for the SRV. Comparative data has been used as a useful tool to provide context, benchmark our service delivery and efficiency, and validate financial need for the SRV to IPART.

Rate increase structure and priorities

Key points:

- Defer rate increase
- Rate increase should be based on number of bedrooms, not land value
- Rate increase should be temporary, or staged
- The rate increase should exclude funding for Norman Griffiths Oval
- Only those who support the increase should pay it
- Don’t fund speed humps

Responses to specific issues:

Duration, staging or deferral of the rate increase

The financial need for the SRV is structural and permanent. It is required to ensure that the rate of asset renewal keeps pace with the rate of depreciation. A temporary or staged increase would fail to secure the annual revenue required to sustainably reduce the infrastructure backlog over the next decade.

Deferring the rate increase would allow the infrastructure backlog to continue to grow and increase the rate of a future SRV.

Rate calculation method (land value vs. bedrooms)

It is not legally possible to base the rate increase on the number of bedrooms in a home under the NSW Local Government Act. Rates must be calculated based on the unimproved land value of a property, as determined by the Valuer General.

Limiting the rate increase to supporters

Rates are a form of taxation applied uniformly across the entire rateable area. Once approved by IPART and adopted by Council, the SRV applies to all general ratepayers within the LGA, ensuring equity and collective funding of community assets.

Norman Griffiths Oval

The construction and other costs for Norman Griffiths Oval will not be funded by the Special Rate Variation.

Speed humps

The SRV includes an allocation for improved traffic and transport facilities (part of the $1.7 million allocated to other infrastructure upgrades). This will include specific pedestrian safety upgrades and other traffic calming measures. The need for speed humps would be assessed on a case-by-case basis through traffic studies and the operational planning process, and these decisions would be informed by community consultation.

Rate increase justification

Key points:

- Documents are poorly presented and don't make the case for the SRV
- Rate increase not adequately justified
- No need for accelerated infrastructure

Response:

Ku-ring-gai Council's Long Term Financial Plan (LTFP) and Asset Management Strategy (AMS) provide a robust and detailed financial case demonstrating why the SRV is essential.

The LTFP and AMS compare the financial outcomes of the SRV against a rate peg only scenario in detail. This comparison clearly articulates why the SRV is critical for Council's financial sustainability:

- With the SRV, Council is projected to achieve average operating surpluses of $17.3 million in the nine years from 2026/27. These surpluses secure an additional $197.8 million in capital expenditure for infrastructure improvements over the life of the LTFP.
- The rate peg only scenario would result in average operating deficits of $1.75 million. These deficits make Council financially unable to adequately address the infrastructure backlog and ongoing deterioration of assets.

Council acknowledges that the LTFP and AMS can be complex and detailed documents in order to meet requirements under the NSW Government's Integrated Planning and Reporting (IP&R) framework. That is why Council provided a range of resources to explain the need for an increase in rates and how this funding would be used.

Marian St Theatre

Key points:

- Support for Marian St Theatre
- Opposition to Marian St Theatre

Response:

Council acknowledges the cultural importance of the Marian Street Theatre to many residents. However, the final decision on the Special Rate Variation (SRV) was made after considering community support for the funding options presented.

Council decided at its October meeting to proceed with a rate increase that did not include specific funding for the Marian Street Theatre.

This decision was made after considering the results of the community engagement conducted between July and September 2025. This engagement showed that the rate increase option which included funding for the theatre was the least supported out of the four options presented to the community.

While Council remains committed to maintaining its community facilities, the exclusion of the Marian Street Theatre from the SRV funding package reflects the community's preference for prioritising other critical assets.

Site-specific funding requests

A range of site-specific funding requests were made including:

- Funding for repairs in Bancroft Park, Roseville
- Measures to address traffic flowing from Mona Vale Rd causing congestion and other impacts in Cowan St, St Ives
- Improve gutters and stormwater in Tennyson Avenue, Turramurra
- Funding for a new footpath in Campbell Drive, Wahroonga
- Progress the Lindfield Village Hub but, in the meantime, repair the Lindfield carpark where the hub is proposed
- Objection to the proposed Werona Avenue and Heritage Square project at Gordon, and Lindfield Streetscape Improvements as footpath and Heritage Square improvements were deemed to be of little value.
- Fill the large pothole in Lindfield Avenue, Lindfield (near Russell Street)
- Undertake resurfacing of Wyomee Avenue, West Pymble
- Undertake footpath repairs and tree maintenance in Parker Avenue/Evans Street, West Pymble

Response:

Specific funding requests received during this exhibition period will be considered as part of the development of the Delivery Program and Operational Plan (DP&OP) for the 2026/27 financial year.

Responses to specific requests:

Bancroft Park, Roseville

Repairs are already funded through existing programs. The park had a full renewal in 2013, and new furniture was recently installed. Council is currently replacing the large playground structure at Bancroft Park, scheduled for early 2026.

Traffic congestion (Cowan St, St Ives) from Mona Vale Road

The Ku-ring-gai Contributions Plan 2010 includes the upgrade of the intersection of Killeaton Street and Cowan Road (with the installation of traffic signals) in its works program. Other major transport improvements along Mona Vale Road are also subject to ongoing discussions with Transport for NSW as they are State-owned assets.

Objection to Werona Avenue and Heritage Square (Gordon) / Lindfield Streetscape Improvements

These specific are part of the Long Term Financial Plan endorsed in June 2025 and funded via existing budgets and capital works programs.

Stormwater (Tennyson Avenue, Turramurra)

Stormwater improvements in Tennyson Avenue are currently on the indicative ten-year list for funding under the SRV. This work, including guttering concerns, will be further considered and prioritised as part of the annual budget process for 2026/27.

New footpath (Campbell Drive, Wahroonga)

Council confirms that new footpath construction will be commencing in Campbell Drive, Wahroonga in the 2025/26 financial year and will take place in stages over three financial years.

Pothole (Lindfield Avenue, Lindfield)

The request to fill the large pothole in Lindfield Avenue (near Russell Street) has been reported to Council's maintenance teams for immediate repair.

Road resurfacing (Wyomee Avenue, West Pymble)

Council's Asset Management Plans (AMPs) include detailed maintenance standards and upgrades such as resurfacing for the next 10 years. This resurfacing request will be managed in accordance with the prioritisation and condition assessments outlined in the AMPs.

Footpath repairs and tree maintenance (Parker Avenue/Evans Street, West Pymble)

This request has been reported to maintenance teams for inspection. Appropriate works will be undertaken to address any immediate issues identified.

Progress Lindfield Village Hub / repair Lindfield carpark

While the Lindfield Village Hub project is progressing, the proposed repairs for the existing carpark will be considered as part of the asset management and budget development for 2026/27 and beyond, based on immediate need and the timing of the eventual Hub construction.

Other issues raised

Key points:

- Install more CCTV cameras, and undertake late-night ranger patrols, to better protect private property and people from crime
- Use satellite footage for, and strengthen regulations in relation to, tree preservation
- Council should simplify the development application process including regulations
- Council's Asset Management Strategy states that it provides guidance on asset disposal but does not list assets for disposal.
- References to some wards are incorrect in indicative list of projects
- Seeking Council to address parking issues around Roseville Station apparently due to commuters from adjoining local government areas taking advantage of available unrestricted all day street parking.
- Concerns raised regarding proposed cost of building works over next 3 years for Council's administrative building, other building works program and the variable cost of wombat crossings.
- Request for Council to better plan and coordinate required local improvements in resident community streets further away from Ku-ring-gai's main centres before a rate rise should be considered.
- Review of road safety hazards in Yanko/Doncaster Road/The Commenarra Parkway and Parker Avenue, West Pymble – includes dangerous 'S' bend curves, bus stop locations, hazardous U-turning, hidden driveways, inadequate footpaving and pedestrian balustrading.
- More carparks needed near stations, particularly Warrawee.

Responses to specific issues:

CCTV and ranger patrols

Council's primary role in public safety is to manage public spaces. CCTV is installed in selected public areas in accordance with strict privacy and regulatory requirements. However, it is not appropriate for Council to install cameras to capture or protect private property.

Furthermore, Council Rangers do not have the legal delegation or training to deal with anti-social or criminal behaviour. This remains the responsibility of the NSW Police. For detailed information, see Council's Overt Electronic Surveillance in Public Places Policy (here).

Tree preservation (satellite footage)

Council uses satellite imagery for canopy and tree monitoring and is actively looking at ways to expand the use of this technology in the future to strengthen regulations.

Simplify development application process

Council is actively working to reduce its development application processing times. As of end-October 2025, Council's average assessment time for development applications stood at 89 days, a significant reduction from 138 days in August 2024 (as reported on the NSW Government's League Table).

Guidance on asset disposal

The Asset Management Strategy (AMS) guides asset disposal only in the context of renewal or upgrade works (e.g. demolishing an old building to construct a new one).

Incorrect ward references

Council appreciates this issue being brought to our attention and we will ensure our internal records are accurate. This document was published as an indicative list of works and not part of the exhibited plans.

Roseville Station parking issues

Past surveys indicate that over 60% of commuters driving and parking around Roseville station are Ku-ring-gai residents. Therefore, implementing additional restrictions or parking meters would disproportionately impact Ku-ring-gai residents. Council Rangers will continue to inspect and enforce existing parking regulations based on community complaints.

Concerns over building costs (admin building)

The works proposed for the Council administrative building are necessary for safety, regulatory compliance and efficient operation.

Wombat crossings

The cost of wombat crossings is variable due to site constraints and design requirements. Council is now required to install new street lighting at each crossing, adding a significant cost, typically ranging between $60,000 and $80,000 per crossing. Council regularly audits projects to ensure they meet industry standards.

Coordination of local improvements (West Pymble)

Council's Asset Management Plans (AMPs) are based on a systemic, data-driven approach, prioritising asset renewal based on objective asset condition and criticality. Residential streets receive attention based on technical need.

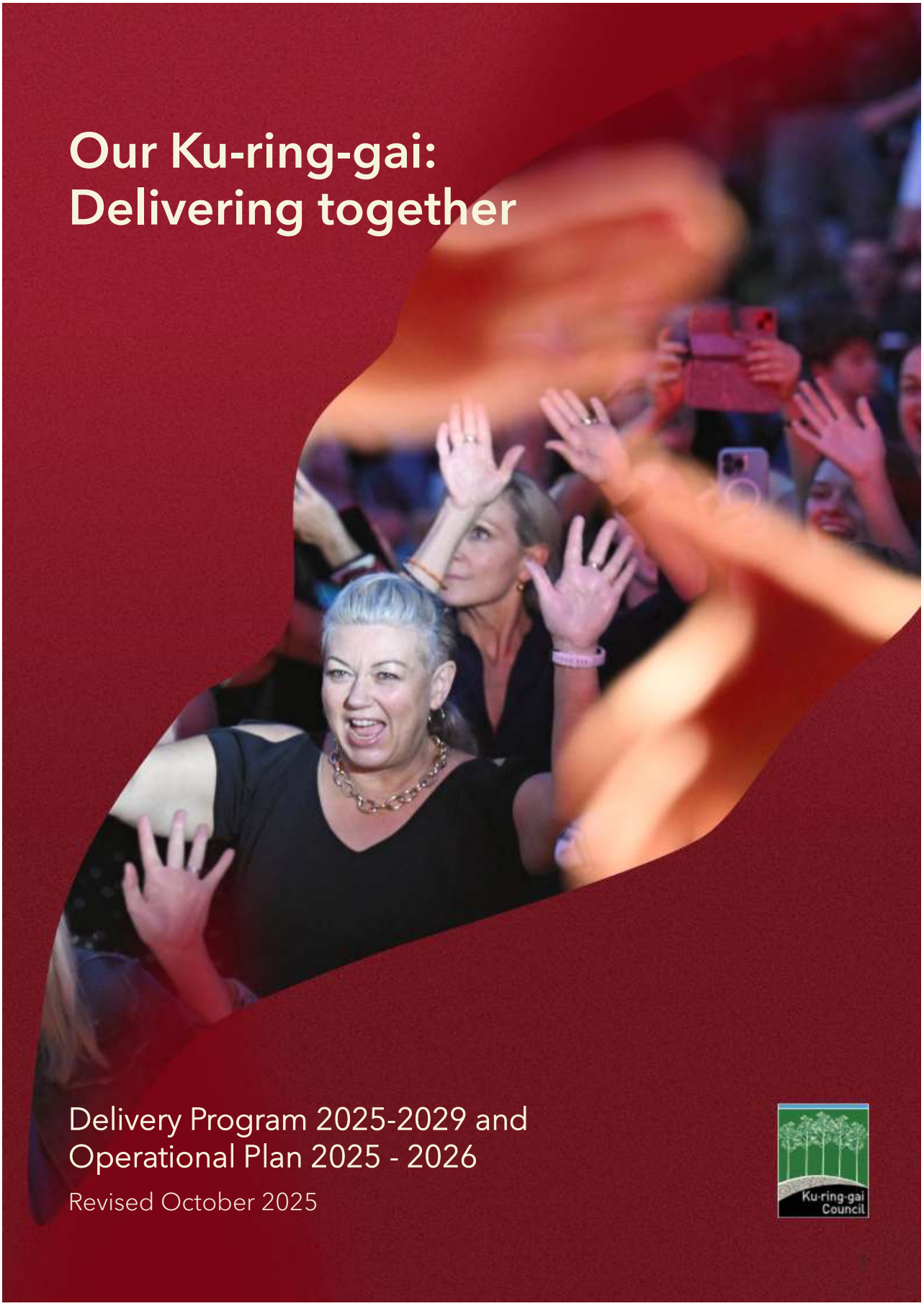
Road safety review (Yanko/Doncaster Road/Commenarra Parkway, Parker Avenue, West Pymble):

Council has been assessing traffic conditions and road safety hazards in this area, including the Comenarra Parkway, for the past 10 years. Previous proposals for speed limit reductions were not supported by Transport for NSW. Line marking treatments have been installed and upgraded to manage speeds. Investigations into traffic calming treatments in Parker Avenue were not justified. Any recently damaged traffic barriers have been referred to the maintenance team for attention.

More carparks near stations (e.g. Warrawee)

Commuter parking is primarily the responsibility of Transport for NSW (TfNSW). While Council provides some unrestricted parking in certain locations (e.g. parts of Culworth Avenue, Killara), there are no plans by Council for new commuter car parks at Warrawee or elsewhere in Ku-ring-gai, as this is a matter for TfNSW.

Our Ku-ring-gai: Delivering together



Delivery Program 2025-2029 and Operational Plan 2025 - 2026

Revised October 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 to request the service contact Ku-ring-gai Council on your behalf on T: 02 9424 0000 during business hours, Monday to Friday, 8.30 am - 5.00 pm.

Simplified Chinese

需要帮助吗？

本文件包含重要信息。如果您不理解本文件，请致电翻译口译服务 131 450。 让其代表您致电 9424 0000 联系Ku-ring-gai议会。营业时间：周一至周五，上午8.30—下午5:00。

Traditional Chinese

需要幫助嗎？

本檔包含重要資訊。如果您不理解本檔，請致電翻譯口譯服務 131 450。 讓其代表您致電 9424 0000 聯繫Ku-ring-gai議會。營業時間：週一至週五，上午8.30—下午5:00。

Korean

도움이 필요하십니까?

이 문서에는 중요한 정보가 담겨 있습니다. 여러분이 이해할 수 없다면, TIS (번역 및 통역 서비스)의 131 450번으로 전화하십시오. 9424 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 https://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 2072.

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

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About this program

Ku-ring-gai Council's Delivery Program and Operational Plan has been developed in accordance with the *Local Government Act 1993* and the NSW Government's Integrated Planning and Reporting (IP&R) framework.

The Delivery Program describes how Council will utilise available resources in support of the strategies in the Community Strategic Plan (CSP), and what the elected Council intends to achieve during its four-year term of office.

The annual Operational Plan details the services, key actions, projects and programs that will be undertaken during the financial year along with a budget showing how Council will fund the plan. It also includes a Statement of Revenue Policy, a list of planned operational and capital projects and a rates map. The Operational Plan details what Council will do in support of the term achievements in the Delivery Program.

To support clarity and accessibility, the Delivery Program and Operational Plan are presented in a single document in three sections:

- **Introduction** - This section provides background information on the Ku-ring-gai community, Councillors, the organisation and IP&R requirements.
- **The Plan** - This section outlines the term achievements that Council aims to deliver in support of the CSP, the services, key actions, projects and programs that Council will undertake during the coming year and performance indicators.
- **Finance** - This section contains Council's 2025/26 budget, Statement of Revenue Policy, capital works program and operational projects, and funding allocations from the infrastructure special rate variation, road rehabilitation program and new footpath program.

A map showing Council's ordinary and special rates 2025/26 is included in the appendices.

Council's annual fees and charges are published separately.

Council's strategic plans are available on the website, Council libraries and Council's Customer Service Centre in Gordon.

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

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

Mayor's message



It is with great pleasure that I present the Ku-ring-gai Council Delivery Program for 2025 – 2029. This represents our commitment to the priorities and aspirations of the Ku-ring-gai community over the next four years.

The Delivery Program reflects what our community needs and expects from their Council. Through workshops, surveys and engagement on vital issues such as housing, we have gained a thorough understanding of what matters to our community.

Maintaining our beautiful natural environment and lifestyle remain priorities, and we understand your concerns about increasing population growth and housing density.

We are also sensitive to the role that all councils need to play in delivering new housing for our growing population and making it more affordable.

This new Delivery Program aims to chart a balanced path forward. We will implement strategies to reduce the negative impacts of development through local planning controls. We are committed to ensuring that development is supported by necessary infrastructure upgrades.

Furthermore, we will prioritise community engagement and transparency so that the community understands exactly how Council makes decisions and what constraints can influence decision-making.

Councillors and senior staff have been working together on a set of key priorities for this Council term. Our priorities for the next four years include the following:

Continuing to lobby the NSW Government for a measured and sustainable approach to planning policy and ensure that access to infrastructure keeps pace with this development

Revitalising our town centres offering residents diverse opportunities for entertainment, social interaction and culture

Protecting our tree canopy by encouraging environmentally responsible development, educating property owners and working with community groups on tree protection and planting programs

Continuing to work with partners on services that meet the needs of young people, older residents, and vulnerable members of our community

Continuing to provide recreation facilities and modernising existing community buildings

Improving our roads and footpaths and working with the NSW Government on public transport solutions and improvements to the Pacific Highway and key intersections.

This financial year, the Council will be investing in the following upgrades and capital projects:

- $11.8 million for upgrading local roads and $1 million for traffic improvements
- $9.9 million for local centre improvements including streetscape upgrades in Lindfield local centre and Gordon north to improve traffic flow and pedestrian access

- $10.2 million towards the completion of the Indoor Sports Centre at St Ives High School in partnership with the NSW Department of Education
- $2.4 million for the upgrade of other sporting facilities
- $3.3 million for playground upgrades and nature play spaces including Mimosa Oval, Roseville Park and the Wildflower Garden
- $7.6 million for upgrades to parks including Robert Pymble Park
- $2.2 million for new and upgraded footpaths
- $2.7 million for drainage and stormwater upgrades
- $3 million for refurbishment of public toilets and amenities
- Commencing construction of the Cultural and Environmental Education Centre at St Ives Showground
- Master planning for recreational use of the former bowling club sites in Gordon and Roseville
- Revitalisation of the East Turramurra shopping strip to improve traffic flow and pedestrian access.

Councillors will also need to address the important issue of Council's long-term financial sustainability. Like all NSW councils, we face increasing pressures due to rising costs, the need to maintain essential services and limitations on our revenue streams.

While Ku-ring-gai Council is in a much stronger financial position than many others across Sydney, decades of under-investment have created a significant infrastructure gap. Too many of our community buildings, sport and recreational facilities and other essential infrastructure are starting to fall into disrepair. If we fail to act, the problem is only going to get worse and more expensive over time.

The Delivery Program reflects my dedication to listening, acting and working in partnership with you to build a new future for Ku-ring-gai.

We are committed to balancing the challenges of growth with the preservation of what we all love about the area.

I encourage you to read through this program. The Councillors and I look forward to working with you to shape the future of our remarkable area.

Councillor Christine Kay
MAYOR



General Manager's message



I am pleased to present the new Delivery Program for 2025 – 2029 and Operational Plan for the 2025 - 2026 financial year.

The Delivery Program aims to realise the Ku-ring-gai community's aspirations contained in our new Community Strategic Plan. The Operational Plan emphasises customer service excellence, efficient service delivery and prudent financial management.

Both these plans are supported by an improved integrated planning and reporting framework, strategic prioritisation of projects, community needs and the availability of resources.

Financial sustainability remains a core focus for this Council. We are committed to managing our finances in a way that does not burden future generations. We are continuing to meet our budget objectives, control costs and actively pursue grants and other revenue sources. Despite these efforts, Council faces financial challenges that are limiting our ability to renew and maintain essential community infrastructure. Decades of under-investment has left much of our infrastructure in poor condition, and inflation and cost shifting from other tiers of government mean that we do not have sufficient funds to bring them up to an acceptable standard. To bridge this critical infrastructure funding gap and secure our long-term financial health, Council is planning to pursue a Special Rate Variation (SRV). Further details are provided in the Resourcing Strategy accompanying the Delivery Program and Operational Plan.

Another key focus is a four-year program of service improvement reviews. These reviews will continue to identify opportunities for service improvements, cost savings and innovative service delivery over the coming years. As an example, a recent review of Council's DA assessment service identified process improvements and has already seen a 25% improvement in processing times since August 2024.

Council is continuing to implement our customer service improvement program, including regular staff training, benchmarking against other councils and transparent reporting to the community on our performance. We are prioritising technology to improve service delivery and reduce administrative costs. As an example, Council has rolled out a new app so residents can more easily access bookings and information for waste services.

We have received clear feedback from councillors and the community regarding the importance of high-quality engagement and communication. Over the next four years, we will continue to engage directly with you on major projects and improve how you access information from Council.

The Delivery Program and Operational Plan will be reviewed each year to ensure they remain aligned to community needs.

Finally, I extend my sincere gratitude to Council staff for their commitment to delivering exceptional services to our community and for their dedication to implementing these plans.

David Marshall
GENERAL MANAGER

Financial sustainability

As detailed in the Resourcing Strategy, Ku-ring-gai Council currently maintains a satisfactory financial position. Council continues to deliver operating surpluses while delivering essential services, programs and infrastructure in accordance with its delivery programs and operational plans.

However, the long-term financial sustainability of Council is facing significant challenges from rising operational costs, ageing infrastructure and inflationary pressures exceeding rates income and other revenue streams. Ku-ring-gai will continue to pursue increased revenue through user fees, investments and grants and maintain robust controls on expenses. We are also redoubling our efforts on finding efficiencies in service delivery.

The biggest challenge facing Council's long-term financial sustainability is the renewal and maintenance required for our infrastructure asset portfolio, valued at around $1.8 billion.

Current funding levels are insufficient to cover these costs of renewal, and recent independent reviews of stormwater and building assets have revealed significant deterioration and a need for substantial investment.

In 2022/23, Council commissioned an independent financial review to evaluate its long-term financial sustainability. This review found that the funding strategy was insufficient to cover asset maintenance costs, recommended exploring alternative funding sources and concluded that an increase in rates was the only viable pathway to sustainability.

Benchmarking data indicates that Ku-ring-gai Council operates efficiently, with lower operating expenses per resident and a higher staff-to-population ratio compared with similar councils.

To address these financial challenges, Council is proposing a special rate variation (SRV). This is a mechanism that allows NSW councils to apply to IPART for an increase once capped rates are no longer sufficient to cover costs. The SRV is specifically for funding essential asset renewals and ensuring that footpaths, sports fields, community buildings, stormwater and other public infrastructure meet modern standards and safety requirements.

Proposed special rate variation

A Special Rate Variation (SRV) is a process which enables councils to increase rates income beyond the rate peg set each year by the Independent Pricing and Regulatory Tribunal (IPART). SRVs are essential for funding critical priority projects and services when the rate peg does not provide sufficient funding to meet community needs or maintain essential infrastructure.

Ku-ring-gai Council faces a range of financial challenges, which have limited Council's ability to renew and maintain existing infrastructure and build new infrastructure. These include rising costs, cost shifting from the NSW and Federal governments, and a relatively low level of rates revenue per capita to support its population and extensive infrastructure network.

Council is responsible for managing $1.8 billion worth of community infrastructure. The condition of these assets has been gradually declining due to decades of insufficient funding. Currently, 20% of our infrastructure is in poor or very poor condition.

Without additional funding (the baseline scenario), the increase in the infrastructure backlog (the cost to bring assets to a renewed condition) is projected to increase from $194 million in 2025/26 to $276 million by 2034/35.

While Council will continue to explore cost savings and operational efficiencies, savings alone are unlikely to deliver the level of funding required to address Council's growing infrastructure needs and backlog. Without an SRV, the quality of infrastructure will continue to decline, and Council would need to consider reducing or reviewing the level of services provided to redirect funds towards critical infrastructure maintenance and renewal.

At its meeting on 17 June 2025, Council resolved to commence comprehensive community engagement on four rate increase options. Following this extensive consultation, Council endorsed the exhibition of a proposed rate increase option that represents the best balance between community priorities, financial sustainability and impact on ratepayers

Details of the proposed SRV	
Proposed total rate increase (2026/27)	29%
SRV component (Permanent)	24.6%
Rate peg component (2026/27)	4.4%
Average residential rate increase (2026/27)	$499 per year (or $9.60 per week)
Average business rate increase (2026/27)	$1,676 per year (or $32.23 per week)

The SRV increase would apply in 2026/27 and become a permanent part of the rate base. From 2027/28 onwards, rates would only increase in line with the annual rate peg.

Benefits of the proposed SRV

The SRV will provide an additional $20.7 million in annual revenue, delivering a noticeable and significant improvement in the quality of community infrastructure.

Asset class	Additional annual funding	Expected benefits
Stormwater and drainage	$5.9 million	Council can fix more stormwater pipes and repair or replace more kerb inlet pits each year. Council would prioritise relining stormwater pipes to save costs. This will reduce risk of service failures, localised flooding, potholes and sinkholes.
Community buildings (including halls, amenities and pavilions)	$6.7 million	Council can upgrade more buildings each year to improve safety, lighting, structural integrity, accessibility, energy efficiency and women's facilities.
Recreational facilities (including parks and sportsfields)	$1.9 million	Council can fund additional improvements to recreational facilities, such as fencing, lighting, drainage and pathways, as well as rejuvenation of field surfaces each year. Increased funding from 2032/33 redirected from St Ives Indoor Centre.
Existing footpaths	$0.94 million	Council can rebuild more footpaths each year, with a focus on renewal of footpaths in the poorest condition. This will improve safety and accessibility for everyone by removing trip hazards and improving surfaces.
New footpaths	$2.1 million	Council can increase the construction of new footpaths, with the long-term objective of ensuring all streets have a footpath on at least one side of the street by 2052, compared to 2082 without the proposed rate increase.
Traffic and transport works	$1.7 million	Council can fund essential upgrades to transport-related infrastructure to improve traffic and pedestrian safety.
St Ives Indoor Sports Centre	$1.46 million (until 2031/32)	Council can fund the loan for the construction of the St Ives Indoor Sports Centre. Once the loan is repaid in 2031/32, this funding will be redirected to the renewal of recreational facilities.

This additional investment will reduce the infrastructure backlog from $194 million in 2025/26 to $119 million in 2034/35 (a reduction of 39%). Council is forecast to achieve average annual operating surpluses of $17.3 million to fund infrastructure renewal works.

The SRV will prevent future generations from bearing the increased costs of temporary repairs and rapidly deteriorating infrastructure.

For further information about the impacts and benefits of the SRV, see Council's Long Term Financial Plan and Asset Management Strategy at www.krg.nsw.gov.au

Alignment with community priorities

This SRV option has been specifically chosen to meet community expectations set out in the Community Strategic Plan and community needs identified in Council's community research. The SRV is targeting areas identified as high importance and low satisfaction, including the condition of existing footpaths, new footpaths and traffic management. It will provide infrastructure that is more accessible, connected, modern, safe and enjoyable for residents across the local government area.

Community engagement and support

Council undertook comprehensive community engagement on four rate increase options (including the base case-rate peg only option) between July and September 2025.

Council undertook a wide range of awareness-raising activities to inform the community about these options. These included mailing a letter and brochure to all ratepayers, bulk emails to ratepayers and community members, promotion via local media advertising, displays in Council venues, social media and outdoor banners. Independent research found 60% of the community was aware of the engagement activities, a result significantly higher than the average for other councils seeking rate increases.

Council also undertook extensive engagement activities, including two recruited workshops, representative (that is randomly selected) and opt-in (that is self-selected) surveys, online and in-person forums and two drop-in sessions.

Council also received more than 570 written submissions.

The representative survey results showed that 56% of residents ranked one of the three SRV options as their first preference, with 45% being at least somewhat supportive of a 29% rate increase on which this document is based.

For further details see Council's Community Engagement Outcomes Report at www.krg.nsw.gov.au

Capacity to pay

Council also commissioned an independent analysis which demonstrates that there is capacity to pay the preferred rate increase.

Ku-ring-gai has among Australia's highest levels of advantage and lowest levels of disadvantage, when using the Australian Bureau of Statistics' Socio-Economic Indexes for Areas (SEIFA) score, and a lower proportion of vulnerable households, pensioners and people requiring additional assistance compared to Greater Sydney. Ku-ring-gai also has a low number of existing ratepayer hardship cases.

Considered alongside other indicators, the analysis finds that there is an overall capacity to pay the proposed increase, among both residential and business ratepayers, subject to careful consideration and processing of hardship applications.

For further details see the Analysis of Capacity to Pay Report at www.krg.nsw.gov.au

Cost containment and efficiency

Council historically operates as a lean and efficient organisation, consistently outperforming most metropolitan councils in key financial metrics:

- Operating expenditure per capita was 16% lower than the Sydney average in 2023/24
- Operating expenditure per kilometre of road was 32% below the metropolitan average in 2023/24
- Second highest ratio of residents serviced per staff member in Sydney (309 residents per full-time equivalent staff)

Council has a Service Improvement Review Program in place to systematically review its functions and services. Recent reviews and benchmarking completed in communications and engagement, sportsfields maintenance and development application assessment confirm that Council is operating efficiently. Recommendations arising from each of these reviews are being implemented, and progress and the outcomes will be published in Council's Annual Reports.

For further information, see Council's Long Term Financial Plan at www.krg.nsw.gov.au. Further containment and efficiency initiatives will be considered by Council in December.

Hardship and concessions

Council is committed to ensuring the rate increase does not create undue financial hardship.

Council's current Policy 'Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery Policy' documents provisions for assistance in paying rates, charges and sundry debts and entitlement to pensioner concessions.

Council provides financial relief to eligible pensioners, including the statutory $250 annual concession and a voluntary concession of 8.5% of total rates and charges.

Council will ensure the existing policy which provides flexible payment arrangements for ratepayers is carefully implemented and remains easily accessible.

For further information, see Council's Long Term Financial Plan at www.krg.nsw.gov.au.

Next steps

Following the public exhibition of the revised Delivery Program and Operational Plan, Long Term Financial Plan and Asset Management Strategy, a report will be prepared for the December 2025 Ordinary Meeting of Council.

At its December 2025 meeting, it is expected that Council will consider community feedback on these plans and decide whether to proceed with a Special Rate Variation application to the Independent Pricing and Regulatory Tribunal (IPART).

If Council did decide to lodge an application, IPART would exhibit and take public submissions on this application in the first half of 2026.

If IPART approves the application, the rate increase would take effect from July 2026.

Housing

The NSW Government's Transport Oriented Development (TOD) and Low and Mid-Rise Housing policies are part of a package of reforms to deliver 377,000 new homes by 2029 under the National Housing Accord. These reforms will introduce significant changes to new housing development in Ku-ring-gai, presenting both challenges and opportunities that require careful long-term planning.

The TOD mandates increased housing density within 400m of Roseville, Lindfield, Killara and Gordon stations and came into effect in 2024. In November and December 2024, the Council publicly exhibited four alternative options to the NSW Government's TOD policy, which sought to limit the impact of new housing targets by increasing height in the four railway station precincts of Gordon, Roseville, Killara and Lindfield.

The Council's preferred TOD scenario provides for heights of up to 28 stories in optimal locations, protection for some Heritage Conservation Areas (HCAs), minimises impacts on environmental areas and tree canopy and provides for smooth building height transitions.

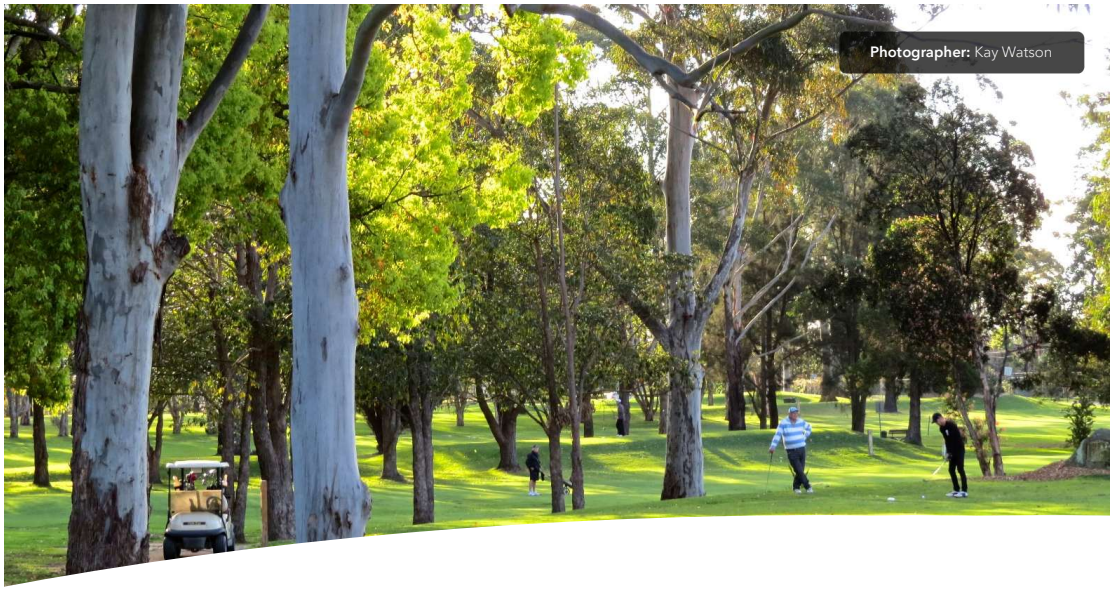
The NSW Government's Low and Mid-Rise Housing Policy will expand housing options across Ku-ring-gai. Broadly speaking, it permits:

- terraces, townhouses and manor houses within 800m of all train stations and the St Ives shopping centre
- residential flat buildings and shop-top housing within 400m of Roseville, Lindfield, Killara and Gordon stations, and
- dual occupancy housing across 50% of low-density residential land.

Population increases will put additional strain on existing infrastructure, including roads, public spaces and utilities. This will require increased investment in maintenance and upgrades and working with the NSW Government to ensure that growth is supported by increased capacity in local health, education and transport services.



Photographer: Wolter Peeters



At the same time, the government's policies will create new opportunities for Ku-ring-gai. Over the next ten years we will see a greater variety of housing options, including apartments and townhouses. Affordable housing options could provide greater opportunities for local nurses, teachers, emergency services and other essential workers to call Ku-ring-gai home.

Population growth will stimulate the local economy by attracting new businesses and greater demand for services and amenities. Increased development also brings increased investment and contributions from developers to support new and improved parks, facilities and critical infrastructure.

Council's strategy to address these issues and realise these benefits is outlined in this Delivery Program and Operational Plan. Key initiatives include:

- updating Local Environmental Plans (LEPs), planning controls, contributions plans and other strategies to guide development in line with community expectations and maintain Ku-ring-gai's character
- implementing strategic asset management and pursuing grant funding and partnerships to invest in growth-supporting infrastructure
- expanding parks and open spaces, including developing the former bowling club sites at Gordon and Lindfield, and looking for opportunities to upgrade sporting fields, recreational facilities and community buildings to maximise access and utilisation rates
- collaborating with the NSW Government to improve public transport, commuter parking and major arterial roads.

We recognise the importance of community engagement in shaping our response to these policy changes, and the extensive consultation on housing scenarios to date demonstrates our commitment to transparency and community input.

We will continue to provide clear and accessible information to the community about the strategies and plans, ensuring that our residents are informed and able to provide input into the decisions that affect them.

Introduction



Photographer: Alexander Mayes

Our community vision

Our Ku-ring-gai - **Growing together**

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

Our outcomes

- Our unique natural environment is protected and enhanced
- Sustainable urban growth and change
- Infrastructure and assets support community needs
- An inclusive, connected and safe community
- Leadership and service excellence



Photographer: Alexander Mayes

About Ku-ring-gai



Area

85.44 Km²

16 kms north of the Sydney CBD

17 suburbs
7 larger local centres
15 neighbourhood centres
1 business park

3 hospitals
8 railway stations

1 university
19 high schools
41 primary schools
79 preschools and children's care services
24 aged care homes

Heritage

Aboriginal heritage

101
recorded sites

European heritage

Significant built heritage primarily from the 1890s to the post-war periods.

Birthplace of the National Trust of Australia (NSW)

997
heritage items

46
heritage conservation areas

Residents

Population in 2024[1]

128,362

Median age[2]

42 years

Higher proportion of **children** and people **aged 60+** than Greater Sydney[2] 60+

Diversity[2]

Residents have recent ancestry from over

120 countries

71 Languages spoken

Volunteer participation

20,400[2]

volunteers undertake **357,000**[5] hours work a year

A highly educated community[2]

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

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

[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] Operations statistics, Ku-ring-gai Council, 2024 and 2025
[4] Ku-ring-gai Council Annual Report 2023 – 2024
[5] NSW State of Volunteering Report 2023

Features[3,4]

484 kms of road including 38 kms of regional roads

21 kms of arterial and state roads

400 kms of formed footpaths

30 kms of cycleways

294 kms of drainage

Adjoins **3 national parks**

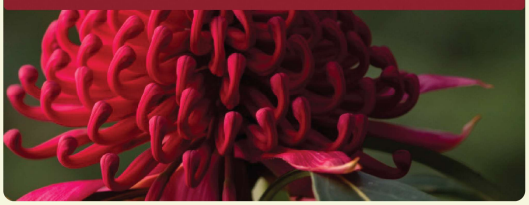
158 bushland reserves covering **1,160 hectares**

2 bio-banking sites covering **105 hectares**

1 tiny forest of **320 square metres**

171kms of waterways and creeks

3 major sub-catchments



Over 800 native plant species

18 threatened plant species

58kms of walking trails

40kms of fire trails

92kms of bushland interface

4 endangered and **2 critically endangered** ecological communities

562 native animal species

27 threatened animal species

207 parks, playgrounds and sports fields

1 aquatic centre

67 tennis courts

2 golf courses

2 mountain bike tracks

22 community centres

4 library branches attracting **419,606** visitors

Art centre with **1,837** enrolments and a public art program

a showground with **179,445** cars through the gate

a business engagement program with over **400** participants

2 youth hubs with **7,500** participants

A children's service for almost **900** children

Vacation care for **3,500** children

Senior's programs that attract over **3,000** people

An active recreation program with **1,000** participants

1 nursery with **16** volunteers

6 environmental volunteer groups with **700** active participants

The Wildflower Garden attracting **105,000** trail walkers across **123** hectares

Events and programs attracting **78,698** people

Your councillors

The Ku-ring-gai Council local government area is divided into five wards – St Ives, Wahroonga, Comenarra, Gordon and Roseville with each represented by two councillors. The Mayor and Deputy Mayor are elected by councillors. For more information about the Mayor and councillors, visit www.krg.nsw.gov.au

St Ives Ward



Mayor Christine Kay
M: 0436 635 454
E: ckay@krg.nsw.gov.au



Deputy Mayor Martin Smith
M: 0436 663 376
E: martinsmith@krg.nsw.gov.au

Wahroonga Ward



Councillor Kim Wheatley
M: 0459 933 639
E: kwheatley@krg.nsw.gov.au



Councillor Cedric Spencer
M: 0436 661 911
E: cspencer@krg.nsw.gov.au

Comenarra Ward



Councillor Matthew Devlin
M: 0402 998 290
E: mdevlin@krg.nsw.gov.au



Councillor Jeff Pettett
M: 0478 489 430
E: jpettett@krg.nsw.gov.au

Gordon Ward



Councillor Indu Balachandran
M: 0457 411 083
E: ibalachandran@krg.nsw.gov.au



Councillor Barbara Ward
M: 0447 081 824
E: bward@krg.nsw.gov.au

Roseville Ward



Councillor Sam Ngai
M: 0436 655 543
E: sngai@krg.nsw.gov.au



Councillor Alec Taylor
M: 0459 907 375
E: ataylor@krg.nsw.gov.au

Our organisation

Council is dedicated to upholding its corporate values which demonstrate our commitment to a progressive, ethical and results driven leader in local government. The values help guide the delivery of strategic outcomes and drive our organisation to deliver efficient and effective services to the community.

Our values



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

Workforce

Council is committed to ensuring the organisation has the capacity and capability within our workforce to deliver the best possible services to the community and employs staff in a diverse range of service areas across the organisation.

432 Total number of employees[1]

47 years old Median age

Gender
47% female | 53% male

59% aged 45 years+ Age profile of employee

8.9 Average years of service per employee

82% Retention rate

Employment type
373 full-time | 59 part-time | 101 casual

Diversity in leadership roles
45% female | 55% male

289 Job types

Council employee snapshot as of 30 June 2024

[1] Full-time and part-time employees

Leadership

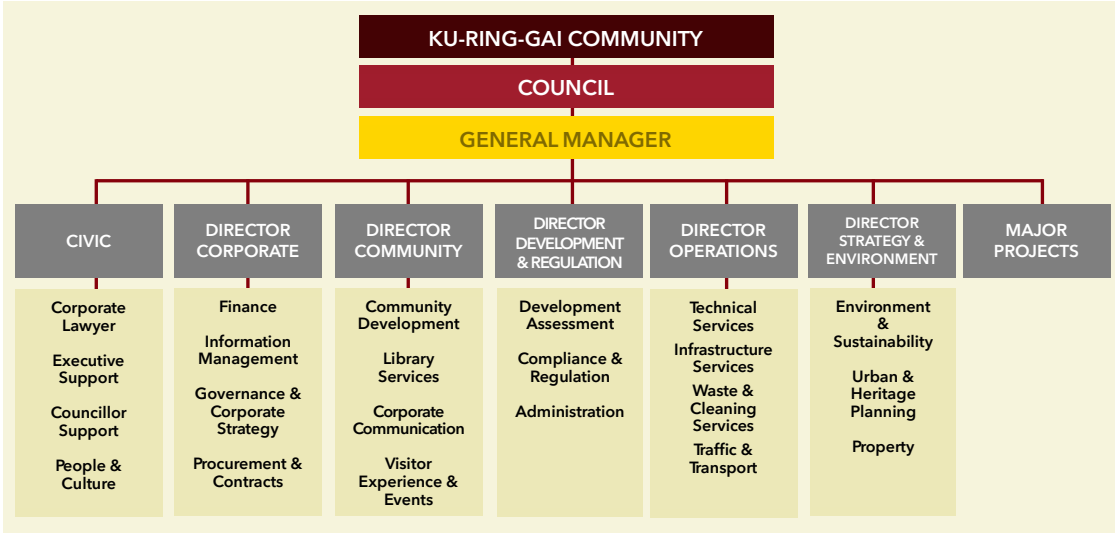
Ku-ring-gai Council is made up of six departments – civic management, corporate, community, development and regulation, operations and strategy and environment as shown in the organisational structure in Diagram 1.

Council's executive management team comprises of the General Manager and directors. The General Manager is responsible for the day-to-day management of the departments, overall operation of the organisation and for ensuring the implementation of decisions of Council. The directors assist the General Manager in the development of long-term strategic plans and their delivery, whilst ensuring the organisation is meeting its obligations.



Left to right: Director Operations, Director Corporate, Director Development & Regulation, Director Community, General Manager and Civic Management, Director Strategy & Environment

Diagram 1: Council's organisational structure



Service improvement program

Ku-ring-gai Council provides efficient, high-quality services to its community. Council's new Service Improvement Program (SIP) is designed to support the continuous evaluation, enhancement and cost-effectiveness of our service delivery.

The SIP directly aligns the *Local Government Act 1993* and the Integrated Planning and Reporting (IP&R) framework, which requires NSW councils to identify areas for review, engage with the community to define service level expectations and report on the progress of its reviews.

The SIP will provide a systematic and ongoing process to evaluate the quality, accessibility, efficiency and effectiveness of Council's services. Each review will draw on data analysis, customer feedback, benchmarking with other councils or organisations and process mapping to identify opportunities for improvement.

In 2024/25, Council undertook targeted reviews of the following services:

- communications and engagement
- open space (maintenance of sporting fields)
- development assessment
- compliance and regulation
- community development programs

The following services are planned for review in 2025/26:

- environment and sustainability programs
- stormwater management
- tree management
- libraries (through Local Government Professionals "Service Reviews in a Box" program).

Progress and outcomes of these reviews will be reported in biannual performance reports and the annual report.

Beyond these formal reviews, all service units are being actively encouraged to look for innovations and improvement initiatives such as process streamlining, waste reduction and improvements to customer experience. These proactive efforts complement the formal SIP and are part of Council's culture of service excellence.

Integrated planning and reporting framework

The NSW Government requires local councils to deliver their community vision and objectives through long, medium and short-term plans which promotes best practice strategic planning and ensures a more sustainable local government sector.

NSW legislation requires councils to prepare strategic planning documents in consultation with the community and stakeholders, and monitor, review and undertake statutory reporting on progress.

Diagram 2 illustrates the hierarchy of IP&R plans, reporting required within the Integrated Planning and Reporting (IP&R) framework and their relationship to state and regional planning.

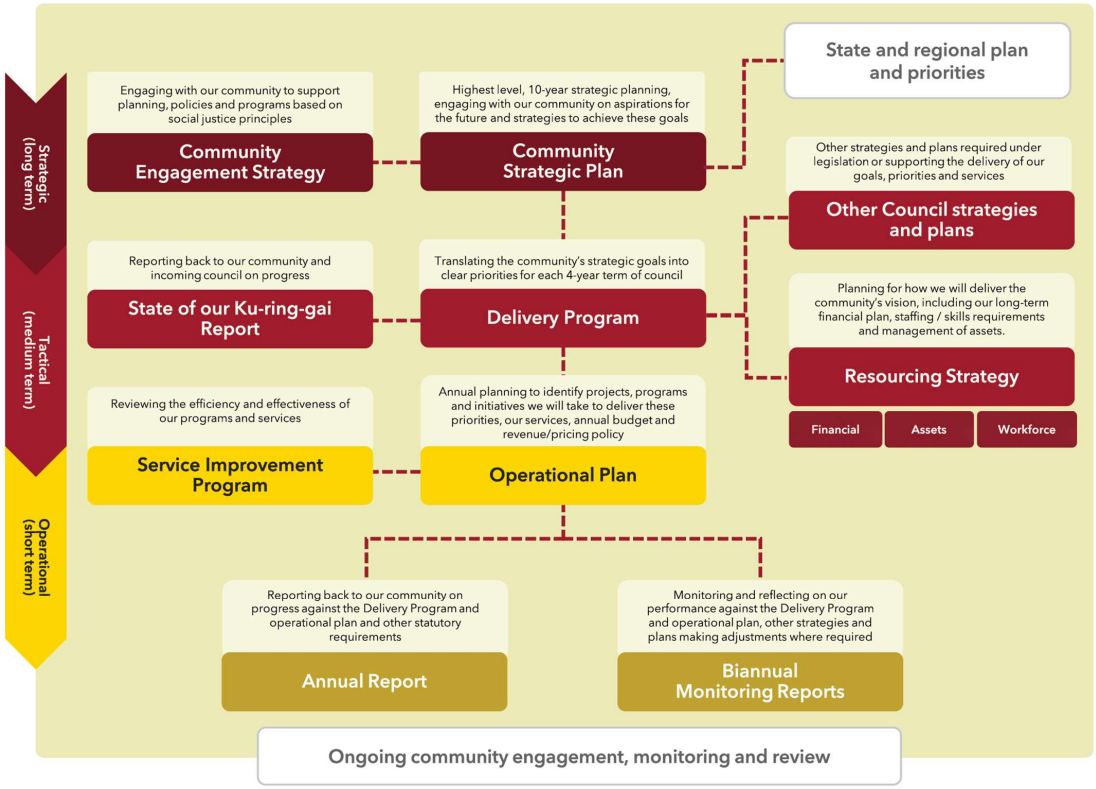


Diagram 2: Integrated planning and reporting framework

Delivering the plans

The Integrated Planning and Reporting Framework requires Council to regularly report on its progress towards achieving the strategies stated in the Community Strategic Plan (diagram 3).

Community Strategic Plan 2035 (Minimum ten years)

Ku-ring-gai's Community Strategic Plan 2035 - Our Ku-ring-gai: Growing together was prepared in consultation with the community and provides Council with the strategic direction needed to align its services, policies and programs with community needs and priorities, as well as state and regional planning priorities.

Resourcing Strategy 2025-2035 (ten years)

The Resourcing Strategy supports the priorities identified in the Delivery Program through financial, asset and workforce planning to deliver the 10-year strategic objectives in the Community Strategic Plan. The three components of the Strategy are the Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy.

Delivery Program 2025-2029 (four years)

The Delivery Program contains term achievements which are Council's commitments during its term of office. They identify how Council will work towards achieving the community's vision, strategies and priorities over the four years as identified in the Community Strategic Plan.

Operational Plan 2025-2026 (one year)

The Operational Plan is developed annually and details the services, key actions, projects and programs that Council will deliver for its community during the financial year. It also incorporates Council's Budget, Statement of Revenue Policy, Capital Works Program and Operating Projects, funding allocations from the Infrastructure Special Rate Variation, Road Rehabilitation Program and New Footpath Program. The Fees and Charges for the financial year are presented separately.



Diagram 3: Implementation of the Community Strategic Plan, Resourcing Strategy and Delivery Program and Operational Plan

Performance monitoring and progress reporting

Council is required to regularly report on its progress towards achieving the community's vision, objectives and strategies as well as term achievements and activities set by Council during its term.

Council's responsibilities under the Integrated Planning and Reporting framework for performance monitoring, reviewing and reporting on plans to the Ku-ring-gai community are summarised below.

Community Strategic Plan

The State of our Ku-ring-gai Report details progress made during the previous term of Council in progressing strategies in the Community Strategic Plan. It emphasises Council's delivery against its social, environmental, economic and civic leadership goals and highlights key challenges and opportunities for Council and the community moving forward. It is prepared in line with the local government election cycle and endorsed by the incoming Council.

Delivery Program and Operational Plan

Progress of the Delivery Program and Operational Plan is monitored quarterly by the General Manager and directors. Biannual progress reports are presented to Council on one-year actions and four-year term achievements, representing capital/operational projects, programs and service delivery. Progress against delivery timeframes or milestones can be flagged as on-track, off-track or completed.

Performance Indicators

To complement this progress reporting, the plans also include a series of performance indicators that provide further insights into how outcomes are being delivered to the community. A comparison of results over time enables trends to be identified in progressing the Delivery Program and Community Strategic Plan.

Finance

Financial reports provide the results of quarterly budget reviews, and proposed adjustments based on actual financial performance. These reports are presented to Council for approval. End of year audited Financial Statements are also prepared for inclusion in the Annual Report to the community.

Annual Report

An Annual Report is prepared for the community and presented to Council for endorsement within five months of the end of the financial year. Following this, it is published on Council's website with notification sent to the Minister for Local Government. It includes Council's audited financial statements, required statutory reporting and a summary of achievements and challenges during the financial year.

The Plan


Ku-ring-gai
SUSTAINABLE
FUTURES DAY
netzero.krg.nsw.gov.au
#NetZeroKuringgai
Photographer: S. Eriksen

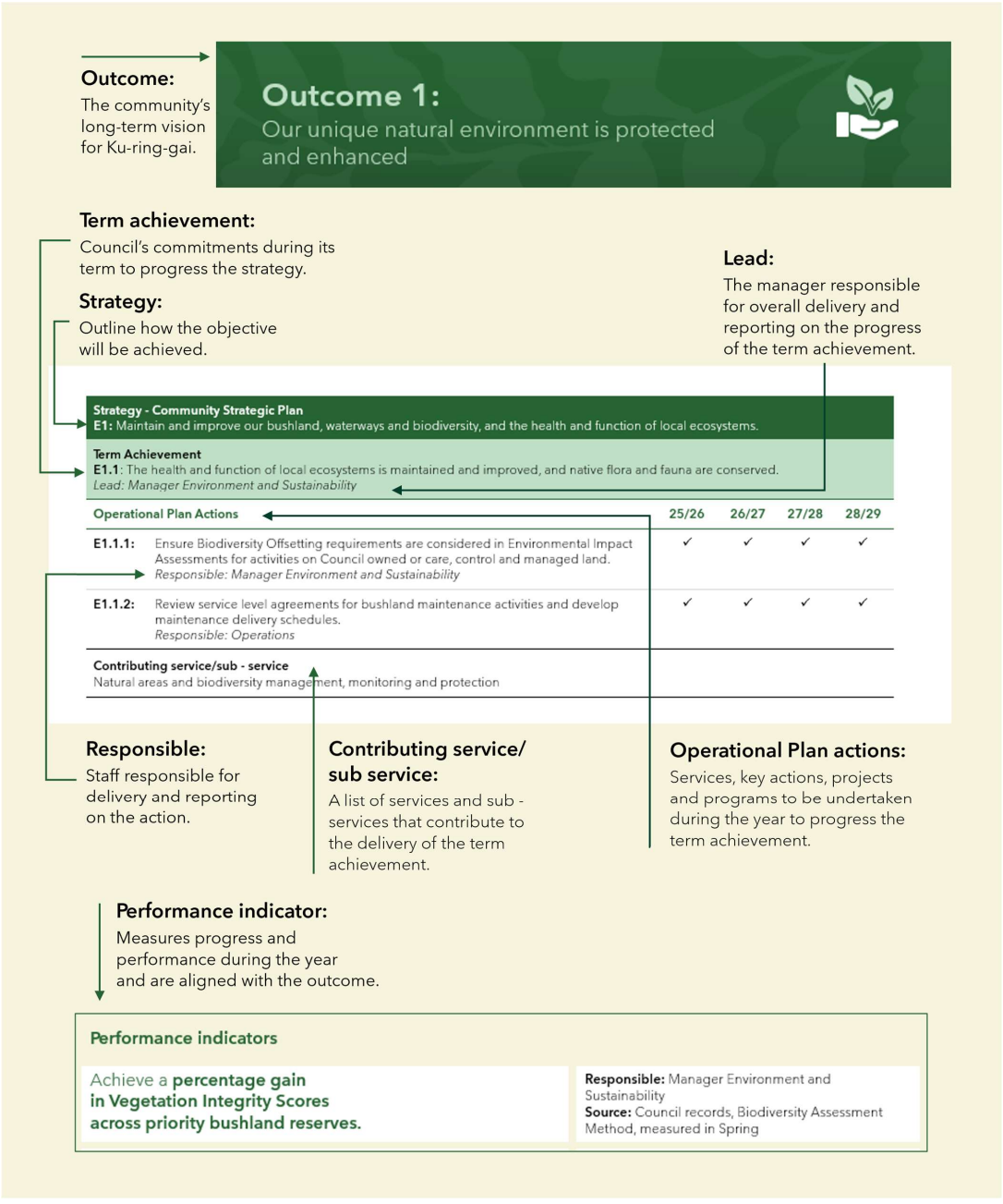
How to read the plan

Council's Delivery Program and Operational Plan is presented under five outcomes as outlined in the Community Strategic Plan. These are:

Outcome 1: Our unique natural environment is protected and enhanced	**Objective** Ku-ring-gai's bushland, waterways and biodiversity is being protected and a healthy tree canopy enhances our suburban landscape. Ku-ring-gai is a leader in sustainable resource management and environmental stewardship and is on track to achieve net-zero emissions.
Outcome 2: Sustainable urban growth and change	**Objective** Ku-ring-gai is a thriving community of safe and well-planned neighbourhoods. We are continuing to deliver diverse housing options, while balancing suburban growth with the preservation of our unique character, open spaces and heritage. We have a strong local economy with thriving businesses, and revitalised centres providing convenient access to shops, services and community facilities.
Outcome 3: Infrastructure and assets support community needs	**Objective** All residents have access to modern and accessible sport, recreational and community facilities that support active lifestyles. The area is connected by a high-quality road and footpath network that supports active transport alternatives. Public transport connects our neighbourhoods and access to Greater Sydney.
Outcome 4: An inclusive, connected and safe community	**Objective** Ku-ring-gai will be a safe, inclusive and connected community where diversity is valued. We cherish our rich history while welcoming new residents to the area. Strong community networks combat social isolation and support services are available for people who need them.
Outcome 5: Leadership and service excellence	**Objective** Ku-ring-gai Council is a high-performing organisation and a strong civic leader. Council builds strategic partnerships with other councils, government agencies, not-for-profit and community groups. Council has a focus on innovation and customer service to deliver continuously improving services to the community.

The strategies, term achievements and operational plan actions that contribute to the delivery of each outcome are detailed in the plan structure below, along with how progress and performance will be measured.

How to read the plan



Outcome 1:

Our unique natural environment is protected and enhanced

Council provides the following key services under this outcome. These services and their sub-services contribute to the delivery of actions, projects and programs in Council's 2025-2026 Operational Plan and term achievements in Council's four-year Delivery Program.

Environment and sustainability - Includes natural areas and biodiversity monitoring and protection, catchment and water management, climate change adaptation (emergency preparedness and resilience), climate change mitigation (transition to net zero emissions), community and corporate sustainability, community engagement and education, environmental volunteering programs, environmental assessment and approvals.

Waste and recycling - Includes domestic and commercial waste and recycling services including collections, disposal and community engagement, waste education programs.

Strategy - Community Strategic Plan
E1: Maintain and improve our bushland, waterways and biodiversity, and the health and function of local ecosystems.

Term Achievement
E1.1: The health and function of local ecosystems is maintained and improved and native flora and fauna are conserved.
Lead: Manager Environment and Sustainability

Operational Plan Actions		25/26	26/27	27/28	28/29
E1.1.1:	Ensure Biodiversity Offsetting requirements are considered in Environmental Impact Assessments for activities on Council owned or care, control and managed land. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
E1.1.2:	Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules. *Responsible: Manager Infrastructure Services*	✓	✓	✓	✓
E1.1.3:	Review site management plans for priority bushland reserves. *Responsible: Manager Infrastructure Services*	✓	✓	✓	✓
E1.1.4:	Implement the Biodiversity Policy and priority actions including the biodiversity monitoring program. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
E1.1.5:	Implement the Fauna Management Policy and priority actions including the fauna monitoring program. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
E1.1.6:	Implement the Natural Areas Plan of Management. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓

Contributing service/sub - service
Natural areas and biodiversity management, monitoring and protection

Outcome 1:

Our unique natural environment is protected and enhanced (continued)

Strategy - Community Strategic Plan (continued)
E1: Maintain and improve our bushland, waterways and biodiversity, and the health and function of local ecosystems.

Term Achievement
E1.2: The condition and quality of natural waterways and riparian areas have improved.
Lead: Manager Environment and Sustainability

Operational Plan Actions		25/26	26/27	27/28	28/29
E1.2.1:	Maintain cleaning of water sensitive urban design (WSUD) devices in accordance with asset management plan service levels. *Responsible: Manager Infrastructure Services*	✓	✓	✓	✓
E1.2.2:	Investigate opportunities for swimming in natural places in Ku-ring-gai in line with Sydney Water's Urban Plunge initiative. *Responsible: Manager Environment and Sustainability*	✓			
E1.2.3:	Implement priority actions from the Water Sensitive City Strategy. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓

Contributing service/sub - service
Catchment and water management and monitoring

Strategy - Community Strategic Plan
E2: Support the community to transition to net zero emissions.

Term Achievement
E2.1: Our community is effectively informed and engaged in activities that are reducing Ku-ring-gai's emissions towards Net Zero.
Lead: Manager Environment and Sustainability

Operational Plan Actions		25/26	26/27	27/28	28/29
E2.1.1:	Support the community in reaching net zero emissions by 2040 or earlier. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
E2.1.2:	Identify opportunities to support the uptake of low and zero emission vehicles within the community. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓

Contributing service/sub – service
Climate change mitigation

Strategy - Community Strategic Plan
E3: Improve community resilience to the impacts of climate change and extreme weather events.

Term Achievement
E3.1: Our community is aware of and recognises resilience as a shared responsibility.
Lead: Manager Environment and Sustainability

Operational Plan Actions		25/26	26/27	27/28	28/29
E3.1.1:	Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓

Contributing service/sub – service
Climate change adaptation

Outcome 1:

Our unique natural environment is protected and enhanced (continued)

Strategy - Community Strategic Plan **E4:** Support the community to reduce its consumption of resources and engage in the circular economy.					
Term Achievement **E4.1:** The community is effectively engaged in improved waste reduction, reuse and recycling. *Lead: Manager Waste*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
E4.1.1:	Deliver effective and efficient waste management services. *Responsible: Manager Waste Services*	✓	✓	✓	✓
E4.1.2:	Investigate options for the introduction of Food Organics and Garden Organics (FOGO). *Responsible: Manager Waste Services*	✓	✓		
E4.1.3:	Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract. *Responsible: Manager Waste Services*	✓	✓	✓	✓
E4.1.4:	Implement Agreed Regional Waste Plan Actions. *Responsible: Manager Waste Services*	✓	✓	✓	✓
E4.1.5:	Deliver community waste education programs. *Responsible: Manager Waste Services*	✓	✓	✓	✓
Contributing service/sub – service Waste and recycling					
Term Achievement **E4.2:** The community is effectively engaged in energy and water conservation and efficiency programs. *Lead: Manager Environment and Sustainability*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
E4.2.1:	Implement programs to assist the community to reduce energy and water use. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
Contributing service/sub – service Climate change mitigation					

Strategy - Community Strategic Plan **E5:** Foster a culture of environmental stewardship across the community through education, engagement and partnerships.					
Term Achievement **E5.1:** The community has an enhanced appreciation of local environmental issues and impacts and are provided opportunities to engage with environmental stewardship programs. *Lead: Manager Environment and Sustainability*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
E5.1.1:	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
E5.1.2:	Deliver the Cultural and Environmental Education Centre at St Ives Showgrounds. *Responsible: Manager Project Services*	✓	✓		
E5.1.3:	Deliver environmental resources and programs for residents. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
E5.1.4:	Deliver environmental resources and programs for businesses. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
Contributing service/sub – service Community engagement and education					
Term Achievement **E5.2:** Partnerships are established with educational institutions, businesses, government agencies and community groups. *Lead: Manager Environment and Sustainability*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
E5.2.1:	Proactively pursue partnerships with highly regarded institutions or government agencies on environmental matters that will be of benefit to Ku-ring-gai. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
Contributing service/sub – service Community engagement and education					

Outcome 1:

Our unique natural environment is protected and enhanced (continued)

How we will measure our performance

In addition to reporting progress on the delivery of Operational Plan actions, the following performance indicators will be used to assess Council's progress toward achieving **Outcome 1**.

Performance indicators	
Achieve a **percentage gain in Vegetation Integrity Scores across priority bushland reserves.**	**Responsible:** Manager Environment and Sustainability **Source:** Council records, Biodiversity Assessment Method, measured in Spring
Maintain the **overall health grade of waterway sites at an average of B or better.**	**Responsible:** Manager Environment and Sustainability **Source:** Council's Water Quality Report Card. (Measured at sample sites in Spring and based on physical and chemical condition, bacterial contamination and the presence of water bugs)
Increase the total kilowatt hours provided through Council's public electric vehicle chargers.	**Responsible:** Manager Environment and Sustainability **Source:** Council records
Increase the number of residents actively involved in **Council's Climate Wise Communities program above 500 each year.**	**Responsible:** Manager Environment and Sustainability **Source:** Council records
Decrease the kilograms of **waste generated per resident to below 164kg per year.**	**Responsible:** Manager Waste Services **Source:** Council records
Maintain expenditure from Council's community rebate program for smart energy and water saving **initiatives at 100% each year.**	**Responsible:** Manager Environment and Sustainability **Source:** Council records
Monitor the number of approvals and partnerships for environmental research projects with Council.	**Responsible:** Manager Environment and Sustainability **Source:** Council records (includes MOUs, research approvals and collaborations)
Increase the number of residents involved in Council's community environmental programs and events to **above 7,500 each year.**	**Responsible:** Manager Environment and Sustainability **Source:** Council records
Monitor the **number of hectares of bushland under regeneration.**	**Responsible:** Manager Environment and Sustainability **Source:** Council records

Outcome 2:
Sustainable urban growth and change

Council provides the following key services under this outcome. These services and their sub-services contribute to the delivery of actions, projects and programs in Council's 2025-2026 Operational Plan and term achievements in Council's four-year Delivery Program.

Heritage and Urban Planning - Strategic land use planning, zoning and management, heritage planning, development contributions planning and management, strategic and integrated transport planning, public domain planning, open space planning, master planning and consultation, special projects, community engagement and consultation.

Development Assessment - Assessment and management of development and related applications, specialist landscape, heritage and ecological advice, engineering and traffic advice, Land & Environment Court representation, coordination and support to the Ku-ring-gai Local Planning Panel and Sydney North Planning Panel.

Strategy - Community Strategic Plan
U1: Facilitate a diverse mix of housing options to accommodate the needs of a growing and changing population, including increased density in appropriate locations.

Term Achievement
U1.1: Planning for housing is responsive and addresses the supply, choice, adaptability and affordability needs of the community and the changing population.
Lead: Manager Urban and Heritage Planning

Operational Plan Actions		25/26	26/27	27/28	28/29
U1.1.1:	Monitor and process proponent led and Council's planning proposals for additional housing. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
U1.1.2:	Implement the Affordable Housing Policy and Affordable Housing Contributions Plan consistent with the Local Strategic Planning Statement (LSPS). *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓

Contributing service/sub – service
Strategic land use planning

Term Achievement
U1.2: Expanded community engagement in shaping the future of the Ku-ring-gai area provides enhanced opportunities to provide input on strategic planning policy decisions.
Lead: Manager Urban and Heritage Planning

Operational Plan Actions		25/26	26/27	27/28	28/29
U1.2.1:	Undertake engagement activities for identified strategic land use plans and policies consistent with Council's Community Engagement Strategy. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓

Contributing service/sub – service
Community engagement and consultation

Outcome 2:
Sustainable urban growth and change (continued)

Strategy - Community Strategic Plan **U2:** Ensure land use strategies, plans and processes are in place to protect existing character and effectively manage growth and change.					
Term Achievement **U2.1:** Community confidence has continued in our assessment and regulatory processes. *Lead: Manager Development Assessment Services*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
U2.1.1:	Development is assessed against all relevant federal, state and local planning policies and their objectives to ensure consistent quality urban design outcomes for the natural and built environment, that ecologically sensitive areas are protected and enhanced and the natural and built heritage of Ku-ring-gai is conserved and enhanced. *Responsible: Manager Development Assessment Services*	✓	✓	✓	✓
U2.1.2:	Review and improve development assessment processes to increase efficiency, improve decision times and deliver outcomes consistent with Council's policies. *Responsible: Manager Development Assessment Services*	✓	✓	✓	✓
U2.1.3:	Facilitate community participation through Council's Community Participation Plan and the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice. *Responsible: Manager Development Assessment Services*	✓	✓	✓	✓
U2.1.4:	Provide regulatory compliance services consistent with state and local controls including community education and engagement in local policy reviews. *Responsible: Manager Regulation and Compliance*	✓	✓	✓	✓
U2.1.5:	Review Council's Compliance Policy and Local Approvals Policy. *Responsible: Manager Regulation and Compliance*	✓	✓		
U2.1.6:	Review and monitor Council's design quality and building sustainability standards. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
Contributing service/sub – service Assessment and management of development and related applications					
Term Achievement **U2.2:** Ku-ring-gai's visual and landscape character is preserved and enhanced. *Lead: Manager Environment and Sustainability*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
U2.2.1:	Administer and implement Council's tree preservation policies and procedures. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
U2.2.2:	Maintain a register of properties under order to restore tree canopy and report quarterly on compliance progress. *Responsible: Manager Regulation and Compliance*	✓	✓	✓	✓
U2.2.3:	Continue implementation of tree replacement orders and investigation of illegal tree works. *Responsible: Manager Regulation and Compliance*	✓	✓	✓	✓
U2.2.4:	Oversee implementation of the Urban Forest Strategy. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
U2.2.5:	Progress the urban forest replenishment program for Ku-ring-gai. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
U2.2.6:	Undertake priority monitoring from the Urban Forest Strategy. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
U2.2.7:	Develop and implement a volunteer based Treecare program to assist in the protection, enhancement and monitoring of selected indigenous canopy trees in key locations. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
U2.2.8:	Deliver programs to reduce litter and graffiti and provide street cleaning operations to improve drainage and the appearance of Ku-ring-gai. *Responsible: Manager Infrastructure Services*	✓	✓	✓	✓
Contributing service/sub – service Tree management, street and public space cleaning, graffiti removal, biodiversity monitoring and protection					

Outcome 2:
Sustainable urban growth and change (continued)

Strategy - Community Strategic Plan (continued)
U2: Ensure land use strategies, plans and processes are in place to protect existing character and effectively manage growth and change.

Term Achievement
U2.3: Strategies, plans and processes are prepared, implemented and reviewed to effectively manage the impact of new development.
Lead: Manager Urban and Heritage Planning

Operational Plan Actions		25/26	26/27	27/28	28/29
U2.3.1:	Continue to review the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
U2.3.2:	Investigate the inclusion of Local Character Controls within the Ku-ring-gai Development Control Plan. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
U2.3.3:	Commence review of the implementation of the Local Strategic Planning Statement (LSPS). *Responsible: Manager Urban and Heritage Planning*	✓	✓		
U2.3.4:	Commence review of the Cultural Facilities Strategy and Community Facilities Strategy. *Responsible: Manager Urban and Heritage Planning*	✓	✓		
U2.3.5:	Prepare a new Employment Lands Strategy in accordance with Department of Planning, Housing and Infrastructure guidelines. *Responsible: Manager Urban and Heritage Planning*	✓	✓		

Contributing service/sub – service
Strategic land use planning, land zoning (retail, commercial residential, infrastructure, open space)

Strategy - Community Strategic Plan
U3: Facilitate the transformation of local centres as vibrant residential, business and community hubs through partnerships and appropriate mixed-use development.

Term Achievement
U3.1: Plans to revitalise local centres are progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.
Lead: Manager Urban and Heritage Planning

Operational Plan Actions		25/26	26/27	27/28	28/29
U3.1.1:	Integrate all transport modes for the primary local centres through the traffic and transport studies in collaboration with Transport for NSW. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
U3.1.2:	Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the streetscape projects. *Responsible: Manager Project Services*	✓	✓	✓	✓
U3.1.3:	Complete detail design plans for priority streetscapes in Pymble, Roseville, St Ives and Turramurra. *Responsible: Manager Project Services*	✓	✓		
U3.1.4:	Commence stage 3 construction of streetscape improvement works incorporating Heritage Park and Werona Avenue, Gordon. *Responsible: Manager Project Services*	✓	✓		
U3.1.5:	Progress delivery of Lindfield Avenue and Tryon Road streetscape upgrade. *Responsible: Manager Project Services*	✓	✓	✓	
U3.1.6:	Progress delivery of works for Fitzsimons Lane/Merriwa Street (east)/Pacific Highway (north), Gordon. *Responsible: Manager Project Services*	✓	✓		
U3.1.7:	Review the feasibility of the Lindfield Village Hub and if viable, progress towards securing a development partner. *Responsible: Group Lead Major Projects*	✓	✓		
U3.1.8:	Progress the staged delivery of the Turramurra Community Hub. *Responsible: Group Lead Major Projects*	✓	✓	✓	✓
U3.1.9:	Examine options for progressing development of the Gordon Community Hub. *Responsible: Group Lead Major Projects*	✓	✓		
U3.1.10:	Oversee and monitor the implementation of the Ku-ring-gai Public Domain Plan. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓

Outcome 2:
Sustainable urban growth and change (continued)

Strategy - Community Strategic Plan (continued) **U3:** Facilitate the transformation of local centres as vibrant residential, business and community hubs through partnerships and appropriate mixed-use development.					
U3.1.11:	Oversee and monitor the implementation of Council's Open Space Acquisitions Program. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
Contributing services/sub – services Urban planning • Integrated transport planning • Public domain planning					
Term Achievement **U3.2:** Appropriate place making programs are implemented to suit the needs and character of centres and locations. *Lead: Manager Project Services*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
U3.2.1:	Progress delivery of Bedes Forest upgrade. *Responsible: Manager Project Services*	✓	✓		
U3.2.2:	Develop concept plans and deliver improvements to selected neighbourhood centres that achieve place making objectives, informed by community engagement. *Responsible: Manager Project Services*	✓	✓	✓	✓
Contributing service/sub – service Project delivery - design and construction					

Strategy - Community Strategic Plan **U4:** Protect Ku-ring-gai's heritage and character through appropriate planning controls.					
Term Achievement **U4.1:** Strategies, plans and processes are in place to effectively protect, preserve and manage Ku-ring-gai's heritage assets. *Lead: Manager Urban and Heritage Planning*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
U4.1.1:	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
U4.1.2:	Promote local heritage in consultation with key stakeholders. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
U4.1.3:	Cultural and heritage assets in open space areas are protected, preserved, restored and maintained. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
U4.1.4:	Implement, monitor and review Ku-ring-gai's heritage planning controls and Heritage Strategy. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
Contributing service/sub – service Heritage planning					

Strategy - Community Strategic Plan **U5:** Work with partners to support local businesses and strengthen Ku-ring-gai's local economic base.					
Term Achievement **U5.1:** Strategies and plans are in place that support business growth, including a night-time economy. *Lead: Manager Corporate Communications*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
U5.1.1:	Investigate opportunities for developing Ku-ring-gai's night-time economy. *Responsible: Manager Corporate Communications*	✓	✓		
Contributing service/sub – service Business engagement and support					

Outcome 2:
Sustainable urban growth and change (continued)

Strategy - Community Strategic Plan (continued)
U5: Work with partners to support local businesses and strengthen Ku-ring-gai's local economic base.

Term Achievement
U5.2: Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen Ku-ring-gai's local economy.
Lead: Manager Corporate Communications

Operational Plan Actions		25/26	26/27	27/28	28/29
U5.2.1:	Continue to engage and collaborate with the local business community on local centre upgrades, economic development priorities, actions and relevant issues. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
U5.2.2:	Collaborate with Chamber of Commerce, other local councils, NSW State Government and other stakeholders to identify and implement initiatives to support local businesses. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
U5.2.3:	Continue Council's comprehensive business engagement events program offering a range of in person and online events. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓

Contributing service/sub – service
Business engagement and support

Term Achievement
U5.3: Destination business has been strengthened and expanded through attractions and events that draw local and regional visitors.
Lead: Manager Visitor Experience and Events

Operational Plan Actions		25/26	26/27	27/28	28/29
U5.3.1:	Promote destination-related facilities and events using Council channels including social media. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
U5.3.2:	Consult, review and update the Destination Management Plan. *Responsible: Manager Visitor Experience and Events*	✓	✓	✓	✓
U5.3.3:	Implement an annual program of destination festivals and events, including key destination partners in events programs. *Responsible: Manager Visitor Experience and Events*	✓	✓	✓	✓
U5.3.4:	Continue to develop and promote the Ku-ring-gai Wildflower Garden and St Ives Showground as multi-purpose venues to host community and commercial usage. *Responsible: Manager Visitor Experience and Events*	✓	✓	✓	✓

Contributing service/sub – service
Destination attractions and events management including Ku-ring-gai Wildflower Garden and St Ives Showground

Outcome 2:
Sustainable urban growth and change (continued)

How we will measure our performance

In addition to reporting progress on the delivery of Operational Plan actions, the following performance indicators will be used to assess Council's progress toward achieving **Outcome 2**.

Performance indicators	
Monitor the number of **community engagements facilitated by Council that relate to strategic policy decisions.**	**Responsible:** Manager Urban and Heritage Planning **Source:** Council records
Reduce the **average determination times for development applications to 105 days or less.**	**Responsible:** Manager Development Assessment Services **Source:** NSW Department of Planning, Housing and Infrastructure, Development Application Lodgement Performance
Maintain the proportion of **tree health inspections required annually for replacement tree orders at or above 95%.**	**Responsible:** Manager Regulation and Compliance **Source:** Council records
Maintain expenditure from **Council's Heritage Home Grant contributions at or above 80% each year.**	**Responsible:** Manager Urban and Heritage Planning **Source:** Council records
Maintain the number of **participants involved in Council's business engagement activities facilitated by Council at or above 400 each year.**	**Responsible:** Manager Corporate Communications **Source:** Council records
Increase the number of **cars visiting St Ives Showground and Ku-ring-gai Wildflower Garden to above 104,000 each year.**	**Responsible:** Manager Visitor Experience and Events **Source:** Council records
Maintain the percentage of **tree management requests actioned within agreed service delivery standards at or above 80%.**	**Responsible:** Manager Assets and Technical Services **Source:** Council records

Outcome 3:

Infrastructure and assets support community needs

Council provides the following key services under this outcome. These services and their sub-services contribute to the delivery of actions, projects and programs in Council's 2025-2026 Operational Plan and term achievements in Council's four-year Delivery Program.

Asset management – Establish, review and implement asset management plans for all Council assets in line with Council's Long Term Financial Plan and Asset Management Strategy.

Project delivery - design and construct - Deliver projects in accordance with Council's programs for capital works and community engagement.

Infrastructure services - Maintenance of roads infrastructure, footpaths, drainage, buildings, parks, open spaces, sportsfields, golf courses, playgrounds, bushland, trees, public place cleansing, litter and fleet. Emergency management including planning and hazard reduction.

Traffic and transport including road safety - Traffic management, transport planning, parking management, traffic investigations and compliance, stakeholder engagement, secure state and federal funding for infrastructure upgrades and implement road safety programs.

Strategy - Community Strategic Plan
A1: Strategically plan, manage and fund public infrastructure and assets to meet the needs of the community, defined levels of service and intergenerational equity.

Term Achievement
A1.1: Plans are in place to effectively fund public infrastructure and assets to meet the needs of a growing and changing population.
Lead: Manager Urban and Heritage Planning

Operational Plan Actions		25/26	26/27	27/28	28/29
A1.1.1:	Continue to progress the review of the s7.11 Contributions Plan. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A1.1.2:	Oversee the implementation of the s7.12 Contributions Plan. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A1.1.3:	Oversee the drafting and implementation of a s7.32 Affordable Housing Contributions Scheme. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓

Contributing service/sub – service
Development contributions planning and management

Term Achievement
A1.2: Assets are managed in accordance with asset management plans and agreed service standards.
Lead: Manager Assets and Technical Services

Operational Plan Actions		25/26	26/27	27/28	28/29
A1.2.1:	Programs to upgrade, renew and maintain infrastructure and assets are developed in accordance with adopted Asset Management Plan, including capital works programs. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
A1.2.2:	Asset Management Plans are reviewed to align with the Resourcing Strategy. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
A1.2.3:	Plan, design and deliver projects and assets in line with Council's Project Management Framework to ensure best practice in project delivery. *Responsible: Manager Project Services*	✓	✓	✓	✓
A1.2.4:	Deliver adopted Road and Carparks Capital Works Programs on time and within budget. *Responsible: Manager Project Services*	✓	✓	✓	✓
A1.2.5:	Deliver adopted Stormwater Drainage Capital Works Programs on time and within budget. *Responsible: Manager Project Services*	✓	✓	✓	✓

Outcome 3:

Infrastructure and assets support community needs (continued)

Strategy - Community Strategic Plan (continued) **A1:** Strategically plan, manage and fund public infrastructure and assets to meet the needs of the community, defined levels of service and intergenerational equity.					
A1.2.6:	Deliver adopted stormwater relining program to increase the useful life of pipes and reduce future maintenance costs. *Responsible: Manager Project Services*	✓	✓	✓	✓
Contributing service/sub – service Asset management					
Term Achievement **A1.3**: The community is engaged on infrastructure priorities and the design and upgrade of new facilities with regular updates on project progress. *Lead: Manager Project Services*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
A1.3.1:	Undertake engagement activities for identified projects consistent with Council's Community Engagement Strategy and provide regular updates on progress. *Responsible: Manager Project Services*	✓	✓	✓	✓
Contributing service/sub – service Community engagement and consultation					

Strategy - Community Strategic Plan **A2:** Provide, upgrade and maintain open space, recreation and sporting facilities to meet the needs of current and future user groups and a growing population.					
Term Achievement **A2.1:** A program is implemented to provide, improve and maintain open space, recreation and sporting facilities including multi-use facilities. *Lead: Manager Project Services*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
A2.1.1:	Deliver Council's adopted Open Space Capital Works Program on time and within budget. *Responsible:* Manager Project Services	✓			
A2.1.2:	Maintain existing recreation and sporting facilities in accordance with the Asset Management Plan. *Responsible:* Manager Infrastructure Services	✓	✓	✓	✓
A2.1.3:	Actively engage with sporting organisations and clubs, user groups and residents during the preparation of plans, policies and strategies for sport and recreation. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A2.1.4:	Progressively review Plans of Management for Community land in consultation with Crown Lands. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A2.1.5:	Implement priority actions from the Recreation in Natural Areas Strategy. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
A2.1.6:	Progress preparation of recreation and open space strategies, plans and policies identified as priorities in the Recreation Needs Study. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A2.1.7:	Explore options for Bannockburn Oval in consultation with user groups including Little Athletics and the local community. *Responsible: Manager Project Services*	✓	✓		
A2.1.8:	Continue to engage with the relevant stakeholders in progressing the development of the North Turramurra Recreation Area grandstand. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A2.1.9:	Manage water harvesting and reuse sites according to Water Reuse Management Plans. *Responsible: Manager Infrastructure Services*	✓	✓	✓	✓
A2.1.10:	Progress preparation of the Green Grid Strategy consistent with Council's Local Strategic Planning Statement (LSPS). *Responsible: Manager Urban and Heritage Planning*	✓	✓		
A2.1.11:	Complete remaining works for the implementation of the adopted Masterplan at Robert Pymble Park. *Responsible: Manager Project Services*	✓			

Outcome 3:

Infrastructure and assets support community needs (continued)

Strategy - Community Strategic Plan (continued)
A2: Provide, upgrade and maintain open space, recreation and sporting facilities to meet the needs of current and future user groups and a growing population.

Term Achievement (continued)
A2.1: A program is implemented to provide, improve and maintain open space, recreation and sporting facilities including multi-use facilities.
Lead: Manager Project Services

Operational Plan Actions		25/26	26/27	27/28	28/29
A2.1.12:	Prepare a masterplan for the former Gordon Bowling Club site (4 Pennant Avenue, Gordon) for public open space uses consistent with Council resolution. *Responsible: Manager Urban and Heritage Planning*	✓	✓		
A2.1.13:	Prepare a masterplan for the future recreational use of the Roseville Bowling Club site (former site at 47 Warrane Road, Roseville Chase) consistent with Council resolution. *Responsible: Manager Urban and Heritage Planning*	✓	✓		
A2.1.14:	Monitor and oversight the construction of the indoor sports facility at St Ives High School by School Infrastructure NSW. *Responsible: Manager Urban and Heritage Planning*	✓			
A2.1.15:	Implement an amenities improvement program to recreational and sporting fields in line with adopted building prioritisation matrix or in conjunction with other funded and programed capital upgrades. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
A2.1.16:	Deliver Play Spaces in accordance with the adopted Ku-ring-gai Play Space Strategy. *Responsible: Manager Project Services*	✓	✓	✓	✓

Contributing services/sub – services
Project delivery - design and construct • Maintenance of parks, open spaces, sportsfields, golf courses, playgrounds, bushland • Open space planning

Term Achievement
A2.2: Partnerships with community groups and organisations assist to optimise the availability and use of open space, recreation and sporting facilities.
Lead: Manager Assets and Technical Services

Operational Plan Actions		25/26	26/27	27/28	28/29
A2.2.1:	Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
A2.2.2:	Facilitate a regular sporting forum and ongoing communication with sporting users. *Responsible: Manager Infrastructure Services*	✓	✓	✓	✓

Contributing service/sub – service
Community partnerships

Strategy - Community Strategic Plan
A3: Provide, upgrade and maintain community buildings and facilities to meet the needs of current and future user groups and a growing population.

Term Achievement
A3.1 The condition, environmental performance and functionality of existing assets is improved, including multipurpose opportunities, and new assets achieve agreed standards.
Lead: Manager Assets and Technical Services

Operational Plan Actions		25/26	26/27	27/28	28/29
A3.1.1:	Develop and implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities. *Responsible: Manager Assets and Technical Services*	✓			
A3.1.2:	Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
A3.1.3:	Continue to take action to achieve substantial commencement by August 2026 in order to preserve the current Marian Street Theatre development consent. *Responsible: Director Strategy and Environment*	✓	✓	✓	✓

Contributing services/sub – services
Project delivery - design and construct • Maintenance of buildings • Sustainability • Climate change mitigation

Outcome 3:

Infrastructure and assets support community needs (continued)

Strategy - Community Strategic Plan (continued)
A3: Provide, upgrade and maintain community buildings and facilities to meet the needs of current and future user groups and a growing population.

Term Achievement
A3.2: Usage of existing community buildings and facilities is optimised.
Lead: Manager Assets and Technical Services

Operational Plan Actions		25/26	26/27	27/28	28/29
A3.2.1:	Maximise the use and efficiency of the existing community property portfolio to facilitate greater public access, including multi-use, in line with Council's Management of Community and Recreation Land and Facilities Policy. *Responsible: Manager Property*	✓	✓	✓	✓
A3.2.2:	Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
A3.2.3:	Continue to implement the Ku-ring-gai Fitness and Aquatic Centre (KFAC) management contract to maximise utilisation of this facility. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
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*	✓	✓	✓	✓
A3.2.5:	Align capital works programs with adopted open space and recreational assets management plans to ensure Council's recreation services meet customer needs. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓

Contributing services/sub – services
Leasing and licensing of Council properties • Recreational services – KFAC and golf courses • Project delivery - design and construct

Strategy - Community Strategic Plan
A4: Provide, upgrade and maintain Ku-ring-gai's local road and footpath network, traffic facilities and other road infrastructure.

Term Achievement
A4.1: The footpath network is expanded and maintained to provide improved connectivity, safety and accessibility.
Lead: Manager Assets and Technical Services

Operational Plan Actions		25/26	26/27	27/28	28/29
A4.1.1:	Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Plan. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
A4.1.2:	Deliver Council's annual Capital Works Program for new footpaths within the allocated financial year. *Responsible: Manager Project Services*	✓			

Contributing services/sub – services
Maintenance of footpaths • Project delivery - design and construct (new footpaths)

Term Achievement
A4.2: The local road network and associated traffic facilities are improved and maintained.
Lead: Manager Traffic and Transport Services

Operational Plan Actions		25/26	26/27	27/28	28/29
A4.2.1:	Obtain endorsement and approval from the Ku-ring-gai Traffic Committee and Council for new or upgraded traffic and pedestrian facilities at identified sites and secure funding. *Responsible: Manager Traffic and Transport Services*	✓	✓	✓	✓
A4.2.2:	Support monthly meetings of the Ku-ring-gai Traffic Committee or as required. *Responsible: Manager Traffic and Transport Services*	✓	✓	✓	✓
A4.2.3:	Deliver road safety education programs and initiatives to the community. *Responsible: Manager Traffic and Transport Services*	✓	✓	✓	✓

Contributing services/sub – services
Project delivery - design and construct (roads, traffic facilities) • Maintenance of roads and traffic facilities

Outcome 3:

Infrastructure and assets support community needs (continued)

Strategy - Community Strategic Plan
A5: Work with the NSW government and partners to improve local integrated transport connections, public transport and the regional road network.

Term Achievement
A5.1: A network of safe and convenient links to local centres, major land uses and recreation opportunities, including active transport, is progressively implemented and promoted to meet the access and travel needs of the community.
Lead: Manager Urban and Heritage Planning

Operational Plan Actions		25/26	26/27	27/28	28/29
A5.1.1:	Implement the improvement plan for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A5.1.2:	Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements to allocated budget. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
A5.1.3:	Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with the Local Strategic Planning Statement (LSPS), North District Plan and Future Transport Strategy. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A5.1.4:	Coordinate the design for traffic signal upgrades in Lindfield. *Responsible: Manager Urban and Heritage Planning*	✓	✓		
A5.1.5:	Facilitate the implementation of paid parking in major project car parks. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A5.1.6:	Deliver community education and awareness programs focused on alternatives to private car use, including walking and cycling. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓

Contributing services/sub – services
Integrated transport planning • Project delivery - design and construct (traffic and pedestrian safety facilities)

Term Achievement
A5.2: Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.
Lead: Manager Urban and Heritage Planning

Operational Plan Actions		25/26	26/27	27/28	28/29
A5.2.1:	Liaise with Transport for NSW to improve access (via all modes) to rail stations in Ku-ring-gai. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A5.2.2:	Advocate to Transport for NSW and bus operators to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale-Macquarie Park route, and Chatswood-Dee Why/Northern Beaches route. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A5.2.3:	Collaborate with Transport for NSW to co-ordinate and implement connections and upgrades to bus interchanges. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓

Contributing service/sub – service
Integrated transport planning

Term Achievement
A5.3: A strategic access, traffic and transport plan is being implemented for the Northern Sydney region.
Lead: Manager Traffic and Transport Services

Operational Plan Actions		25/26	26/27	27/28	28/29
A5.3.1:	Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with the Local Strategic Planning Statement (LSPS), North District Plan and Future Transport Strategy. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A5.3.2:	Plan for works in response to development in local centres. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
A5.3.3:	Continue to implement the 10-year Traffic and Transport Program. *Responsible: Manager Traffic and Transport Services*	✓	✓	✓	✓

Contributing service/sub – service
Integrated transport planning (advocacy and collaboration)

Outcome 3:

Infrastructure and assets support community needs (continued)

Strategy - Community Strategic Plan (continued) **A5:** Work with the NSW government and partners to improve local integrated transport connections, public transport and the regional road network.					
Term Achievement **A5.4:** Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network. *Lead: Manager Urban and Heritage Planning*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
A5.4.1:	Pursue funding opportunities with Transport for NSW for improvement works on regional roads and at blackspot locations. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
Contributing service/sub – service Integrated transport planning (advocacy and collaboration)					

Outcome 3:

Infrastructure and assets support community needs (continued)

How we will measure our performance

In addition to reporting progress on the delivery of Operational Plan actions, the following performance indicators will be used to assess Council's progress toward achieving **Outcome 3.**

Performance indicators	
At least 85% of Council's capital works programs for roads, carparks and stormwater drainage are completed each year.	**Responsible:** Manager Project Services **Source:** Council records
Monitor the number of **Council's community engagement activities on infrastructure projects**.	**Responsible:** Manager Project Services **Source:** Council records
At least 85% of Council's capital works program for open space assets is completed each year.	**Responsible:** Manager Project Services **Source:** Council records
At least 85% of Council's prioritised program of improvements to building assets is delivered to agreed milestones each year.	**Responsible:** Manager Assets and Technical Services **Source:** Council records
Monitor potable water consumption from Council operations.	**Responsible:** Manager Environment and Sustainability **Source:** Council records
Monitor energy consumption of Council's fixed assets.	**Responsible:** Manager Environment and Sustainability **Source:** Council records
Total greenhouse gas emissions from Council operations are trending downwards on a pathway to Net Zero by 2040.	**Responsible:** Manager Environment and Sustainability **Source:** Council records (tonnes of CO2-e emissions from Council operations including electricity, gas, fleet, street lighting)
Monitor the **usage of the Ku-ring-gai Fitness and Aquatic Centre recreational facility**.	**Responsible:** Manager Assets and Technical Services **Source:** Council records
Complete the **construction of at least 2.5kms of new footpaths each year.**	**Responsible:** Manager Assets and Technical Services **Source:** Council records
Monitor the number of **improvements to traffic facilities delivered each year.**	**Responsible:** Manager Traffic and Transport Services **Source:** Council records
Monitor the **patronage of rail services in Ku-ring-gai**.	**Responsible:** Manager Urban and Heritage Planning **Source:** Transport for NSW
Progress **at least 2 improvements to regional traffic and transport facilities** that benefit Ku-ring-gai.	**Responsible:** Manager Urban and Heritage Planning **Source:** Council records
Maintain the number of grant applications for blackspot or improvement works submitted by Council at or above 3 each year.	**Responsible:** Manager Urban and Heritage Planning **Source:** Council records

Outcome 4:

An inclusive, connected and safe community

Council provides the following key services under this outcome. These services and their sub-services contribute to the delivery of actions, projects and programs in Council's 2025-2026 Operational Plan and term achievements in Council's four-year Delivery Program.

Community development - Community engagement and inclusion initiatives, children's services including early childhood education at Thomas Carlyle Children's Centre, vacation care centres and family day care, targeted youth and aged services, programs and initiatives supporting diversity, vulnerable and disability groups, volunteer support and coordination, active lifestyle and recreation programs, community hall and meeting room bookings, community safety and local crime prevention initiatives.

Library services - Local library services provided through central library (Gordon), branch libraries (Lindfield, St Ives and Turramurra), e-Library and home library service. Includes a range of physical and digital resources, local history collection, internet and computer access, programs and events and study/meeting spaces.

Ku-ring-gai Art Centre - Provision of classes (adult, children and young adult), workshops, school holiday programs and an exhibition space.

Visitor experience and events - Ku-ring-gai Wildflower Garden and St Ives Showground destination management and venue hire, Visitors Centre management (Wildflower Garden), community and commercial events and festivals, tours and workshops, environmental education programs, community nursery and citizenship ceremonies.

Community health, safety and regulation - Public health services, companion animal administration and control, building inspections, building fire safety compliance, development compliance, parking and traffic regulation and control, area rangers, waste investigation, swimming pool safety and compliance, information and advice on environmental health matters, community education and engagement.

Strategy - Community Strategic Plan
C1: Work with partners to promote a diverse and inclusive community that cares and provides for all residents.

Term Achievement
C1.1: Access to services and programs is equitable for all community members.
Lead: Manager Community Development

Operational Plan Actions		25/26	26/27	27/28	28/29
C1.1.1:	Oversee the management and booking of community facilities, including tennis courts, recreational spaces and other venues, and ensure facilities meet the necessary standards to support programs and activities that enhance community well-being. *Responsible: Manager Community Development*	✓	✓	✓	✓
C1.1.2:	Review and implement the Access, Disability and Inclusion Plan. *Responsible: Manager Community Development*	✓	✓	✓	✓
C1.1.3:	Resource and support the Ku-ring-gai Dementia Alliance and assist in the implementation of the Dementia Friendly Community Action Plan. *Responsible: Manager Community Development*	✓	✓	✓	✓
C1.1.4:	Strengthen partnerships to support and advocate for vulnerable groups while tailoring services and programs to meet their needs. *Responsible: Manager Community Development*	✓	✓	✓	✓

Contributing service/sub – service
Targeted programs • Community engagement and inclusion initiatives, community hall and meeting room bookings.

Outcome 4:

An inclusive, connected and safe community (continued)

Strategy - Community Strategic Plan (continued) **C1:** Work with partners to promote a diverse and inclusive community that cares and provides for all residents.					
Term Achievement **C1.2:** The development of young people is supported by services and programs designed to address their needs and interests. *Lead: Manager Community Development*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
C1.2.1:	Develop programs and partnerships that address the evolving needs of young people guided by evidence-based approaches. *Responsible: Manager Community Development*	✓	✓	✓	✓
C1.2.2:	Develop and implement the Youth Action Plan. *Responsible: Manager Community Development*	✓	✓	✓	✓
C1.2.3:	Provide professional advice and administrative support for the Youth Advisory Committee. *Responsible: Manager Community Development*	✓	✓	✓	✓
C1.2.4:	Coordinate the St Ives and Gordon Youth Hubs. *Responsible: Manager Community Development*	✓	✓	✓	✓
Contributing service/sub – service Targeted programs					
Term Achievement **C1.3:** Programs that promote gender equality and the prevention of family violence are supported. *Lead: Manager Community Development*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
C1.3.1:	Develop and implement the Action Plan for the Prevention of Violence Against Women. *Responsible: Manager Community Development*	✓	✓	✓	✓
C1.3.2:	Provide professional advice and administrative support for the Status of Women's Advisory Committee. *Responsible: Manager Community Development*	✓	✓	✓	✓
Contributing service/sub – service Community engagement and inclusion initiatives					
Term Achievement **C1.4:** Partnerships assist to promote access to services, active lifestyles and programs that support the health and wellbeing of older residents. *Lead: Manager Community Development*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
C1.4.1:	Support and resource community organisations, including governance, training and management assistance. *Responsible: Manager Community Development*	✓	✓	✓	✓
C1.4.2:	*Develop and implement the Senior Support and Engagement Program in collaboration with key partners.* *Responsible: Manager Community Development*	✓	✓	✓	✓
C1.4.3:	Deliver healthy and active lifestyle programs in collaboration with partner agencies. *Responsible: Manager Community Development*	✓	✓	✓	✓
C1.4.4:	Develop programs that address the evolving needs of older residents, guided by evidence-based approaches. *Responsible: Manager Community Development*	✓	✓	✓	✓
Contributing service/sub – service Active lifestyle and recreation programs					

Outcome 4:

An inclusive, connected and safe community (continued)

Strategy - Community Strategic Plan
C2: Support communities that understand, value and accept each other and embrace our evolving cultural identities.

Term Achievement
C2.1: Culturally appropriate services and programs are developed and delivered to meet the needs of diverse communities.
Lead: Manager Community Development

Operational Plan Actions		25/26	26/27	27/28	28/29
C2.1.1:	Deliver culturally appropriate services and programs that cater to diverse communities. *Responsible: Manager Community Development*	✓	✓	✓	✓
C2.1.2:	Provide professional advice and administrative support for the Multicultural Advisory Committee. *Responsible: Manager Community Development*	✓	✓	✓	✓
C2.1.3:	Develop and implement a Multicultural Inclusion Plan to foster diversity and community cohesion. *Responsible: Manager Community Development*	✓	✓	✓	✓
C2.1.4:	Implement a civic engagement program for new residents to increase local government understanding. *Responsible: Manager Community Development*	✓	✓	✓	✓
C2.1.5:	Deliver cultural and community related festivals and events that celebrate our diversity. *Responsible: Manager Visitor Experience and Events*	✓	✓	✓	✓

Contributing service/sub – service
Targeted programs

Term Achievement
C2.2: Reconciliation and acknowledgement of Aboriginal and Torres Strait Islander heritage is advanced.
Lead: Manager Visitor Experience and Events

Operational Plan Actions		25/26	26/27	27/28	28/29
C2.2.1:	Develop and implement a Reconciliation Action Plan. *Responsible: Manager Urban and Heritage Planning*	✓	✓	✓	✓
C2.2.2:	Recognise and promote the histories, cultures and ongoing contributions of Aboriginal and Torres Strait Islander peoples. *Responsible: Manager Visitor Experience and Events*	✓	✓	✓	✓
C2.2.3:	Deliver Indigenous programs and events at the Ku-ring-gai Wildflower Garden and St Ives Showground. *Responsible: Manager Visitor Experience and Events*	✓	✓	✓	✓

Contributing service/sub – service
Heritage

Strategy - Community Strategic Plan
C3: Facilitate and deliver community risk and safety programs that enhance neighbourhood connections and community responses to emergency events.

Term Achievement
C3.1: Programs are implemented to manage risks and impacts on public safety.
Lead: Manager Regulation and Compliance

Operational Plan Actions		25/26	26/27	27/28	28/29
C3.1.1:	Undertake responsibilities for managing regulated premises and maintaining Council's register including stakeholder engagement to update information. *Responsible: Manager Regulation and Compliance*	✓	✓	✓	✓
C3.1.2:	Implement Council's Companion Animals Management Plan 2020-2025, having regard to new controls imposed via amended legislation. *Responsible: Manager Regulation and Compliance*	✓	✓	✓	✓
C3.1.3:	Ensure all buildings and multioccupancy residential buildings are compliant with Council's Annual Fire Safety Program, including stakeholder engagement to update information. *Responsible: Manager Regulation and Compliance*	✓	✓	✓	✓
C3.1.4:	Undertake mandatory inspections of swimming pools as prescribed under legislation and stakeholder engagement to ensure information is updated and pool barriers are compliant. *Responsible: Manager Regulation and Compliance*	✓	✓	✓	✓
C3.1.5:	Undertake inspections of all premises used for the preparation of food for sale and report findings to NSW Food Authority. *Responsible: Manager Regulation and Compliance*	✓	✓	✓	✓

Outcome 4:

An inclusive, connected and safe community (continued)

Strategy - Community Strategic Plan (continued) **C3:** Facilitate and deliver community risk and safety programs that enhance neighbourhood connections and community responses to emergency events.					
Term Achievement (continued) **C3.1:** Programs are implemented to manage risks and impacts on public safety. *Lead: Manager Regulation and Compliance*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
C3.1.6:	Prepare new Companion Animals Plan for 2025-2030. *Responsible: Manager Regulation and Compliance*	✓			
C3.1.7:	Participate in the NSW Government review of the Companion Animals Act, 1998 in line with Office of Local Government requirements. *Responsible: Manager Regulation and Compliance*	✓			
Contributing service/sub – service Public safety, compliance and regulation					
Term Achievement **C3.2:** Community safety through crime prevention initiatives, events and partnerships with local law enforcement is enhanced. *Lead: Manager Community Development*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
C3.2.1:	Facilitate, resource and promote collaborative approaches to community safety that prevent anti-social behaviour and support local crime prevention initiatives. *Responsible: Manager Community Development*	✓	✓	✓	✓
C3.2.2:	Attend police community safety meetings, implement safety and security improvements to facilities and public spaces, organise stakeholder meetings to address local issues, and establish regular communication with police to enhance community safety and prevent anti-social behaviour. *Responsible: Manager Community Development*	✓	✓	✓	✓
Contributing service/sub – service Community safety and local crime prevention					
Term Achievement **C3.3:** Emergency Management Plans are developed and implemented in partnership with emergency service agencies and key stakeholders. *Lead: Manager Infrastructure Services*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
C3.3.1:	Communicate emergency management plans to residents and the community to improve their preparedness for emergency events. *Responsible: Manager Infrastructure Services*	✓	✓	✓	✓
C3.3.2:	Integrate Ku-ring-gai's Bushfire Prone Land Map into Council systems. *Responsible: Manager Environment and Sustainability*	✓	✓		
C3.3.3:	Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee. *Responsible: Manager Infrastructure Services*	✓	✓	✓	✓
C3.3.4:	Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee. *Responsible: Manager Infrastructure Services*	✓	✓	✓	✓
C3.3.5:	Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
Contributing service/sub – service Emergency management					

Outcome 4:

An inclusive, connected and safe community (continued)

Strategy - Community Strategic Plan **C4:** Cultivate lifelong learning, foster local arts and creativity and celebrate our cultural diversity.					
Term Achievement **C4.1:** Enhanced library services act as hub for lifelong learning and social connections. *Lead: Manager Library Services*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
C4.1.1:	Develop and curate diverse information collections, including local studies and electronic resources, that reflect cultural diversity and local community pride. *Responsible: Manager Library Services*	✓	✓	✓	✓
C4.1.2:	Deliver accessible and inclusive library services, including information and lending, aligned with social justice principles. *Responsible: Manager Library Services*	✓	✓	✓	✓
C4.1.3:	Provide and promote cultural, creative, literacy and informational programs that encourage lifelong learning and community engagement. *Responsible: Manager Library Services*	✓	✓	✓	✓
C4.1.4:	Complete an extended hours library service trial to assess feasibility and appropriate service model. *Responsible: Manager Library Services*	✓			
Contributing service/sub – service Library services					
Term Achievement **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. *Lead: Manager Visitor Experience and Events*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
C4.2.1:	Provide professional advice and administrative support for the Arts and Culture Advisory Committee. *Responsible: Manager Visitor Experience and Events*	✓	✓	✓	✓
C4.2.2:	Provide opportunities for the local arts and cultural community through the annual Arts and Culture Festival. *Responsible: Manager Visitor Experience and Events*	✓	✓	✓	✓
C4.2.3:	Deliver community education programs, cultural festivals and events that celebrate cultural diversity. *Responsible: Manager Visitor Experience and Events*	✓	✓	✓	✓
C4.2.4:	Promote opportunities to stage or participate in events through Council's destination events program. *Responsible: Manager Visitor Experience and Events*	✓	✓	✓	✓
Contributing services/sub – services Arts and culture support • Ku-ring-gai Art Centre • Visitor experience and events					

Strategy - Community Strategic Plan **C5**: Foster a volunteer community that contributes to shared goals, builds strong social networks and empowers individuals.					
Term Achievement **C5.1**: Increase participation in volunteering and recognition of volunteers. *Lead: Manager Community Development*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
C5.1.1:	Coordinate and strengthen the Volunteer Coordination Service and Hub to provide resources, information, training and participation opportunities for volunteers. *Responsible: Manager Community Development*	✓	✓	✓	✓
C5.1.2:	Establish formal and informal mechanisms to recognise and celebrate the contributions of volunteers, including those in sporting organisations, natural environment initiatives and volunteer emergency agencies. *Responsible: Manager Community Development*	✓	✓	✓	✓
C5.1.3:	Resource and support local volunteer organisations and initiatives through the Community Grants Program. *Responsible: Manager Community Development*	✓	✓	✓	✓
C5.1.4:	Deliver environmental volunteering programs. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
Contributing service/sub – service Volunteer support and coordination					

Outcome 4:

An inclusive, connected and safe community (continued)

How we will measure our performance

In addition to reporting progress on the delivery of Operational Plan actions, the following performance indicators will be used to assess Council's progress toward achieving **Outcome 4**.

Performance indicators	
Implement at least **5 accessibility and inclusion initiatives each year.**	**Responsible:** Manager Community Development **Source:** Council records (Access, Disability and Inclusion Plan and other strategic plans).
Increase the number of **participants in Council's youth service programs above 6,500 each year.**	**Responsible:** Manager Community Development **Source:** Council records
Implement at least **5 strategies for the prevention of violence against women.**	**Responsible:** Manager Community Development **Source:** Council records (Action Plan for the Prevention of Violence Against Women)
Increase the number of **participants in Council's programs for older residents above 2,800 each year.**	**Responsible:** Manager Community Development **Source:** Council records
Implement at least **5 diversity and inclusion initiatives each year.**	**Responsible:** Manager Community Development **Source:** Council records (Multicultural Inclusion Plan and other strategic plans)
Maintain and update **100% of public registers for swimming pool barriers, cooling towers and fuel vapour collection each year.**	**Responsible:** Manager Regulation and Compliance **Source:** Council records
Implement at least **4 collaborative community safety initiatives in partnership with key stakeholders including NSW Police each year.**	**Responsible:** Manager Community Development **Source:** Council records
Complete **100% of the fire trail maintenance program each year.**	**Responsible:** Manager Infrastructure Services **Source:** Council records (Bush Fire Risk Management Plan)
Increase visitation to **Council's libraries above 450,000 each year.**	**Responsible:** Manager Library Services **Source:** Council records
Increase the number of **local artists and members of the creative arts sector participating in Council's programs and events.**	**Responsible:** Manager Visitor Experience and Events **Source:** Council records
Increase the number of **volunteers in Council's environmental programs above 800.**	**Responsible:** Manager Environment and Sustainability **Source:** Council records (includes Bushcare, Streetcare, Parkcare, Trailcare, Treecare, Native Bee Program, Propagating Shed, Streamwatch, EPP monitoring)
Increase the number of **participants in Council's events and programs above 60,000 each year.**	**Responsible:** Manager Visitor Experience and Events **Source:** Council records (excludes St Ives Showground vehicle counts and Ku-ring-gai Wildflower Garden trail walkers)

Outcome 5:
Leadership and service excellence

Council provides the following key services under this outcome. These services and their sub-services contribute to the delivery of actions, projects and programs in Council's 2025-2026 Operational Plan and Term Achievements in Council's four-year Delivery Program.

Governance and corporate strategy – Integrated Planning and Reporting, including the Community Strategic Plan and associated plans, performance reporting, service improvement reviews, council meeting support, councillor support and development, policy and procedures review, records management, archival services and information access.

Financial management and procurement – Financial planning, budgeting, reporting and compliance, financial advice and support, and procurement.

Property management – Strategic property management, property acquisition and divestment, statutory land management, leasing and licensing of public assets including commercial, retail, childcare, community, sporting and residential property.

People and culture – Workforce management including strategic workforce planning, strategies, policies and compliance, staff recruitment and selection, employee relations, learning and development, payroll management, enterprise risk management, work, health and safety, insurance portfolio management, advisory and support services.

Information management – ICT infrastructure management, software and systems support, cybersecurity, data management, help desk and technical support, spatial mapping services, IT strategy and planning.

Communications and engagement – Internal and external communications, media liaison, website and intranet, social media and e-news, graphic design, digital communications, printing, marketing and promotions, community consultation and engagement coordination.

Customer service – Direct assistance to customers via customer service desk and phone service, management of complaints and service requests and customer feedback.

Outcome 5:

Leadership and service excellence (continued)

Strategy - Community Strategic Plan
L1: Provide strong and ethical civic leadership to ensure good governance and build and maintain trust and confidence within the community.

Term Achievement
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.
Lead: Manager Governance and Corporate Strategy

Operational Plan Actions		25/26	26/27	27/28	28/29
L1.1.1:	Implement a new integrated planning and reporting framework to support the implementation of Council's strategies and plans, and prioritisation of projects and initiatives based on strategic alignment, community needs and availability of resources. *Responsible: Manager Governance and Corporate Strategy*	✓	✓	✓	✓
L1.1.2:	Update reports and supporting system to deliver clear and comprehensive reporting to councillors and the community on performance and delivery. *Responsible: Manager Governance and Corporate Strategy*	✓	✓		
L1.1.3:	Proactively influence and respond to Commonwealth and NSW policy development and reforms affecting Ku-ring-gai, including the NSW Government's proposed housing policies. *Responsible: Manager Governance and Corporate Strategy*	✓	✓	✓	✓
L1.1.4:	Engage with government agencies, community groups and organisations in the development and implementation of plans and policies. *Responsible: Manager Governance and Corporate Strategy*	✓	✓	✓	✓

Contributing service/sub – service
Integrated planning and reporting

Term Achievement
L1.2: Council's governance framework supports probity, transparency, compliance with legislative requirements and a culture of ethical conduct and informed decision-making.
Lead: Manager Governance and Corporate Strategy

Operational Plan Actions		25/26	26/27	27/28	28/29
L1.2.1:	Review and update Councils Procurement Policy & Procedures in line with best practice in procurement and sustainability initiatives. *Responsible: Manager Procurement and Contracts*	✓			
L1.2.2:	Address potential Modern Slavery risk in Council's supply chain in line with Modern Slavery Act (2018) requirements. *Responsible: Manager Procurement and Contracts*	✓	✓		
L1.2.3:	Improve opportunities for local businesses to work with Council through education and review of procurement information on Council's website. *Responsible: Manager Procurement and Contracts*	✓	✓	✓	✓
L1.2.4:	Coordinate, support and facilitate effective probity around procurement and provide support for the Contract Management Framework. *Responsible: Manager Procurement and Contracts*	✓	✓	✓	✓
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. *Responsible: Manager Governance and Corporate Strategy*	✓	✓	✓	✓
L1.2.6:	Prepare and deliver a professional development program for Councillors to ensure they are aware of their responsibilities and have the skills necessary to perform their roles. *Responsible: Manager Governance and Corporate Strategy*	✓	✓	✓	✓
L1.2.7:	Provide legal advice and services that support decision-making, promote the public interest and minimise Council's legal risks and liabilities. *Responsible: Corporate Lawyer*	✓	✓	✓	✓

Outcome 5:

Leadership and service excellence (continued)

Strategy - Community Strategic Plan (continued)
L1: Provide strong and ethical civic leadership to ensure good governance and build and maintain trust and confidence within the community.

Term Achievement (continued)
L1.2: Council's governance framework supports probity, transparency, compliance with legislative requirements and a culture of ethical conduct and informed decision-making.
Lead: Manager Governance and Corporate Strategy

Operational Plan Actions		25/26	26/27	27/28	28/29
L1.2.8:	Improve staff awareness and compliance with information access and privacy legislation, policy and practices. *Responsible: Manager Governance and Corporate Strategy*	✓	✓	✓	✓
L1.2.9:	Implement delegations renewal program to ensure all delegations and authorisations are current, accurate and comply with relevant legislation. *Responsible: Manager Governance and Corporate Strategy*	✓	✓	✓	✓
L1.2.10:	Implement a new records management strategy to ensure compliance with recordkeeping requirements and support more efficient business operations. *Responsible: Manager Governance and Corporate Strategy*	✓	✓	✓	✓

Contributing service/sub – service
Governance

Term Achievement
L1.3: 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.
Lead: Manager People and Culture

Operational Plan Actions		25/26	26/27	27/28	28/29
L1.3.1:	Manage and coordinate a compliant and effective Enterprise Risk Management system. *Responsible: Manager People and Culture*	✓	✓	✓	✓
L1.3.2:	Act as a central point of contact to the Internal Audit Shared Service (hosted by NSROC) to support and facilitate Council's internal audit function. *Responsible: Manager People and Culture*	✓	✓	✓	✓
L1.3.3:	Coordinate, support and facilitate the effective management of Council's Insurance portfolio. *Responsible: Manager People and Culture*	✓	✓	✓	✓
L1.3.4:	Manage and coordinate a compliant and effective Workplace, Health and Safety Management System. *Responsible: Manager People and Culture*	✓	✓	✓	✓

Contributing service/sub – service
Risk management and compliance

Strategy - Community Strategic Plan
L2: Support the long-term financial sustainability of Council through sound financial and asset management.

Term Achievement
L2.1: Council takes action towards financial sustainability.
Lead: Manager Finance

Operational Plan Actions		25/26	26/27	27/28	28/29
L2.1.1:	Council commences comprehensive community engagement on rate rise options described in the Long Term Financial Plan. *Responsible: Manager Corporate Communications*	✓			
L2.1.2:	Ensure financial performance aligns with strategic plans by managing income and expenditure in line with adopted budget. *Responsible: Manager Finance*	✓	✓	✓	✓
L2.1.3:	Review the Long Term Financial Plan and identify options such as a special rate variation to maintain financial sustainability. *Responsible: Manager Finance*	✓	✓	✓	✓
L2.1.4:	Actively pursue external funding opportunities through grants, partnerships and other external funding sources. *Responsible: Manager Governance and Corporate Strategy*	✓	✓	✓	✓
L2.1.5:	Ensure compliance with statutory financial reporting requirements, align with external audit requirements and strive for continuous improvements. *Responsible: Manager Finance*	✓	✓	✓	✓

Outcome 5:

Leadership and service excellence (continued)

Strategy - Community Strategic Plan **L2:** Support the long-term financial sustainability of Council through sound financial and asset management.					
Contributing service/sub – service Financial management					
Strategy - Community Strategic Plan (continued) **L2:** Support the long-term financial sustainability of Council through sound financial and asset management.					
Term Achievement **L2.2:** Council's property assets are managed to achieve Ku-ring-gai's strategies and priority projects contained within the Community Strategic Plan and Delivery Program. *Lead: Manager Property*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
L2.2.1:	Progress Council approved property acquisitions and divestments. *Responsible: Manager Property*	✓	✓	✓	✓
L2.2.2:	Optimise financial returns from Council's existing property portfolio, given the prevailing market conditions. *Responsible: Manager Property*	✓	✓	✓	✓
Contributing service/sub – service Property management					
Term Achievement **L2.3:** Council maintains its commitment to infrastructure asset management priorities. *Lead: Manager Finance*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
L2.3.1:	Identify available funding sources in the Long Term Financial Plan for infrastructure renewal. *Responsible: Manager Finance*	✓	✓	✓	✓
L2.3.2:	Review the Asset Management Strategy, policy and plans and align with Council's infrastructure priorities. *Responsible: Manager Assets and Technical Services*	✓	✓	✓	✓
Contributing service/sub – service Financial management					
Term Achievement **L2.4:** Council services are progressively reviewed to determine agreed service levels and improvements to service efficiency and sustainability within available resources. *Lead: Manager Governance and Corporate Strategy*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
L2.4.1:	Prepare a framework (policy and supporting procedures) for service improvement reviews and develop measures and key performance indicators to track and report on service performance and organisation efficiency. *Responsible: Manager Governance and Corporate Strategy*	✓	✓		
L2.4.2:	Conduct the environment and sustainability programs service review in line with Council's targeted service review program. *Responsible: Manager Environment and Sustainability*	✓			
L2.4.3:	Conduct the stormwater management service review in line with Council's targeted service review program. *Responsible: Manager Assets and Technical Services*	✓			
L2.4.4:	Conduct the tree management service review in line with Council's targeted service review program. *Responsible: Manager Assets and Technical Services*	✓			
L2.4.5:	Conduct the libraries service review in line with Council's targeted service review program, through the participation in the Local Government Professionals "Service Reviews in a Box" program. *Responsible: Manager Library Services*	✓			
L2.4.6:	Complete the community development programs service review in line with Council's targeted service review program. *Responsible: Manager Community Development*	✓			
L2.4.7:	Continue to integrate sustainability practices into Council's business framework and service delivery. *Responsible: Manager Environment and Sustainability*	✓	✓	✓	✓
Contributing service/sub – service Service improvement reviews					

Outcome 5:

Leadership and service excellence (continued)

Strategy - Community Strategic Plan
L3: Deliver services effectively and efficiently on the basis of equity, community priorities and best value within available resources.

Term Achievement
L3.1: Workforce capacity is strengthened through skill development, continuous learning, and the attraction and retention of talented, engaged employees.
Lead: Manager People and Culture

Operational Plan Actions		25/26	26/27	27/28	28/29
L3.1.1:	Effectively deliver learning and development strategies and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy. *Responsible: Manager People and Culture*	✓	✓	✓	✓
L3.1.2:	Deliver an effective and efficient payroll service. *Responsible: Manager People and Culture*	✓	✓	✓	✓
L3.1.3:	Effectively deliver services across all workforce management areas including recruitment, employee relations and industrial relations. *Responsible: Manager People and Culture*	✓	✓	✓	✓
L3.1.4:	Continuously improve People & Culture services, business processes and systems. *Responsible: Manager People and Culture*	✓	✓	✓	✓
L3.1.5:	Design and deliver workforce policies and strategies to support the organisation's culture in line with the objectives of Council's adopted Workforce Management Strategy. *Responsible: Manager People and Culture*	✓	✓	✓	✓
L3.1.6	Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy. *Responsible: Manager People and Culture*	✓	✓	✓	✓

Contributing service/sub – service
Workforce management

Term Achievement
L3.2: Technology enhances service delivery and improves operational efficiency and effectiveness while ensuring the security of data.
Lead: Manager Information Management

Operational Plan Actions		25/26	26/27	27/28	28/29
L3.2.1:	Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements. *Responsible: Manager Information Management*	✓	✓	✓	✓
L3.2.2:	Develop, maintain and deliver quality property and geographic information services including advice and training. *Responsible: Manager Information Management*	✓	✓	✓	✓
L3.2.3:	Maintain, update and support Council's Information Technology infrastructure and systems. *Responsible: Manager Information Management*	✓	✓	✓	✓
L3.2.4:	Coordinate and facilitate the implementation of the ICT and Digital Strategy action plan and initiatives and ensure appropriate funding is identified. *Responsible: Manager Information Management*	✓	✓	✓	✓

Contributing service/sub – service
Information management

Outcome 5:

Leadership and service excellence (continued)

Strategy - Community Strategic Plan **L4**: Provide a high-quality customer experience that meets expectations.					
Term Achievement **L4.1**: Best practice customer service is provided to the community through benchmarking, community feedback and complaints management. *Lead: Manager Corporate Communications*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
L4.1.1:	Improve the delivery of customer service through regular training, benchmarking and feedback. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
L4.1.2:	Continue to benchmark and improve customer service across the organisation. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
L4.1.3:	Report annually to the Audit, Risk and Improvement Committee (ARIC) on complaints as defined by Council's adopted Complaints Policy. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
Contributing service/sub – service Customer service					

Strategy - Community Strategic Plan **L5:** Provide high quality community engagement and communications to enhance collaboration, participation and decision-making.					
Term Achievement **L5.1:** Innovative and effective community engagement increases opportunities for participation by all members of the community. *Lead: Manager Corporate Communications*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
L5.1.1:	Liaise with staff to ensure the Community Engagement Policy and Community Engagement Strategy is understood and provide support as needed. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
L5.1.2:	Convene regular meetings of the community engagement champions to report, plan and improve community engagement delivery. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
L5.1.3:	Continue to enhance engagement with people with disabilities, culturally and linguistically diverse groups, LGBTQI+ and young people. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
L5.1.4:	Monitor and report on the outcomes of community engagement and consultation. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
Contributing service/sub – service Community engagement and consultation					
Term Achievement **L5.2:** Council's website and other communication channels provide a reputable source of information on policies, projects and programs. *Lead: Manager Corporate Communications*					
Operational Plan Actions		**25/26**	**26/27**	**27/28**	**28/29**
L5.2.1:	A wide range of communication channels are used to promote Council services to agreed corporate standards. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
L5.2.2:	Council services, programs, policies and achievements are promoted across all media and outcomes are monitored. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
L5.2.3:	Monitor Council's website and report on usage. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
L5.2.4:	Proactively manage Council's reputation through the media and other channels. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
L5.2.5:	Promote Council festivals and events using Council communication channels. *Responsible: Manager Corporate Communications*	✓	✓	✓	✓
Contributing service/sub – service Corporate communications					

Outcome 5:

Leadership and service excellence (continued)

How we will measure our performance

In addition to reporting progress on the delivery of Operational Plan actions, the following performance indicators will be used to assess Council's progress toward achieving **Outcome 5.**

Performance indicators	
Maintain the **percentage of planned actions, programs and projects completed or on track in the Operational Plan above 90%.**	**Responsible**: Manager Governance and Corporate Strategy **Source:** Council records
Maintain the **percentage of policies reviewed by their due date at or above 70%.**	**Responsible:** Manager Governance and Corporate Strategy **Source:** Council records
Maintain the **Lost Time Injury Frequency Rate (LTIFR) below the national industry average of 13.2.**	**Responsible:** Manager People and Culture **Source:** Council payroll data and Safe Work Australia
Maintain **leasing of Council's commercial property portfolio at or above 90%.**	**Responsible:** Manager Property **Source:** Council records (includes properties in a lettable condition only)
Complete or significantly **progress 100% of Council's annual service review program each year.**	**Responsible:** Manager Governance and Corporate Strategy **Source:** Council records
Maintain the **turnover rate for permanent employees below the NSW Local Government industry average of 18%.**	**Responsible:** Manager People and Culture **Source:** Council records, Annual LGNSW HR Metrics Survey
Maintain customer service **enquiries responded to within 48 hours at or above 85%.**	**Responsible:** Manager Corporate Communications **Source:** Council records
Monitor the **number of participants in community engagement programs.**	**Responsible**: Manager Corporate Communications **Source:** Council records
Increase the number of people **subscribed to Council newsletters to at least 75,000.**	**Responsible:** Manager Corporate Communications **Source:** Council records

Finance



This section contains Council's financial management framework, budget, Statement of Revenue Policy and Capital Works Program. Council's Fees and Charges 2025-2026 are detailed in a separate document.

All Integrated Planning and Reporting plans are available on Council's website, the four Council libraries and the Customer Service Centre in Gordon.

This section includes the following components: **Page**

Financial summary 62
Statement of revenue policy 68
Pricing – goods and services 72
Budget statements 73
Summary of Capital Works Program and Operational Projects 2025/2026 75
Capital Works Program & Operational Projects 2025/2026 76
Capital Works Program & Operational Projects 2026/2027 79
Capital Works Program & Operational Projects 2027/2028 82
Capital Works Program & Operational Projects 2028/2029 84
Special Rate Variation for Infrastructure Summary 2025/2026 86
Road Rehabilitation Program 2025/2026 86
New Footpath Program 2025/2026 87
Ordinary and Special Rates Map 2025-2026 89

Financial summary

Ku-ring-gai Council's financial position is currently satisfactory. The 2025/26 budget projects an operating surplus of $16.7 million, which includes capital grants and contributions. Excluding capital grants and contributions, the operating result is a modest surplus of $114,000. The operational budget for Council's services is $165 million, while the capital works budget is $71.8 million. See diagrams 4 and 5.

The primary focus of the budget in addition to funding core services, is to continue to fund asset maintenance, depreciation, renewal and upgrades to Council's infrastructure assets, valued at $1.8 billion. Out of the $71.8 million capital budget, 43% is allocated to renewing existing assets, and 57% is directed toward upgrading or constructing new assets. In addition, $18.5 million is allocated to asset maintenance.

Despite these funding allocations, infrastructure asset indicators still fail to meet long-term benchmarks. The key challenge for Council is achieving financial sustainability through funding the ongoing maintenance and renewal of its large portfolio of infrastructure assets.

Key infrastructure assets, such as buildings, footpaths and drains were built decades ago and have not been adequately upgraded. As a result, there is now a greater focus on improving these assets and constructing new facilities to meet the needs of a growing population, especially in response to recent government housing reforms. Managing these assets is a financial challenge for both current and future generations, as they have been insufficiently funded over their lifecycle.

To successfully deliver key projects and increase funding to renew ageing infrastructure like buildings, recreational facilities, footpaths, and drains, additional rates revenue will be necessary. This requirement is modelled in the Long Term Financial Plan (LTFP), which includes scenarios for potential future rate increases. The budget for the years 2026/27 to 2028/29, reflects the Renew and Enhance Infrastructure scenario (29% overall rate increase) in the proposed LTFP.

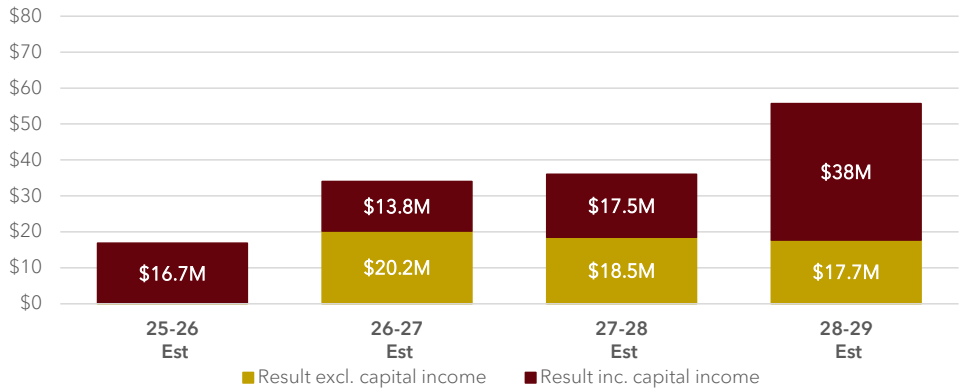


Diagram 4: Operating result including capital grants and contributions ($million)

Capital Budget: In 2025/26 the allocated budget for the capital works program is $71.8 million (refer to diagram 5). A further $6.7 million is estimated for operational projects and is included in the operational budget.

The capital works program focuses on improving community facilities and infrastructure assets. The largest portion, $30.9 million (43%), will go towards parks, playgrounds, sports courts, sports fields, and open space assets. Roads rehabilitation, footpaths renewal, and traffic facilities will receive $15.1 million (21%), while $11.9 million (17%) is allocated for upgrading town centre streetscapes and public domain. Council buildings and

amenities will receive $6.6 million (9%), and $2.6 million (4%) will be spent on stormwater assets. The remaining budget will support natural environment, planning and community projects.

The capital works program is mainly funded from development contributions (50%), general revenue from rates (through internal reserves) (45%) and grants income (5%).

Details of the capital works program for 2025/26 to 2028/29 can be found in the Capital Works Program and Operational Projects 2025/26 to 2028/29 section of this document.

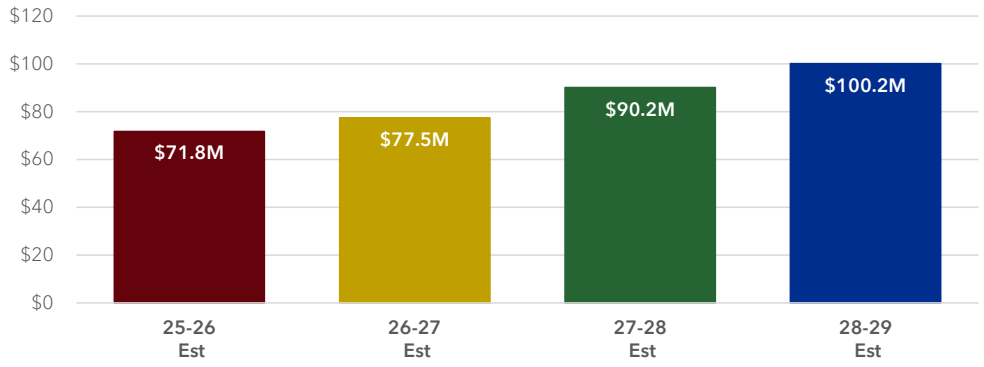


Diagram 5: Capital works ($million)

Liquidity position: Council's Long Term Financial Plan and budget ensures that Council maintains sufficient liquidity and has the ability to meet short term obligations for the unrestricted activities of Council. This is demonstrated by the 'unrestricted current ratio' (UCR). The UCR is specific to local government and measures the difference between Council's unrestricted short term assets and short term debts. The industry benchmark of greater than 1.5:1 is considered to be 'satisfactory' and greater than 2:1 to be 'good'.

Council's budget maintains a 'good' unrestricted current ratio of 2:2:1 on average which is favourable compared to the benchmark of 2:1. This is an indication that Council will be able to maintain adequate cash levels to meet current liabilities (see diagram 6).

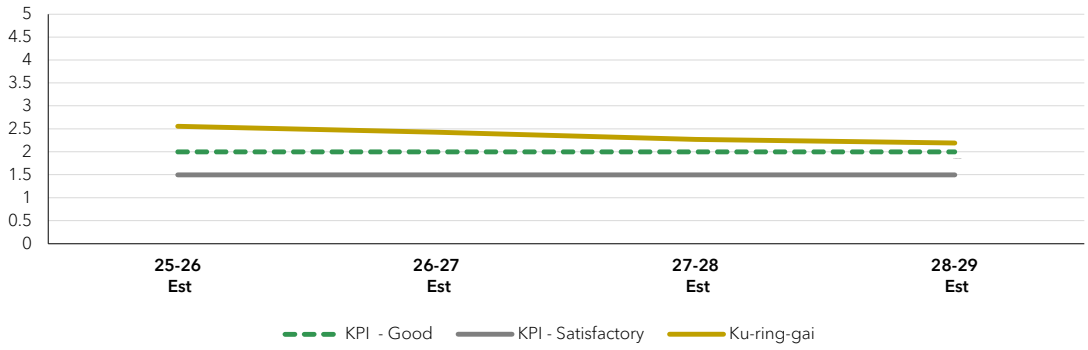


Diagram 6: Unrestricted current ratio

Debt management: Council's budget provides for loan capital repayments (interest and principal) of $4.3 million in 2025/26 and $4.1 million in 2028/29 reducing the outstanding debt to $10.4 million by the end of 2028/29. This will include the remaining loans of $5.7 million for the acquisition of Council's investment property at 828 Pacific Highway, Gordon and $4.7 million to fund a component of the St Ives Indoor Sports Centre.

Council has sufficient cash to discharge loan repayments as they fall due and is actively monitoring its debt portfolio. Debt management is discussed in more detail in Council's Long Term Financial Plan. Diagram 7 shows outstanding loan balances from 2025/26 – 2028/29.

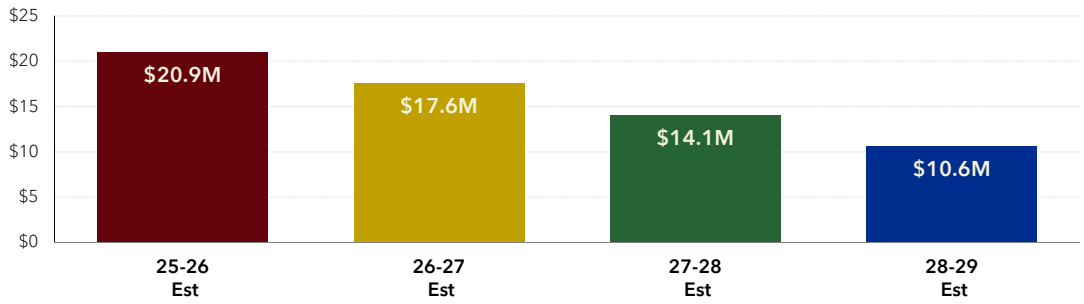


Diagram 7: Loan balance ($million)

Development Contributions (s7.11): Council collects s7.11 contributions from developers to help pay for new infrastructure and facilities for the growing population of the area. Some of the works to be undertaken in the Development Contributions Plan cater for the existing population and these works require a co-contribution from Council's general funds. A total of $32 million projects funded from s7.11 and grants and contributions will be delivered in 2025/26. Funding by specific project is detailed in the capital works program later in this report.

The funding allocated to works programmed to be undertaken over the next four years are shown in Diagram 8.

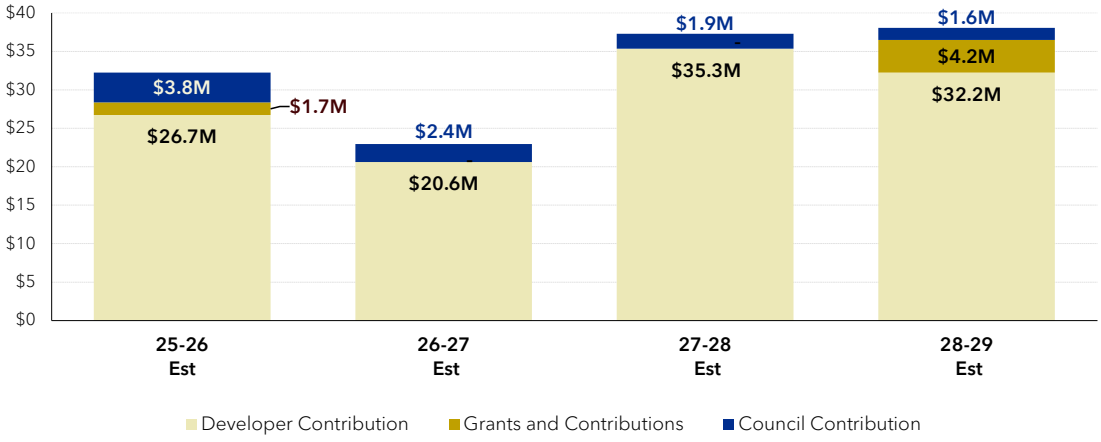


Diagram 8: s7.11 works program ($million)

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

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

The proposed rates restructure for 2025/26 is outlined further in this document.

Funding Statement: A summary of Council's Funding Statement for the next years is provided below.
Pending Council and IPART approval, a special rate variation (SRV) is assumed to begin in 2026/27 and has been included in the projected operating income from that year onward. The SRV funds will be allocated specifically to infrastructure assets.

The funding statement outlines the capital movements, the funding of the capital works program, and a stable forecast for working capital changes. If Council does not approve the SRV, an equivalent amount of funding will need to be removed from infrastructure assets, resulting in faster deterioration of Council's assets.

Funding Statement ($000's)	2025/2026	2026/2027	2027/2028	2028/2029
Operating Revenue	181,900	203,981	212,809	239,041
Operating Expense	165,192	170,009	176,821	183,282
Net Operating Result for the Year (after Capital Grants & Contributions)	**16,708**	**33,972**	**35,988**	**55,759**
Net Operating Result for the Year (before Capital Grants & Contributions)	114	20,159	18,532	17,743
Operating Surplus (after Capital Grants & Contributions)	16,708	33,972	35,988	55,759
Plus: Depreciation & Amortisation	29,525	30,392	31,729	32,921
Plus: Book Value of Assets sold & Other Non-cash items	-	25	108	-
Plus/Less Net Loan borrowing	-3,338	-3,397	-3,460	-3,525
Plus/Less Net Transfers from Reserves	29,023	16,580	25,910	15,166
Capital Works	-71,818	-77,472	-90,175	-100,221
Net Change in Working Capital	**100**	**100**	**100**	**100**

Domestic Waste Management

Sections 496 and 504 of the *Local Government Act 1993* (as amended), require councils to make and levy an annual charge for the provision of a domestic waste management (DWM) service for each parcel of rateable land for which the service is available, to ensure that the cost of providing the service is met by the charge and that the charge is reasonable for the services provided. In the current environment of rising costs and high inflation DWM contractors, materials and other costs directly associated with providing the service have increased resulting in an increase of 7% for 2025/26. A council cannot use income from its ordinary rate towards the cost of providing DWM services.

Ku-ring-gai Council's Domestic Waste Management service is provided on the following basis:

A. Single residential dwellings/base service

- A weekly general waste collection service from a container provided by Council.
- A weekly green waste collection service from a container provided by Council.
- A fortnightly recycling collection service for paper products from a container provided by Council.
- A fortnightly recycling collection service for food and beverage containers from a container provided by Council.
- By appointment and subject to availability, a maximum of four kerb-side clean-ups per year each having a maximum of three cubic metres per service. Clean-ups nominated as having metals, e-waste and/or mattresses will now have these materials collected separately for recycling.
- By appointment and subject to availability, four bulky green waste collections for tree pruning each having a maximum of three cubic metres per service.

B. Flats and home units

- A weekly general waste collection service per unit occupancy of 120 litres per week from a container provided by Council.
- A weekly recycling collection service for paper products and food and beverage containers from a container provided by Council.
- By appointment and subject to availability, a maximum of four kerb-side clean-ups per year each having a maximum of three cubic metres per service. Clean-ups nominated as having metals, e-waste and/or mattresses will now have these materials collected separately for recycling.
- By appointment and subject to availability, four bulky green waste collections for tree pruning each having a maximum of three cubic metres per service.

C. Medium density residential/base service

- A weekly general waste collection service per occupancy using 120 litre bins.
- A fortnightly recycling collection per occupancy using 120 litre containers for paper/cardboard products.
- A fortnightly recycling collection per occupancy using 120 litre containers for food and beverage containers.
- By appointment and subject to availability, a maximum of four kerb-side clean-ups per year each having a maximum of three cubic metres per service. Clean-ups nominated as having metals, e-waste and/or mattresses will now have these materials collected separately for recycling.
- By appointment and subject to availability, four bulky green waste collections for tree pruning each having a maximum of three cubic metres per service.

D. General

- Rehabilitation and maintenance of former domestic waste landfill sites to meet environmental guidelines and statutory responsibilities.
- Single residential domestic waste service upgrades to 240 litre waste bins or additional green waste bins are provided for a minimum period of 12 months from date of purchase.

Charges for 2025/26 are shown below

Category	Charge per Occupancy	Service/ Properties	Estimated Yield
Base service with green waste	$533.00	24,105	$12,847,965
Base service without green waste	$357.00	366	$130,662
Flat, home unit 120L	$462.00	14,244	$6,580,728
Flat, home unit 240L	$695.00	10	$6,950
Additional green waste bin	$198.00	4,324	$856,152
240L bin with green waste	$764.00	7,029	$5,370,156
Additional 120L waste bin	$233.00	202	$47,066
Additional 240L recycle bin	$89.00	177	$15,753
Availability/vacant land	$210.00	250	$52,500
240L waste bin without green waste	$590.00	49	$28,910
Additional 240L waste bin, flat, home unit	$494.00	65	$32,110
			$25,968,952

Note: For aged care/retirement villages rated or exempt, charge is applied per service as follows:

- Base service without green waste plus 25% and 50% respectively for each room or apartment.
- Boarding house/single room serviced apartment - Base service without green waste plus 25% for each additional room or apartment – service level is 30 litres waste and 60 litres recycling per week per apartment.

Note: New services for flat, home unit additional bin weekly collections subject to Body Corporate approval are as follows:

- Additional 660L waste bin per bin per year $1,330.00
- Additional 660L recycle bin per bin per year $233.00

Statement of revenue policy

Rates Statement

Ordinary rate

The land within the Ku-ring-gai local government area is divided into two categories: residential and business. Council has two ordinary rates being a general residential rate and a general business rate. Business and residential categories can be defined as follows:

- **Residential Rate** - each parcel of land valued as one assessment whose dominant use is for residential accommodation (other than as a hotel, motel, guesthouse, boarding house, nursing home or any other form of residential accommodation whose dominant use is for business or profit).
- **Business Rate** - each parcel of land valued as one assessment whose dominant use is for business, commerce or associated with business for profit; whether profitable or not. In accordance with the *Local Government Act 1993*, land is to be categorised as 'business' if it cannot be categorised as farmland, residential or mining.

Those properties that are subject to a Mixed Development Apportionment Factor (MDAF) as supplied by the Valuer General are rated as part Residential and part Business on the basis that MDAF are not categorised according to dominant use.

Special rates

Council has the following current special rates:

- **Infrastructure – Primary Rate and Special Rate Variation:** used to maintain, renew and upgrade Council's infrastructure. The Infrastructure Rate will be levied on all rateable land within the Ku-ring-gai local government area.
- **Environmental - Special Rate Variation:** used to implement and continue a range of environmental programs. The Environmental Levy will be levied on all rateable land within the Ku-ring-gai local government area.

Refer to the Appendices for Ku-ring-gai Council's ordinary and special rates map for 2025-2026.

Rates Structure

Each year the NSW State Government approves a maximum percentage increase in the total income a council can receive from rates, known as the 'rate peg'. In 2025/26 the rate peg has been determined by IPART based on a population growth factor for each council in NSW and Ku-ring-gai Council was 6.1%.

The details of rates levied will be as follows:

Rates structure including rate pegging increase of 6.1%

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

The Ordinary General Residential and Business Rates, plus the special 'Infrastructure – Primary Rate' together represent the total notional rates income of Council excluding the rates received from the two special rate variations. The above rates structure divides this amount into the Ordinary Rates (59%) and 'Infrastructure – Primary Rate' (41%).

Under this rates structure, Council will grant a voluntary pensioner rebate (in addition to the Statutory Rebate) of 8.5% of the total Council rates and charges. This voluntary rebate will apply to pensioners who are eligible for the Statutory Rebate.

Payment of Rates

Ratepayers may pay their rates in four instalments being:

31 August, 30 November, 28 February and 31 May each year. Council is required to forward notices one month in advance. Council's payment options include:

- A telephone payment service
- Payble – payments using online platform named Payble
- Direct debit
- Payments at Australia Post
- Credit card, cheque, money order or cash payments at Council Chambers
- BPay
- Internet payments by credit card via Council's website.

Interest is charged on each instalment not paid by the due date.

The applicable interest rate is set each year by the Minister for Local Government. Council will adopt the maximum rate applicable as set by the Minister. The rate for 2025/26 is 10.5%.

Statutory Pensioner Rebate

Eligible pensioners receive a statutory reduction of 50% of the combined rates and domestic waste management charge to a maximum of $250. Council receives a subsidy of 55% of the total statutory rebate. To be eligible for a full year rebate, the date on which the person becomes eligible must be on the date rates and charges are levied in any rating year. Pensioners who become eligible after the date on which rates and charges are levied will receive a rebate proportionate to the number of full quarters remaining in the rating year after the day on which the person becomes an eligible pensioner (*Local Government Act 1993* section 575).

Those pensioners who are uncertain of their status should contact Council for assistance and advice. The granting of the Statutory Pensioner Rebate to eligible pensioners is limited to the current year and previous year only.

Voluntary Pensioner Rebate

In addition to the Statutory Pensioner Rebate, Council will grant a voluntary pensioner rebate in accordance with the adopted rates structure discussed in section 'Rates Structure' on page 69.

This voluntary rebate will apply to pensioners who are eligible for the Statutory Rebate. It will be granted to all eligible pensioners on the same basis as the Statutory Pensioner Rebate for 2025/26. The granting of Council's Voluntary Pensioner Rebate to eligible pensioners is limited to the current year and previous year only.

Other Rating Issues

Aggregation of rates in accordance with section 548A of the *Local Government Act 1993* (as amended) will apply in the following situations:

- For all lots categorised as Residential or Business for rating purposes, one separately titled car-space and one separately titled utility lot that are in the same ownership as the residential or business lot and are within the same building or Strata Plan. All aggregations will only apply from the commencement of the quarter following the lodgement of the application with Council.
- Upon registration of a plan of subdivision or consolidation with the registrar general Council will re-rate the property(s) from the commencement of the following quarter of the rating year.
- Councils obtain new land values from the NSW Valuer General at least every three years. For the 2025/26 rating year, the base date for Land Values is 1/7/2022.
- Council's current Policy 'Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery Policy' documents provisions for assistance in paying rates, charges and sundry debts, entitlement to pensioner concessions and requirements for debt recovery.

The policy is available at www.krg.nsw.gov.au

Other Charges

Fees & Charges

Council's Fees & Charges for 2025/26 have been reviewed to ensure closer alignment with increases in costs. This resulted in an increase of 3.9% for a variety of non-statutory fees as reflected in the Fees & Charges schedule.

Stormwater management charge

The stormwater management service charge for 2025/26 is levied under Section 496A of the *Local Government Act 1993* (as amended).

The charges have been set in accordance with the Local Government Amendment (Stormwater) Bill 2005 and for 2025/26 are as follows:

- Strata/Company titled residential home units: $12.50 per Unit
- Other residential property: $25.00 per rateable property
- Business rateable property: $25.00 per 350 square metres of land area (a maximum charge of $1,500.00 applies to land area greater than 21,000 square metres)
- Strata/Company titled business units: a minimum of $5.00 or the relevant proportion of the maximum annual charge that would apply to the land subject to the strata scheme if it were a parcel of land subject to the Business rateable property charge.

Waste management charge

The waste management charge for 2025/26 is levied under Section 501 of the *Local Government Act 1993* (as amended).

Section 611 charge - Gas Mains

Under Section 611 of the *Local Government Act 1993* (as amended) a council may make an annual charge on the person for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.

For the purpose of gas supplies, a charge is equal to 0.75% of average sales for five years plus a main apportionment calculated according to the percentage of mains within Ku-ring-gai. This is assessed in accordance with the judgement by Justice Pike (AGL v. Glebe Municipal Council) and the charge to be calculated using the independent audited figures prepared for the Local Government NSW (LGNSW) and the apportionment determined by the LGNSW.

Pricing – goods and services

Council's pricing methodology is detailed below. The Schedule of Fees and Charges (see separate document) also details the principles employed by Council in determining each fee and charge.

Pricing Principles

Code	Pricing basis	Pricing principle includes
F	**Full Cost Recovery** Council recovers all direct and indirect cost of the service, including depreciation of assets.	The service benefits particular users, making a contribution to their individual income, welfare or profits or a private benefit being provided without any broader benefits to the community. Council has a monopoly over the provision of the service and there are no community service or equity obligations. *Example of Full Cost Recovery - application for drainage easement and abandoned vehicle, removal and storage. Standard fee to be paid prior to release of the vehicle.*
P	**Partial Cost Recovery** Council recovers less than full costs, reasons may include community obligation or legislative limits on charging.	The benefits from provision of the service accrue to the community as whole as well as individual users. Charging prices to recover full cost may result in widespread evasion. The service promotes or encourages local economic activity. *Example of Partial Cost Recovery - tree preservation orders, youth program fees and freedom of information.*
L	**Statutory** Price of the service is determined by Legislation. Price may or may not recover full cost.	The service is a regulatory or statutory service and where the fee is determined by Council in accordance with a pricing principle prescribed in regulations (e.g. a maximum price). The amount of the fee is prescribed in regulations or determined by the Director General of the Office of Local Government or another authorised authority. Council has no discretion to determine the amount of the fee for a service when the amount is fixed by regulation or by another authority. *Example of Statutory - Certificates for classification of Council land.*
M	**Market Pricing** Price of the service is determined by examining alternative prices of surrounding service providers. Price may or may not recover full cost.	The service provided is in competition with that provided by another Council or agency (private or public) and there is pressure to set a price which will attract adequate usage of the service. *Example of Market Pricing - copying of documents.*
R	**Rate of Return** This would include full cost pricing in addition to a profit margin to factor in a return to Council.	The service is a profit making activity and the price paid by users should recover greater than the full cost of providing the service; (a) fees charged are greater than the full cost of the service to act as a disincentive; (b) fee charged for possession, occupation or enjoyment of Council land and air space by Gas, Electricity, Water and Telecommunications. *Example of Rate of Return – road restorations.*
Z	**No Charge** Some services may be provided free of charge and the whole cost determined as a community obligation or may be classed as a public good.	Service provides a broad community benefit. Impractical to charge for service on a user basis. Service is a minor part of the overall operation of Council. The potential for revenue collection is minor and is outweighed by the cost of collection. *Example of No Charge – Public access internet provision.*

Budget statements

4 Year Financial Plan for the years ending 30 June 2029
Income Statement

$'000	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29
Income from Continuing Operations				
Rates & Annual Charges	110,063	135,716	140,536	146,110
User Charges & Fees	23,956	24,899	25,619	26,332
Interest & Investment Revenue	8,204	5,720	4,765	3,880
Other Revenues	13,895	14,384	14,772	15,159
Grants & Contributions for Operating Purposes	9,188	9,390	9,380	9,544
Grants & Contributions for Capital Purposes	16,594	13,813	17,456	38,016
Other Income:				
Net gains from the disposal of assets	-	59	281	-
Total Income from Continuing Operations	**181,900**	**203,981**	**212,809**	**239,041**
Expenses from Continuing Operations				
Employee Benefits & On-Costs	54,159	56,555	58,698	60,921
Borrowing Costs	1,139	998	856	705
Materials & Contracts	68,500	70,201	73,363	75,316
Depreciation & Amortisation	29,525	30,392	31,729	32,921
Other Expenses	5,130	5,257	5,390	5,518
Other Operational Projects Expenses	6,739	6,606	6,785	7,901
Total Expenses from Continuing Operations	**165,192**	**170,009**	**176,821**	**183,282**
Net Operating Result for the Year	**16,708**	**33,972**	**35,988**	**55,759**
Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	**114**	**20,159**	**18,532**	**17,743**

4 Year Financial Plan for the years ending 30 June 2029
Funding Statement

Projected Funding $'000	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29
Net Operating Result for the Year	16,708	33,972	35,988	55,759
Add: (Non-Cash) - Depreciation	29,525	30,392	31,729	32,921
Add: Book Value of Asset Disposals	-	25	108	-
Cash Available to Fund Projects	**46,233**	**64,389**	**67,825**	**88,680**
Capital Works Project Expenditure				
Planning, Community & Other	- 2,666	- 6,496	- 2,447	- 3,613
Roads & Transport	- 15,109	- 21,971	- 25,037	- 24,930
Streetscape & Public Domain	- 11,903	- 7,706	- 26,163	- 39,722
Parks & Recreation	- 30,878	- 19,492	- 11,961	- 13,497
Stormwater Drainage	- 2,600	- 7,664	- 8,936	- 9,151
Council Buildings	- 6,636	- 9,715	- 14,823	- 8,537
Trees & Natural Environment	- 2,026	- 4,428	- 808	- 771
Total Capital Projects	**- 71,818**	**- 77,472**	**- 90,175**	**- 100,221**
Cash Flow Surplus/(to Fund)	**- 25,585**	**-13,083**	**- 22,350**	**- 11,541**
FINANCED BY:				
New Borrowings	-	-	-	-
Less: Loan Repayments	3,338	3,397	3,460	3,525
Net Loan Funds (Paid/Received)	**- 3,338**	**- 3,397**	**- 3,460**	**- 3,525**
Funds To Restricted Assets	45,067	63,962	67,650	72,267
Funds From Restricted Assets				
Internal Reserves	26,158	43,663	46,050	42,016
Section 7.11 Plans	36,126	26,876	39,484	36,966
Infrastructure Levy	3,650	3,771	3,885	4,002
Environmental Levy	4,084	4,501	3,962	4,035
DWM & Grants Reserves (Net)	4,072	1,731	179	414
Net Funding from Reserves	**29,023**	**16,580**	**25,910**	**15,166**
Net Working Capital Change	**100**	**100**	**100**	**100**
Opening Working Capital	9,189	9,289	9,389	9,489
Closing Working Capital	**9,289**	**9,389**	**9,489**	**9,589**

Summary of Capital Works Program and Operational Projects 2025/2026

(in 2025/2026 prices - $000's)

Project Group	Project SubGroup/Asset Sub Category (Programs)	Suburb	Capital Works	Operating Projects	Total Cost	General Funds	Development Contributions	Grants	Infrastructure Levy	Environmental Levy	Infrastructure & Facilities	Other Internal Reserves	Loans
Council Buildings	Building Works & Maintenance	Gordon	1,544	0	**1,544**	0	0	0	0	0	1,544	0	0
	Capital Building Works	Various	2,330	0	**2,330**	388	0	0	0	0	1,488	455	0
	Community Centres & Halls	Various	69	159	**227**	159	0	0	0	0	69	0	0
	Public Toilets	Various	2,694	0	**2,694**	0	0	335	0	0	2,359	0	0
Parks & Recreation	Fencing & Parking Areas	Various	746	0	**746**	0	515	0	0	0	232	0	0
	Open Space Acquisition	Various	6,173	0	**6,173**	0	6,173	0	0	0	0	0	0
	Open Space/Recreational Assets	Various	720	0	**720**	0	720	0	0	0	0	0	0
	Parks Development	Wahroonga	7,276	0	**7,276**	0	6,971	0	0	0	306	0	0
	Playgrounds	West Pymble	3,258	0	**3,258**	0	2,625	0	0	0	633	0	0
	Sports Courts	Various	10,708	0	**10,708**	0	5,184	1,650	0	0	977	0	2,897
	Sportsfields	Various	1,995	0	**1,995**	0	69	0	0	0	1,927	0	0
	Tree Planting	Various	0	71	**71**	71	0	0	0	0	0	0	0
Planning, Community & Other	Community Development	Various	0	65	**65**	0	0	65	0	0	0	0	0
	Community Projects	Various	265	169	**434**	169	0	0	0	0	265	0	0
	Contributions Program Administration	Various	45	393	**439**	0	439	0	0	0	0	0	0
	Heritage Planning	Various	0	58	**58**	58	0	0	0	0	0	0	0
	Human Resources	Various	0	74	**74**	0	0	74	0	0	0	0	0
	Information Technology	Various	0	476	**476**	476	0	0	0	0	0	0	0
	Library Resources	Various	787	0	**787**	787	0	0	0	0	0	0	0
	Other Operating Projects	Various	0	16	**16**	16	0	0	0	0	0	0	0
	Planning Projects	St Ives	303	60	**363**	0	296	0	0	0	6	60	0
	Plant & Vehicles	Various	1,266	0	**1,266**	1,266	0	0	0	0	0	0	0
Roads & Transport	Footpaths	Various	2,210	0	**2,210**	0	0	0	0	0	2,210	0	0
	Roads New & Upgrade	Various	412	429	**841**	0	412	429	0	0	0	0	0
	Roads Renewal Program	Various	11,483	375	**11,858**	0	0	1,575	3,650	0	6,632	0	0
	Street Furniture	Various	116	0	**116**	0	0	0	0	0	116	0	0
	Traffic Facilities	Various	888	157	**1,045**	0	12	819	0	0	214	0	0
Stormwater Drainage	Drainage Structures	Various	2,600	72	**2,672**	0	0	0	0	0	2,672	0	0
Streetscape & Public Domain	Town Centre & Urban Design	Various	0	376	**376**	376	0	0	0	0	0	0	0
	Town Centre Streetscape	Various	5,924	170	**6,094**	170	5,924	0	0	0	0	0	0
	Town Centres	Turramurra	5,979	0	**5,979**	0	5,979	0	0	0	0	0	0
Trees & Natural Environment	Biodiversity	Turramurra	0	989	**989**	0	0	123	0	866	0	0	0
	Catchment Management & Analysis	Various	0	631	**631**	244	0	0	0	351	0	36	0
	Community Partnerships	Various	1,029	1,003	**2,032**	122	807	0	0	1,103	0	0	0
	Environmental Levy projects	Various	0	634	**634**	0	0	0	0	634	0	0	0
	Sustainable Energy	Various	491	259	**750**	285	0	0	0	404	0	61	0
	Transport	Various	257	100	**357**	0	0	0	0	357	0	0	0
	Water Sensitive Urban Design	Various	249	0	**249**	0	0	0	0	249	0	0	0
	Total at 2025/2026 Prices		**71,818**	**6,739**	**78,557**	**4,589**	**36,126**	**5,071**	**3,650**	**3,964**	**21,648**	**611**	**2,897**

Capital Works Program & Operational Projects 2025/2026

(in 2025/2026 prices - $000's)

Year: 2026

				78,557,300	34,462,900	36,125,800	5,071,200	2,897,400
Project SubGroup/Asset Sub Category (Programs)	**Suburb**	**Location**	**Description of Work**	**Estimated Total Costs**	**General Funds**	**Development Contributions**	**Grants**	**Loans**
Council Buildings								
Building Works & Maintenance	Gordon	818 Pacific Highway	Undertake upgrade work to Council Chambers, with special attention to building footings, internal fit-out, and upgrading HVAC	926,100	926,100	0	0	0
	Gordon	818 Pacific Highway	Council chambers Upgrade	617,400	617,400			
Capital Building Works	Gordon	Pacific Highway	828 Pacific Highway - leasing CAPEX	842,500	842,500	0	0	0
	Killara	Marian Street	Marian Street Theatre - capital works	514,500	514,500	0	0	0
	Various	LGA	Infrastructure renewal - enhanced program - capital building works - specific projects to be defined	558,400	558,400	0	0	0
	Various	LGA	Building services capital program. Various air-conditioning units within Council require replacement	414,900	414,900	0	0	0
Community Centres & Halls	Gordon	Pacific Highway	Tulkiyan Building – operational contributions	158,800	158,800	0	0	0
	Various	LGA	Minor upgrades and replacements for community facilities (halls and meeting rooms)	68,700	68,700	0	0	0
Public Toilets	Pymble	Bannockburn Oval	Refurbishment of building	2,166,900	1,831,700	0	335,200	0
	Various	LGA	Two amenities will be refurbished	526,800	526,800	0	0	0
Parks & Recreation								
Fencing & Parking Areas	St Ives	St Ives Showground - Mona Vale Road	St Ives Showground car park upgrade including the main area and new areas at regional playground to improve parking capacity, protect and aid recovery of Duffys Forest Endangered Ecological Community within car parks, and control sediment runoff and erosion in adjacent Duffys Forest bushland	514,500	0	514,500	0	0
	Various	LGA	Fencing and car park upgrades at parks and sportsgrounds in accordance with prioritisation matrix	231,700	231,700	0	0	0
Open Space Acquisition	Various	LGA	Land acquisition and embellishment of new parks	5,454,100	0	5,454,100	0	0
	Various	LGA	Open space planning and acquisition of land for new parks	719,100	0	719,100	0	0
Open Space/Recreational Assets	Lindfield	Ibbitson Park, cnr Worsley Road	Upgrade centre park to urban park standard inclusive of new playground, new fixtures and associated landscaping works	720,300	0	720,300	0	0
Parks Development	Killara	Killara Park	Accessible toilet facilities - Design	309,300	0	309,300	0	0
	Pymble	Robert Pymble Park, cnr Park Crescent and Alma Street	Upgrade works to park and surrounding streets - project management and construction	3,087,000	0	3,087,000	0	0
	Roseville	Roseville Memorial Park - cnr Pacific Highway and McLaurin Parade	Upgrade existing centre park to urban park standard	72,000	0	72,000	0	0
	St Ives	Bedes Forest Reserve cnr Stanley Street and Yarrabung Road	Construction of new park in accordance with adopted concept plan	3,296,500	0	3,296,500	0	0
	Various	LGA	Parks Development Program	305,700	305,700	0	0	0
	Wahroonga	The Glade	Construction of Stage 1 works in accordance with adopted landscape master plan	205,800	0	205,800	0	0
Playgrounds	East Lindfield	Carlyle Road	Carlyle Road Reserve - Playground conversion to open space	55,400	55,400	0	0	0
	East Lindfield	Pleasant Avenue Reserve	Playground conversion to nature play	38,300	38,300	0	0	0
	Lindfield	Bradfield Road	Queen Elizabeth Reserve playground upgrade	926,900	103,000	823,900	0	0
	Roseville	Roseville Park	Roseville Park Play Space Upgrade	740,900	0	740,900	0	0
	South Turramurra	Mimosa Reserve/ Rofe Park, Mimosa Road	Playspace upgrade	367,300	67,300	300,000	0	0
	St Ives	420 Mona Vale Road	Ku-ring-gai Wildflower Garden - district playspace upgrade	611,500	68,000	543,500	0	0
	Various	LGA	Playground upgrade as per Playground Strategy priority matrix	62,800	62,800	0	0	0
	Wahroonga	Curtin Avenue	McMahon Park Reserve- Playground conversion to nature play	38,300	38,300	0	0	0
	Wahroonga	The Glade, Koora Avenue	Playspace upgrade	142,600	53,900	88,700	0	0
	West Pymble	Next to 11 Henry Street	Applegum Way playground – Playground conversion to nature play in line with Playspace Strategy 2020	55,400	55,400	0	0	0
	West Pymble	Sequoia Close	Playground upgrade	161,900	33,800	128,100	0	0
	West Pymble	Camira Street	Claire Taylor Park - Playground conversion to nature play	57,200	57,200	0	0	0
Sports Courts	St Ives	St Ives Indoor Sports Courts – located on the grounds of the St Ives High School, Horace Street	New St Ives Indoor Sports Courts (joint usage with Department of Education)	10,158,100	426,500	5,184,200	1,650,000	2,897,400
	Various	LGA	Sports Courts Development Program as per prioritisation matrix	550,100	550,100	0	0	0
Sportsfields	Pymble	Bannockburn Oval, cnr Bannockburn Road and Birubi Avenue	Sportsfield upgrade of playing surface, irrigation, drainage and water harvesting	801,900	801,900	0	0	0
	Roseville	Charles Bean Oval	Synthetic sportsfield replacement	828,200	828,200	0	0	0
	St Ives Chase	Warrimoo Sportsground, Warrimoo Avenue	Undertake ecological and hydrological monitoring at Warrimoo Sportsground to establish baseline conditions for the adjoining Coastal Upland Swamp Endangered Ecological Community, and to inform assessment of any future resurfacing, sportsfield upgrades or drainage works	68,800	0	68,800	0	0
	Various	LGA	Matching funding opportunities and design and project management	232,700	232,700	0	0	0
	Various	LGA	Sportsfield Optimisation Trial	63,800	63,800			
Tree Planting	Various	LGA	Tree planting	71,300	71,300	0	0	0
Planning, Community & Other								
Community Projects	Gordon	707 Pacific Highway	Tulkiyan Building - Change of use access improvements	264,700	264,700	0	0	0

Capital Works Program & Operational Projects 2025/2026
(in 2025/2026 prices - $000's)

Year: 2026 (continued)

Project SubGroup/Asset Sub Category (Programs)	Suburb	Location	Description of Work	Estimated Total Costs	General Funds	Development Contributions	Grants	Loans
	Gordon	St Ives Showground	Multicultural Festival	51,500	51,500	0	0	0
	Various	LGA	Ku-ring-gai Council Access and Disability Inclusion Plan actions	32,800	32,800	0	0	0
	Various	LGA	Improvements to facilities	85,000	85,000	0	0	0
Contributions Program	Various	LGA	Contributions management, data and supporting studies	172,400	0	172,400	0	0
Administration	Various	LGA	S7.12 (S94A) Plan projects	45,400	0	45,400	0	0
	Various	LGA	S7.12 (S94A) Contribution Plan management	221,100	0	221,100	0	0
Heritage Planning	Various	LGA	Ku-ring-gai Heritage Fund	58,200	58,200	0	0	0
Human Resources	Various	LGA	Workplace, Health and Safety management projects	74,500	0	0	74,500	0
Information Technology	Various	LGA	IT systems projects	170,000	170,000	0	0	0
	Various	LGA	IT digital transformation	305,700	305,700	0	0	0
Library Resources	Various	LGA	Library resources	787,100	787,100	0	0	0
Other Operating Projects	Various	LGA	Governance and delegations management system	16,400	16,400	0	0	0
Planning Projects	Gordon	Pennant Avenue	Landscape masterplan for former Gordon Bowling Club	60,300	60,300	0	0	0
	St Ives	St Ives Showground	St Ives Showground Master Plan	302,500	6,000	296,500	0	0
Plant & Vehicles	Various	LGA	Operational and passenger fleet	1,266,300	1,266,300	0	0	0
Roads & Transport								
Footpaths	Various	LGA	Footpaths - rehabilitation and maintenance program	229,600	229,600	0	0	0
	Various	LGA	Footpaths - new footpath program	1,483,100	1,483,100	0	0	0
	Various	LGA	Footpaths - renewal program	497,700	497,700	0	0	0
Roads New & Upgrade	Gordon	Between Moree Street And St Johns Avenue, Gordon 70M	New 15M Wide Street, Two Way Traffic, With On street Parking	411,600	0	411,600	0	0
	Various	LGA	Traffic facilities maintenance	429,100	0	0	429,100	0
Roads Renewal Program	Gordon	Road Resurfacing - St Johns Avenue, Gordon (Pacific Hwy to Vale St)	Road Rehabilitation Program - Road to Recovery Grant FY25-26	1,200,000	0	0	1,200,000	0
	Various	LGA	Roads - Rehabilitation Program	6,632,500	6,632,500	0	0	0
	Various	LGA	Roads maintenance (block grant)	374,800	0	0	374,800	0
	Various	Various	Road Rehabilitation Program - Infrastructure Levy FY25-26	3,650,500	3,650,500	0	0	0
Street Furniture	Various	LGA	Streetlighting standardisation, following streetlight audit plan recommendations	116,400	116,400	0	0	0
Traffic Facilities	Gordon	Robert Street	Pedestrian crossing outside Gordon Railway station	74,400	0	0	74,400	0
	LGA - North	All	Speed cushions installation	56,700	56,700	0	0	0
	Lindfield	Pacific Highway	Lindfield Local Centre. New traffic infrastructure - design and construction of following. 1. Intersection Pacific Highway and Strickland Avenue - new traffic signals with pedestrian crossing facilities. 2. Intersection Lindfield Avenue and Tryon Road - removal of existing mid-block pedestrian activated signals on Lindfield Avenue and installation of new traffic signals with pedestrian crossing facilities at intersection of Tryon Road and Lindfield Avenue. 3. Intersection Pacific Highway and Balfour Street/Havilah Road - localised widening of Pacific Highway to accommodate extension of existing right turn bay on the Pacific Highway for vehicles turning into Balfour Street. 4. Grosvenor Road at intersection with Pacific Highway - localised road widening to accommodate an additional approach lane on Grosvenor Road	12,100	0	12,100	0	0
	Lindfield	Lindfield CBD	HPAA - Lindfield CBD	361,600	0	0	361,600	0
	North Turramurra	Bobbin Head Road	Wombat crossing outside Ku-ring-gai High School	55,600	0	0	55,600	0
	Roseville	Margaret Street	Wombat crossing for Roseville Public School	86,400	0	0	86,400	0
	St Ives	Mudies Road	Wombat crossing	76,900	0	0	76,900	0
	Turramurra	Nambucca Street	Pedestrian Refuge Island	55,000	0	0	55,000	0
	Turramurra	Eastern Road	Wombat crossing outside Karuah Oval	109,400	0	0	109,400	0
	Various	LGA	Audit of signs and linemarking	156,900	156,900	0	0	0
Stormwater Drainage								
	Various	LGA	Infrastructure renewal - enhanced program	898,300	898,300	0	0	0
Drainage Structures	Various	LGA	Stormwater drainage - flooding impact reduction	741,200	741,200	0	0	0
	Various	LGA	Stormwater drainage - renewal and relining	880,900	880,900	0	0	0
	Various	LGA	Stormwater drainage - minor works	79,400	79,400	0	0	0
	Various	LGA	Stormwater drainage - CCTV inspection	72,000	72,000	0	0	0
Streetscape & Public Domain								
Town Centre & Urban Design	Various	LGA	Planning study updates in response to implementing North District Plan	376,200	376,200	0	0	0
Town Centre Streetscape	Gordon	Fitzsimons Lane	Gordon North streetscape improvements - tender and construction of works in accordance with adopted concept plan	4,643,000	0	4,643,000	0	0
	Gordon	Heritage Park and Werona Ave	Streetscape Improvements.	205,800	0	205,800	0	0

Capital Works Program & Operational Projects 2025/2026
(in 2025/2026 prices - $000's)

Year: 2026 (continued)

Project SubGroup/Asset Sub Category (Programs)	Suburb	Location	Description of Work	Estimated Total Costs	General Funds	Development Contributions	Grants	Loans
	Pymble	Pymble Local Centre - East side	Preparation of construction documentation for streetscape improvement works in accordance with Public Domain Plan	541,300	0	541,300	0	0
	Turramurra	Eastern Road	East Turramurra Neighbourhood Centre upgrade	533,600	0	533,600	0	0
	Various	LGA	Renewing streetscape garden beds	170,500	170,500	0	0	0
Town Centres	Lindfield	Woodford Lane Carpark, 2-12 Bent Street and Drovers Way	Lindfield Village Hub - project management	1,131,900	0	1,131,900	0	0
	Lindfield	Lindfield Avenue	Detail design, tender and construction of streetscape improvement works in accordance with endorsed concept plan	4,333,000	0	4,333,000	0	0
	Turramurra	Turramurra Local Centre - precinct T1 & T2	Turramurra Community Hub - project management	514,500	0	514,500	0	0
Trees & Natural Environment								
Biodiversity	Various	LGA	Biodiversity & Bushfire Management (EL)	865,700	865,700	0	0	0
	Turramurra	Rofe Park, Sheldon Forest and Comenarra Creek Reserve	Linking landscapes/biobanking - works	123,100	0	0	123,100	0
Catchment Management & Analysis	Various	LGA	Water & Catchment Management (EL)	351,300	351,300	0	0	0
	Various	LGA	Catchment management - operational and maintenance	279,500	279,500	0	0	0
Community Partnerships	St Ives	St Ives Showground, 450 Mona Vale Road	St Ives Cultural and Environmental Education Centre - design and construction	1,029,000	222,100	806,900	0	0
	Various	LGA	Community Engagement & Environmental Education (EL)	848,200	848,200	0	0	0
	Various	LGA	Better Business Partnership program	155,400	155,400	0	0	0
Environmental levy projects	Various	LGA	Environmental Levy	634,000	634,000	0	0	0
Sustainable Energy	Various	LGA	Alternative energy and energy efficiency projects	145,300	145,300	0	0	0
	Various	LGA	Energy efficient lighting and initiatives	60,400	60,400	0	0	0
	Various	LGA	Energy Management (EL)	259,100	259,100	0	0	0
	Various	LGA	Reinvestment of savings from energy projects	285,500	285,500	0	0	0
Transport	Various	LGA	Management of recreation in natural areas	151,400	151,400	0	0	0
	Various	LGA	Sustainable Transport & Recreation in Natural Areas (EL)	100,000	100,000	0	0	0
	Various	All	Sustainable transport initiatives projects	105,900	105,900	0	0	0
Water Sensitive Urban Design	Various	LGA	Stormwater harvesting and reuse projects	153,500	153,500	0	0	0
	Various	LGA	Bio filter systems and tree pits	63,500	63,500	0	0	0
	Various	LGA	Buildings and facilities - water projects	31,100	31,100	0	0	0

Capital Works Program & Operational Projects 2026/2027

(in 2026/2027 prices - $000's)

Year: 2027

				84,200,300	35,261,800	26,696,300	2,778,500	223,700	19,240,000
Project SubGroup/Asset Sub Category (Programs)	**Suburb**	**Location**	**Description of Work**	**Estimated Total Costs**	**General Funds**	**Development Contributions**	**Grants**	**CP2010 Asset Sales**	**SRV**
Council Buildings									
Building Works & Maintenance	Gordon	818 Pacific Highway	Undertake upgrade work to Council Chambers, with special attention to building footings, internal fit-out, and upgrading HVAC	1,582,100	1,582,100	0	0	0	0
Capital Building Works	Gordon	Pacific Highway	828 Pacific Highway - leasing CAPEX	397,700	397,700	0	0	0	0
	Various	LGA	Infrastructure renewal - enhanced program - capital building works - specific projects to be defined	6,700,000	0	0	0	0	6,700,000
	Various	LGA	Building services capital program. Various air-conditioning units within Council require replacement	425,300	425,300	0	0	0	0
Community Centres & Halls	Gordon	Pacific Highway	Tulkiyan Building - operational contributions	162,800	162,800	0	0	0	0
	Various	LGA	Minor upgrades and replacements for community facilities (halls and meeting rooms)	70,400	70,400	0	0	0	0
Public Toilets	Various	LGA	Two amenities will be refurbished	540,000	540,000	0	0	0	0
Parks & Recreation									
Fencing & Parking Areas	Various	LGA	Fencing and car park upgrades at parks and sportsgrounds in accordance with prioritisation matrix	237,500	237,500	0	0	0	0
Open Space Acquisition	Pymble	Pymble Local Centre	Preparation of concept design for new park - for Council endorsement. Note - timing of project is subject to completion of land acquisition	416,200	0	416,200	0	0	0
	Various	LGA	Land acquisition and embellishment of new parks	976,500	0	976,500	0	0	0
	Various	LGA	Open space planning and acquisition of land for new parks	1,122,500	0	1,122,500	0	0	0
Open Space/Recreational Assets	Various	LGA	Infrastructure renewal - enhanced program - open space/recreational assets	2,125,500	45,500	0	0	0	1,900,000
	Various	LGA	New Enhanced Infrastructure Assets	2,109,400		2,109,400		0	0
Parks Development	Killara	Selkirk Park	Outdoor amphitheatre in park for performances next to Marian Street Theatre	102,400	3,900	27,400	0	71,100	0
	Pymble	Robert Pymble Park, cnr Park Crescent and Alma Street	Upgrade works to park and surrounding streets - project management and construction	2,414,200	0	2,414,200	0	0	0
	Roseville	Roseville Memorial Park - cnr Pacific Highway and McLaurin Parade	Upgrade existing centre park to urban park standard	535,800	0	535,800	0	0	0
	St Ives	St Ives Village Green	Masterplan implementation works at Village Green and William Cowan Oval	1,215,800	800	1,215,000	0	0	0
	Various	LGA	Parks Development Program	313,400	313,400	0	0	0	0
	Wahroonga	The Glade	Construction of Stage 1 works in accordance with adopted landscape master plan	896,900	0	896,900	0	0	0
Playgrounds	Lindfield	Primula Oval	Princes Park/Primula Oval playground upgrade	226,000	27,100	198,900	0	0	0
	Various	LGA	Playground upgrade as per Playground Strategy priority matrix	94,200	94,200	0	0	0	0
	Wahroonga	The Glade, Koora Avenue	Playspace upgrade	818,200	0	818,200	0	0	0
Sports Courts	Various	LGA	Sports Courts Development Program as per prioritisation matrix	563,900	563,900	0	0	0	0
Sportsfields	Turramurra	North Turramurra Recreational Area	NTRA Synthetic Sportsfield replacement	954,400	954,400	0	0	0	0
	Various	LGA	Sportsfield Optimisation Trial	65,400	65,400	0	0	0	0
	Various	LGA	Matching funding opportunities and design and project management	84,000	84,000	0	0	0	0
	West Pymble	Norman Griffith Oval	Norman Griffith Oval upgrade	4,400,000	4,400,000	0	0	0	0
Tree Planting	Various	LGA	Tree planting	73,100	73,100	0	0	0	0
Planning, Community & Other									
Community Development	Various	LGA	Local Priority Grant (State govt funding)	66,800	0	0	66,800	0	0
	Gordon		Multicultural Festival	52,700	52,700	0	0	0	0
Community Projects	Various	LGA	Ku-ring-gai Council Access and Disability Inclusion Plan actions	33,600	33,600	0	0	0	0
	Various	LGA	Improvements to facilities	87,100	87,100	0	0	0	0
Contributions Program Administration	Various	LGA	Contributions management, data and supporting studies	176,700	0	176,700	0	0	0
	Various	LGA	S7.12 (S94A) Plan projects	56,800	0	56,800	0	0	0
	Various	LGA	S7.12 (S94A) Contribution Plan management	113,300	0	113,300	0	0	0
Heritage Planning	Various	LGA	Ku-ring-gai Heritage Fund	59,600	59,600	0	0	0	0
Human Resources	Various	LGA	Workplace, Health and Safety management projects	76,300	0	0	76,300	0	0
Information Technology	Various	LGA	IT equipment replacement	225,700	225,700	0	0	0	0
	Various	LGA	IT systems projects	174,300	174,300	0	0	0	0
	Various	LGA	IT digital transformation	313,300	313,300	0	0	0	0
Land Acquisition	Pymble	Grandview Lane	Extension of existing lane - land acquisition component only of new road	3,798,600	0	3,798,600	0	0	0
Library Resources	Various	LGA	Library resources	806,800	806,800	0	0	0	0
Other Operating Projects	Various	LGA	Governance and delegations management system	16,800	16,800	0	0	0	0
Planning Projects	St Ives	St Ives Showground	St Ives Showground Master Plan	310,100	6,200	303,900	0	0	0
Plant & Vehicles	Various	LGA	Operational and passenger fleet	1,298,000	1,298,000	0	0	0	0

Capital Works Program & Operational Projects 2026/2027
(in 2026/2027 prices - $000's)

Year: 2027 (continued)

Project SubGroup/Asset Sub Category (Programs)	Suburb	Location	Description of Work	Estimated Total Costs	General Funds	Development Contributions	Grants	CP2010 Asset Sales	SRV
Roads & Transport									
Footpaths	Various	LGA	Footpaths - rehabilitation and maintenance program	235,400	235,400	0	0	0	0
	Various	LGA	Footpaths - new footpath program	3,620,300	1,520,300	0	0	0	2,100,000
	Various	LGA	Footpaths - renewal program	1,450,200	510,200	0	0	0	940,000
Roads New & Upgrade	Gordon	Between Moree Street And St Johns Avenue, Gordon 70M	New 15M Wide Street, Two Way Traffic, With On street Parking	843,800	0	843,800	0	0	0
	Various	LGA	Traffic facilities maintenance	439,800	0	0	439,800	0	0
Roads Renewal Program	Various	LGA	Roads - Rehabilitation Program	10,551,400	10,551,400	0	0	0	0
	Various	LGA	Roads maintenance (block grant)	384,200	0	0	384,200	0	0
Street Furniture	Various	LGA	Streetlighting standardisation, following streetlight audit plan recommendations	119,300	119,300	0	0	0	0
Traffic & Transport Facilities	Gordon	Robert Street	Pedestrian crossing outside Gordon Railway station	200,000	0	0	200,000	0	0
	Lindfield	Pacific Highway	Lindfield Local Centre. New traffic infrastructure - design and construction of following.1. Intersection Pacific Highway and Strickland Avenue - new traffic signals with pedestrian crossing facilities.2. Intersection Lindfield Avenue and Tryon Road - removal of existing mid-block pedestrian activated signals on Lindfield Avenue and installation of new traffic signals with pedestrian crossing facilities at intersection of Tryon Road and Lindfield Avenue. 3. Intersection Pacific Highway and Balfour Street/Havilah Road - localised widening of Pacific Highway to accommodate extension of existing right turn bay on the Pacific Highway for vehicles turning into Balfour Street.4. Grosvenor Road at intersection with Pacific Highway - localised road widening to accommodate an additional approach lane on Grosvenor Road.	1,582,100	1,265,000	164,500	0	152,600	0
	North Turramurra	Bobbin Head Road	Wombat crossing outside Ku-ring-gai High School	400,000	0	0	400,000	0	0
	Roseville	Margaret Street	Wombat crossing for Roseville Public School	350,000	0	0	350,000	0	0
	St Ives	Mudies Road	Wombat crossing	150,000	0	0	150,000	0	0
	Turramurra	Nambucca Street	Pedestrian Refuge Island	200,000	0	0	200,000	0	0
	Turramurra	Eastern Road	Wombat crossing outside Karuah Oval	350,000	0	0	350,000	0	0
	Various	LGA	Traffic facilities program allocation - Works to be Defined	218,900	218,900	0	0	0	0
	Various	LGA	Traffic & Transport Infrastructure Upgrade - enhanced program	1,700,000					1,700,000
Stormwater Drainage									
Drainage Structures	Various	LGA	Infrastructure renewal - enhanced program	5,900,000	0	0	0	0	5,900,000
	Various	LGA	Stormwater drainage - flooding impact reduction	759,700	759,700	0	0	0	0
	Various	LGA	Stormwater drainage - renewal and relining	922,500	922,500	0	0	0	0
	Various	LGA	Stormwater drainage - minor works	81,400	81,400	0	0	0	0
	Various	LGA	Stormwater drainage - CCTV inspection	54,300	54,300	0	0	0	0
Streetscape & Public Domain									
Town Centre & Urban Design	Various	LGA	Planning study updates in response to implementing North District Plan	385,700	385,700	0	0	0	0
Town Centre Streetscape	Pymble	Pymble Local Centre - East side	Preparation of construction documentation for streetscape improvement works in accordance with Public Domain Plan	554,800	0	554,800	0	0	0
	St Ives	St Ives Local Centre	Detail design for streetscape improvement works in accordance with Public Domain Plan	1,022,000	0	1,022,000	0	0	0
	Various	LGA	Renewing streetscape garden beds	174,800	174,800	0	0	0	0
Town Centres	Lindfield	Woodford Lane Carpark, 2-12 Bent Street and Drovers Way	Lindfield Village Hub - project management	1,160,200	0	1,160,200	0	0	0
	Lindfield	Lindfield Avenue	Detail design, tender and construction of streetscape improvement works in accordance with endorsed concept plan	4,441,300	0	4,441,300	0	0	0
	Turramurra	Turramurra Local Centre - precinct T1 & T2	Turramurra Community Hub - project management	527,400	0	527,400	0	0	0
Trees & Natural Environment									
Biodiversity	Various	LGA	Biodiversity & Bushfire Management (EL)	894,100	894,100	0	0	0	0
	Turramurra	Rofe Park, Sheldon Forest and Comenarra Creek Reserve	Linking landscapes/biobanking - works	161,400	0	0	161,400	0	0
Catchment Management & Analysis	Various	LGA	Water & Catchment Management (EL)	362,200	362,200	0	0	0	0
	Various	LGA	Catchment management - operational and maintenance	249,600	249,600	0	0	0	0
Community Partnerships	St Ives	St Ives Showground, 450 Mona Vale Road	St Ives Cultural and Environmental Education Centre - design and construction	3,801,800	820,500	2,981,300	0	0	0
	Various	LGA	Community Engagement & Environmental Education (EL)	877,700	877,700	0	0	0	0
	Various	LGA	Better Business Partnership program	161,500	161,500	0	0	0	0

Capital Works Program & Operational Projects 2026/2027
(in 2026/2027 prices - $000's)

Year: 2027 (continued)

Project SubGroup/Asset Sub Category (Programs)	Suburb	Location	Description of Work	Estimated Total Costs	General Funds	Development Contributions	Grants	CP2010 Asset Sales	SRV
Environmental levy projects	Various	LGA	Environmental Levy	684,500	684,500	0	0	0	0
Sustainable Energy	Various	LGA	Alternative energy and energy efficiency projects	86,800	86,800	0	0	0	0
	Various	LGA	Energy efficient lighting and initiatives	61,900	61,900	0	0	0	0
	Various	LGA	Energy Management (EL)	389,700	389,700	0	0	0	0
	Various	LGA	Reinvestment of savings from energy projects	292,600	292,600	0	0	0	0
Transport	Various	LGA	Sustainable Transport & Recreation in Natural Areas (EL)	102,500	102,500	0	0	0	0
	Various	LGA	Management of recreation in natural areas	86,800	86,800	0	0	0	0
Water Sensitive Urban Design	Various	LGA	Bio filter systems and tree pits	65,100	65,100	0	0	0	0
	Various	LGA	Buildings and facilities - water projects	32,600	32,600	0	0	0	0

Capital Works Program & Operational Projects 2027/2028

(in 2027/2028 prices - $000's)

Year: 2028

				97,085,700	36,197,300	39,484,000	1,120,800	562,500	19,721,100
Project SubGroup/Asset Sub Category (Programs)	**Suburb**	**Location**	**Description of Work**	**Estimated Total Costs**	**General Funds**	**Development Contributions**	**Grants**	**CP2010 Asset Sales**	**SRV**
Council Buildings									
Capital Building Works	Gordon	Pacific Highway	828 Pacific Highway - leasing CAPEX	407,700	407,700	0	0	0	0
	Gordon	818 Pacific Highway	Upgrade of administration building	6,486,600	6,486,600	0	0	0	0
	Various	LGA	Infrastructure renewal - enhanced program - capital building works - specific projects to be defined	6,867,500	0	0	0	0	6,867,500
	Various	LGA	Building services capital program. Various air-conditioning units within Council require replacement	435,900	435,900	0	0	0	0
Community Centres & Halls	Gordon	Pacific Highway	Tulkiyan Building – operational contributions	166,900	166,900	0	0	0	0
	Various	LGA	Minor upgrades and replacements for community facilities (halls and meeting rooms)	72,100	72,100	0	0	0	0
Public Toilets	Various	LGA	Two amenities will be refurbished	553,500	553,500	0	0	0	0
Parks & Recreation									
Fencing & Parking Areas	Various	LGA	Fencing and car park upgrades at parks and sportsgrounds in accordance with prioritisation matrix	243,400	243,400	0	0	0	0
Open Space Acquisition	Pymble		New park - Pymble - Construction	1,919,300	0	1,919,300	0	0	0
	Various	LGA	Land acquisition and embellishment of new parks	2,483,500	0	2,483,500	0	0	0
Open Space/Recreational Assets	Various	LGA	Infrastructure renewal - enhanced program - open space/recreational assets	2,456,500	509,000	0	0	0	1,947,500
	Various	LGA	New enhanced infrastructure assets	2,162,200		2,162,200		0	0
Parks Development	Various	LGA	Parks Development Program	321,200	321,200	0	0	0	0
Playgrounds	Lindfield	Primula Oval	Princes Park/Primula Oval playground upgrade	231,600	27,800	203,800	0	0	0
	St Ives	59B Yarrabung Road	Yarrabung Reserve playground upgrade	231,600	27,800	203,800	0	0	0
	Various	LGA	Playground upgrade as per Playground Strategy priority matrix	157,400	157,400	0	0	0	0
	West Pymble	37 Kiparra Street	Peewee Park playground upgrade	231,600	27,800	203,800	0	0	0
Sports Courts	Various	LGA	Sports Courts Development Program as per prioritisation matrix	578,000	578,000	0	0	0	0
Sportsfields	East Lindfield	Lindfield Soldiers Memorial Oval No.1, Tryon Road	Upgrade of playing surface and installing turf wicket, drainage and automated irrigation. Stormwater - planning, investigation and design	791,300	0	393,800	0	397,500	0
	Various	LGA	Matching funding opportunities and design and project management	86,100	86,100	0	0	0	0
	Various	LGA	Sportsfield Optimisation Trial	67,000	67,000			0	0
Tree Planting	Various	LGA	Tree planting	75,000	75,000	0	0	0	0
Planning, Community & Other									
Community Development	Various	LGA	Local Priority Grant (State govt funding)	68,500	0	0	68,500	0	0
Community Projects	Gordon		Multicultural Festival	54,100	54,100	0	0	0	0
	Various	LGA	Ku-ring-gai Council Access and Disability Inclusion Plan actions	34,500	34,500	0	0	0	0
	Various	LGA	Improvements to facilities	89,300	89,300	0	0	0	0
	Various	LGA	Contributions management, data and supporting studies	336,100	0	336,100	0	0	0
Contributions Program Administration	Various	LGA	S7.12 (S94A) Plan projects	58,200	0	58,200	0	0	0
	Various	LGA	S7.12 (S94A) Contribution Plan management	116,200	0	116,200	0	0	0
Heritage Planning	Various	LGA	Ku-ring-gai Heritage Fund	61,100	61,100	0	0	0	0
Human Resources	Various	LGA	Workplace, Health and Safety management projects	78,300	0	0	78,300	0	0
Information Technology	Various	LGA	IT equipment replacement	231,300	231,300	0	0	0	0
	Various	LGA	IT systems projects	178,600	178,600	0	0	0	0
	Various	LGA	IT digital transformation	321,100	321,100	0	0	0	0
Library Resources	Various	LGA	Library resources	827,000	827,000	0	0	0	0
Other Operating Projects	Various	LGA	Governance and delegations management system	17,200	17,200	0	0	0	0
Plant & Vehicles	Various	LGA	Operational and passenger fleet	1,330,400	1,330,400	0	0	0	0
Roads & Transport									
Footpaths	Various	LGA	Footpaths – rehabilitation and maintenance program	241,200	241,200	0	0	0	0
	Various	LGA	Footpaths - new footpath program	3,710,700	1,558,200	0	0	0	2,152,500
	Various	LGA	Footpaths - renewal program	1,486,400	522,800	0	0	0	963,600
Roads New & Upgrade	Gordon	Between Moree Street and St Johns Avenue, Gordon 70M	New 15M Wide Street, Two Way Traffic, With On street Parking	3,523,000	0	3,523,000	0	0	0
	Turramurra	Between Gilroy Road and Turramurra Avenue	Land acquisition for new street (15m wide road reserve, two way traffic)	1,548,900	0	1,548,900	0	0	0
	Various	LGA	Traffic facilities maintenance	450,800	0	0	450,800	0	0

Capital Works Program & Operational Projects 2027/2028
(in 2027/2028 prices - $000's)

Year: 2028 (continued)

Project SubGroup/Asset Sub Category (Programs)	Suburb	Location	Description of Work	Estimated Total Costs	General Funds	Development Contributions	Grants	CP2010 Asset Sales	SRV
Roads Renewal Program	Various	LGA	Roads - Rehabilitation Program	10,815,700	10,815,700	0	0	0	0
	Various	LGA	Roads maintenance (block grant)	393,800	0	0	393,800	0	0
Street Furniture	Various	LGA	Streetlighting standardisation, following streetlight audit plan recommendations	122,300	122,300	0	0	0	0
Traffic & Transport Facilities	Lindfield	Pacific Highway	Lindfield Local Centre. New traffic infrastructure - design and construction of following: 1. Intersection Pacific Highway and Strickland Avenue - new traffic signals with pedestrian crossing facilities.2. Intersection Lindfield Avenue and Tryon Road - removal of existing mid-block pedestrian activated signals on Lindfield Avenue and installation of new traffic signals with pedestrian crossing facilities at intersection of Tryon Road and Lindfield Avenue.3. Intersection Pacific Highway and Balfour Street/Havilah Road - localised widening of Pacific Highway to accommodate extension of existing right turn bay on the Pacific Highway for vehicles turning into Balfour Street.4. Grosvenor Road at intersection with Pacific Highway - localised road widening to accommodate an additional approach lane on Grosvenor Road.	1,621,600	1,288,000	168,600	0	165,000	0
	Various	Works to be defined	Traffic facilities program allocation - Works to be Defined	224,400	224,400	0	0	0	0
	Various	LGA	Traffic & Transport Infrastructure Upgrade - enhanced program	1,742,500					1,742,500
Stormwater Drainage									
Drainage Structures	Various	LGA	Infrastructure renewal - enhanced program	7,128,600	1,081,100	0	0	0	6,047,500
	Various	LGA	Stormwater drainage - flooding impact reduction	778,700	778,700	0	0	0	0
	Various	LGA	Stormwater drainage - renewal and relining	945,600	945,600	0	0	0	0
	Various	LGA	Stormwater drainage - minor works	83,400	83,400	0	0	0	0
	Various	LGA	Stormwater drainage - CCTV inspection	55,600	55,600	0	0	0	0
Streetscape & Public Domain									
Town Centre & Urban Design	Various	LGA	Planning study updates in response to implementing North District Plan	395,300	395,300	0	0	0	0
Town Centre Streetscape	Killara	Marian Street	Killara Village - Neighbourhood Centre upgrade	1,202,200	0	1,202,200	0	0	0
	Pymble	Pymble Local Centre	Construction of streetscape improvement works in accordance with Public Domain Plan	5,623,300	0	5,623,300	0	0	0
	St Ives	St Ives Local Centre	Construction of streetscape works in accordance with Public Domain Plan	5,223,800	0	5,223,800	0	0	0
	Various	LGA	Renewing streetscape garden beds	179,100	179,100	0	0	0	0
Town Centres	Lindfield	Woodford Lane Carpark, 2-12 Bent Street and Drovers Way	Lindfield Village Hub - project management	1,082,100	0	1,082,100	0	0	0
	Lindfield	Lindfield Precinct L2, L3, L5 and L6	Lindfield Village Hub - construction	12,490,900	0	12,490,900	0	0	0
	Turramurra	Turramurra Local Centre - precinct T1 & T2	Turramurra Community Hub - project management	540,500	0	540,500	0	0	0
Trees & Natural Environment									
Biodiversity	Various	LGA	Biodiversity & Bushfire Management (EL)	923,400	923,400	0	0	0	0
	Turramurra	Rofe Park, Sheldon Forest and Comenarra Creek Reserve	Linking landscapes/biobanking - works	129,400	0	0	129,400	0	0
Catchment Management & Analysis	Various	LGA	Water & Catchment Management (EL)	373,500	373,500	0	0	0	0
	Various	LGA	Catchment management - operational and maintenance	255,900	255,900	0	0	0	0
Community Partnerships	Various	LGA	Community Engagement & Environmental Education (EL)	906,300	906,300	0	0	0	0
	Various	LGA	Better Business Partnership program	33,200	33,200	0	0	0	0
Environmental levy projects	Various	LGA	Environmental Levy	836,000	836,000	0	0	0	0
Sustainable Energy	Various	LGA	Alternative energy and energy efficiency projects	89,000	89,000	0	0	0	0
	Various	LGA	Energy efficient lighting and initiatives	63,400	63,400	0	0	0	0
	Various	LGA	Energy Management (EL)	276,400	276,400	0	0	0	0
	Various	LGA	Reinvestment of savings from energy projects	299,900	299,900	0	0	0	0
Transport	Various	LGA	Sustainable Transport & Recreation in Natural Areas (EL)	105,100	105,100	0	0	0	0
	Various	LGA	Management of recreation in natural areas	89,000	89,000	0	0	0	0
Water Sensitive Urban Design	Various	LGA	Stormwater harvesting and reuse projects	166,900	166,900	0	0	0	0
	Various	LGA	Bio filter systems and tree pits	66,700	66,700	0	0	0	0
	Various	LGA	Buildings and facilities - water projects	33,400	33,400	0	0	0	0

Capital Works Program & Operational Projects 2028/2029

(in 2028/2029 prices - $000's)

Year: 2029

				108,250,700	49,453,800	36,965,600	1,466,500	170,300	20,194,500
Project SubGroup/Asset Sub Category (Programs)	**Suburb**	**Location**	**Description of Work**	**Estimated Total Costs**	**General Funds**	**Development Contributions**	**Grants**	**CP2010 Asset Sales**	**SRV**
Council Buildings									
Capital Building Works	Gordon	Pacific Highway	828 Pacific Highway - leasing CAPEX	417,400	417,400	0	0	0	0
	Various	LGA	Infrastructure renewal - enhanced program - capital building works - specific projects to be defined	7,032,400	0	0	0	0	7,032,400
	Various	LGA	Building services capital program. Various air-conditioning units within Council require replacement	446,400	446,400	0	0	0	0
Community Centres & Halls	Gordon	Pacific Highway	Tulkiyan Building - operational contributions	170,900	170,900	0	0	0	0
	Various	LGA	Minor upgrades and replacements for community facilities (halls and meeting rooms)	73,900	73,900	0	0	0	0
Public Toilets	Various	LGA	Two amenities will be refurbished	566,800	566,800	0	0	0	0
Parks & Recreation									
Fencing & Parking Areas	Various	LGA	Fencing and car park upgrades at parks and sportsgrounds in accordance with prioritisation matrix	249,300	249,300	0	0	0	0
Open Space Acquisition	Pymble		New park - Pymble - Construction	2,028,700	0	2,028,700	0	0	0
	Various	LGA	Land acquisition and embellishment of new parks	2,625,100	0	2,625,100	0	0	0
	Various	LGA	Open space planning and acquisition of land for new parks	2,206,100	0	2,206,100	0	0	0
Open Space/Recreational Assets	Various	LGA	Infrastructure renewal - enhanced program - open space/recreational assets	1,994,200	0	0	0	0	1,994,200
	Various	LGA	New enhanced infrastructure assets	2,214,100	0	2,214,100	0	0	0
Parks Development	Various	LGA	Parks Development Program	328,900	328,900	0	0	0	0
Playgrounds	East Killara	Saiala Road	Allan Small Park playground upgrade	237,200	28,500	208,700	0	0	0
	Killara	Marian Street	Selkirk Park Playground Upgrade	298,200	0	298,200	0	0	0
	St Ives	59B Yarrabung Road	Yarrabung Reserve playground upgrade	237,200	28,500	208,700	0	0	0
	Various	LGA	Playground upgrade as per Playground Strategy priority matrix	161,200	161,200	0	0	0	0
	West Pymble	37 Kiparra Street	Peewee Park playground upgrade	237,200	28,500	208,700	0	0	0
Sports Courts	Various	LGA	Sports Courts Development Program as per prioritisation matrix	591,800	591,800	0	0	0	0
Sportsfields	Various	LGA	Matching funding opportunities and design and project management	88,100	88,100	0	0	0	0
Tree Planting	Various	LGA	Tree planting	76,700	76,700	0	0	0	0
Planning, Community & Other									
Community Development	Various	LGA	Local Priority Grant (State govt funding)	70,100	0	0	70,100	0	0
Community Projects	Gordon		Multicultural Festival	55,400	55,400	0	0	0	0
	Various	LGA	Ku-ring-gai Council Access and Disability Inclusion Plan actions	35,300	35,300	0	0	0	0
	Various	LGA	Improvements to facilities	91,400	91,400	0	0	0	0
Contributions Program Administration	Various	LGA	Contributions management, data and supporting studies	409,400	0	409,400	0	0	0
	Various	LGA	S7.12 (S94A) Plan projects	59,600	0	59,600	0	0	0
	Various	LGA	S7.12 (S94A) Contribution Plan management	118,900	0	118,900	0	0	0
Heritage Planning	Various	LGA	Ku-ring-gai Heritage Fund	62,600	62,600	0	0	0	0
Human Resources	Various	LGA	Workplace, Health and Safety management projects	80,100	0	0	80,100	0	0
Information Technology	Various	LGA	IT equipment replacement	236,900	236,900	0	0	0	0
	Various	LGA	IT systems projects	182,900	182,900	0	0	0	0
	Various	LGA	Enhanced infrastructure - New assets	1,107,000	1,107,000	0	0	0	0
	Various	LGA	IT digital transformation	328,800	328,800	0	0	0	0
Library Resources	Various	LGA	Library resources	846,800	846,800	0	0	0	0
Other Operating Projects	Various	LGA	Engagement of the NSW Electoral Commission to conduct the September 2028 Ku-ring-gai Local Government election	1,026,500	1,026,500	0	0	0	0
	Various	LGA	Governance and delegations management system	17,700	17,700	0	0	0	0
Plant & Vehicles	Various	LGA	Operational and passenger fleet	1,362,400	1,362,400	0	0	0	0
Roads & Transport									
Footpaths	Various	LGA	Footpaths - rehabilitation and maintenance program	247,000	247,000	0	0	0	0
	Various	LGA	Footpaths - new footpath program	3,799,800	1,595,600	0	0	0	2,204,200
	Various	LGA	Footpaths - renewal program	1,522,100	535,400	0	0	0	986,700
Roads New & Upgrade	Turramurra	Between Gilroy Road and Turramurra Avenue	Construction of new street (15m wide road reserve, two way traffic)	3,819,600	0	3,819,600	0	0	0
	Various	LGA	Traffic facilities maintenance	461,600	0	0	461,600	0	0
Roads Renewal Program	Various	LGA	Roads - Rehabilitation Program	11,742,000	11,433,300	0	308,700	0	0
	Various	LGA	Roads maintenance (block grant)	403,300	0	0	403,300	0	0
Street Furniture	Various	LGA	Streetlighting standardisation, following streetlight audit plan recommendations	125,200	125,200	0	0	0	0

Capital Works Program & Operational Projects 2028/2029
(in 2027/2028 prices - $000's)

Year: 2029 (continued)

Project SubGroup/Asset Sub Category (Programs)	Suburb	Location	Description of Work	Estimated Total Costs	General Funds	Development Contributions	Grants	CP2010 Asset Sales	SRV
Traffic & Transport Facilities	Lindfield	Pacific Highway	Lindfield Local Centre. New traffic infrastructure - design and construction of following. 1. Intersection Pacific Highway and Strickland Avenue - new traffic signals with pedestrian crossing facilities. 2. Intersection Lindfield Avenue and Tryon Road - removal of existing mid-block pedestrian activated signals on Lindfield Avenue and installation of new traffic signals with pedestrian crossing facilities at intersection of Tryon Road and Lindfield Avenue. 3. Intersection Pacific Highway and Balfour Street/Havilah Road - localised widening of Pacific Highway to accommodate extension of existing right turn bay on the Pacific Highway for vehicles turning into Balfour Street. 4. Grosvenor Road at intersection with Pacific Highway - localised road widening to accommodate an additional approach lane on Grosvenor Road.	1,660,600	1,329,300	161,000	0	170,300	0
	Various	LGA	Traffic facilities program allocation - Works to be Defined	229,700	229,700	0	0	0	0
	Various	LGA	Traffic & Transport Infrastructure Upgrade - enhanced program	1,784,300					1,784,300
Stormwater Drainage									
Drainage Structures	Various	LGA	Infrastructure renewal - enhanced program	7,299,700	1,107,000	0	0	0	6,192,700
	Various	LGA	Stormwater drainage - flooding impact reduction	797,400	797,400	0	0	0	0
	Various	LGA	Stormwater drainage - renewal and relining	968,300	968,300	0	0	0	0
	Various	LGA	Stormwater drainage - minor works	85,400	85,400	0	0	0	0
	Various	LGA	Stormwater drainage - CCTV inspection	57,000	57,000	0	0	0	0
Streetscape & Public Domain									
Town Centre & Urban Design	Various	LGA	Planning study updates in response to implementing North District Plan	404,800	404,800	0	0	0	0
Town Centre Streetscape	Gordon	Pacific Highway	Streetscape improvement - detail design, tender and project management	451,000	0	451,000	0	0	0
	Lindfield	Moore Avenue	West Lindfield - Neighbourhood Centre upgrade	1,415,800	0	1,415,800	0	0	0
	Pymble	Pymble Local Centre	Construction of streetscape improvement works in accordance with Public Domain Plan	5,758,300	0	5,758,300	0	0	0
	Roseville	Hill Street And Pacific Highway	Upgrade Existing & New Bus Stops	286,600	0	286,600	0	0	0
	St Ives	St Ives Local Centre	Construction of streetscape works in accordance with Public Domain Plan	5,349,200	0	5,349,200	0	0	0
Town Centres	Lindfield	Lindfield Precinct L2, L3, L5 and L6	Lindfield Village Hub - construction	13,099,000	13,099,000	0	0	0	0
	St Ives	St Ives Local Centre	Construction of improvement works in accordance with Public Domain Plan. This project to be undertaken in conjunction with PRJ-100397	2,449,300	0	2,449,300	0	0	0
	Turramurra	Turramurra Local Centre - precinct T1 & T2	Turramurra Community Hub - project management	676,600	0	676,600	0	0	0
	Turramurra	Turramurra Local Centre - precinct T1 & T2	Turramurra Community Hub - Construction	10,236,700	4,224,700	6,012,000	0	0	0
Trees & Natural Environment									
Biodiversity	Various	LGA	Biodiversity & Bushfire Management (EL)	953,400	953,400	0	0	0	0
	Turramurra	Rofe Park, Sheldon Forest and Comenarra Creek Reserve	Linking landscapes/biobanking - works	142,700	0	0	142,700	0	0
Catchment Management & Analysis	Various	LGA	Water & Catchment Management (EL)	385,000	385,000	0	0	0	0
	Various	LGA	Catchment management - operational and maintenance	262,000	262,000	0	0	0	0
Community Partnerships	Various	LGA	Community Engagement & Environmental Education (EL)	936,900	936,900	0	0	0	0
	Various	LGA	Better Business Partnership program	38,300	38,300	0	0	0	0
Environmental levy projects	Various	LGA	Environmental Levy	864,700	864,700	0	0	0	0
Sustainable Energy	Various	LGA	Alternative energy and energy efficiency projects	91,100	91,100	0	0	0	0
	Various	LGA	Energy efficient lighting and initiatives	64,900	64,900	0	0	0	0
	Various	LGA	Energy Management (EL)	285,600	285,600	0	0	0	0
	Various	LGA	Reinvestment of savings from energy projects	307,100	307,100	0	0	0	0
Transport	Various	LGA	Management of recreation in natural areas	91,100	91,100	0	0	0	0
	Various	LGA	Sustainable Transport & Recreation in Natural Areas (EL)	107,600	107,600	0	0	0	0
	Various	All	Sustainable transport initiatives projects	113,900	113,900	0	0	0	0
Water Sensitive Urban Design	Various	LGA	Bio filter systems and tree pits	68,300	68,300	0	0	0	0
	Various	LGA	Buildings and facilities - water projects	34,200	34,200	0	0	0	0

Special Rate Variation for Infrastructure Summary 2025/2026

Capital Projects funded from Special Rate Variation 2025/2026

Suburb	Location	Project Description	Special Rate Variation ($)
South Turramurra	Vernon Street	Chisholm Street to End - Stage 2	**829,700**
St Ives	Yarrabung Road	Hunter Avenue to Kelvin Road	**504,600**
Wahroonga	Larbert Avenue	Halcyon Avenue to Cul-De-Sac	**305,400**
Wahroonga	Chilton Parade	Davison Avenue to Young Street	**483,600**
Wahroonga	Halcyon Avenue	Chilton Parade to Billyard Avenue	**763,600**
Wahroonga	Braeside Street	Westbrook Avenue to Eastern Road - Stage 1	**763,600**

Council's *Special Rate Variation for Infrastructure Summary for* 2025/2026 is subject to change based on community and organisational priorities.

Road Rehabilitation Program 2025/2026

Suburb	Name	Project Description	Estimated Cost ($)
East Killara	Eastgate Avenue	Springdale Road to Fairbairn Road	**381,800**
East Killara	Killara park - Carpark	Carpark adjacent to Preschool KU (72a Springdale Rd, Killara)	**130,800**
East Killara	Monash Avenue	Springdale Road to Cul De Sac	**627,600**
East Killara	Saiala Road	Barrie Street to Parnell Street	**368,200**
East Lindfield	Ailsa Close	Tryon Road to Cul-de-sac	**125,500**
East Lindfield	Cranbrook Avenue	Clanville Road to HN1	**138,100**
East Lindfield	Melbourne Road	Hobart Avenue to Woodlands Road	**169,500**
Gordon	Metzler Place	Carlotta Avenue to Cul-de-sac	**261,500**
Gordon	St Johns Avenue	Pacific Highway to Vale Stret	**1,200,000**
Killara	Rosebery Road	Springdale Road to Wattle Street	**741,100**
North Turramurra	Stonecrop Road	Gwydir Avenue to End	**392,300**
Pymble	Livingstone Avenue	Penrhyn Avenue to Cross Street	**190,400**
Pymble	Ward Street	Livingstone Avenue to Yarrara Road	**261,500**
Roseville	The Grove	Clanville Road to Oliver Road	**221,800**
Roseville	Toongarah Road	Shirley Road to End	**209,200**
South Turramurra	Hudson Close	The Comenarra Parkwy to Cul-De-Sac	**184,100**

Suburb	Name	Project Description	Estimated Cost ($)
South Turramurra	Saddington Street	Kissing Point Road to End- Design only	**104,600**
South Turramurra	Vernon Street	Chisholm Street to End - Stage 2	**829,700**
St Ives	Athena Avenue	Hayle Street to Acron Road	**313,800**
St Ives	Yarrabung Road	Hunter Ave to Kelvin Road	**504,600**
St Ives Chase	Robina Street	Awatea Road to Cul-de-sac	**230,100**
Turramurra	Catalpa Crescent	Barellan Avenue to Kissing Point Road	**679,800**
Turramurra	Karloo Street	Bobbin Head Road to Billabong Ave	**78,500**
Turramurra	Kate Street	Waratah Road to End	**363,000**
Turramurra	Murdoch Street	Sandford Road to End	**380,800**
Wahroonga	Braeside Street	Westbrook Avenue to Eastern Road - Stage 1	**763,600**
Wahroonga	Chilton Parade	Davison Avenue to Young Street	**483,600**
Wahroonga	Halcyon Avenue	Chilton Parade to Billyard Avenue	**763,600**
Wahroonga	Larbert Avenue	Halcyon Avenue to Cul-De-Sac	**305,400**
Wahroonga	Wahroonga Avenue	Boundary Road to Carrington Road- Design only	**78,500**

Council's Road Rehabilitation Program for 2025/2026 is subject to change based on community and organisational priorities.

New Footpath Program 2025/2026

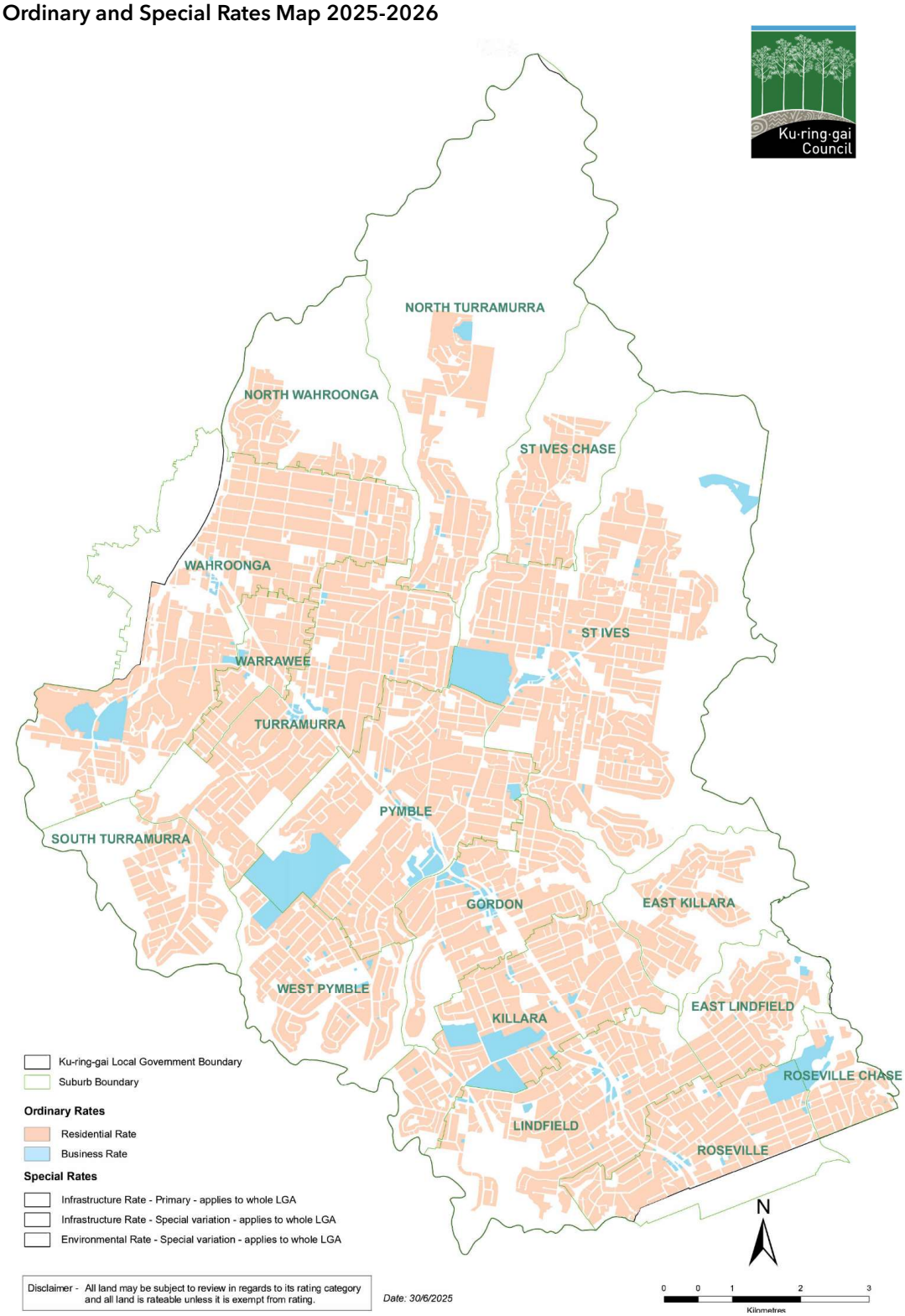
Suburb	Name	Project Description	Estimated Cost ($)
East Killara	Cunliffe Road & Barrie Street	Koola Avenue to Wentworth Avenue	**180,800**
Wahroonga	Kintore Street	Eastern Road to Westbrook Avenue	**127,900**
St Ives Chase	Collins Road	Dalton Road to Shelby Road	**156,500**
St Ives Chase	Dalton Road	Waiport Street to Collins Road	**147,900**
Killara	Kardella Avenue	Springdale Road to Stanhope Road	**166,200**
Wahroonga	Cherrywood Avenue	Clissold Road to Hampden Avenue	**117,300**
Lindfield	Primula Street	Provincial Road to Dorman Crescent	**89,200**
West Pymble	Kamilaroy Road	Yanko Road to Ryde Road	**166,100**
Wahroonga	Campbell Drive	No.22 Campbell Drive to Rainforest Close	**176,400**
Lindfield	Winchester Avenue	Eton Road to Lyle Avenue	**154,800**

Council's New Footpath Program for 2025/2026 is subject to change based on community and organisational priorities.

Appendices



Ordinary and Special Rates Map 2025-2026



Contact us

For assistance or information regarding any of Council's services or facilities please contact us. Business hours are Monday to Friday, 8.30 am – 5.00 pm.

In person
818 Pacific Highway, Gordon NSW 2072

Phone
02 9424 0000

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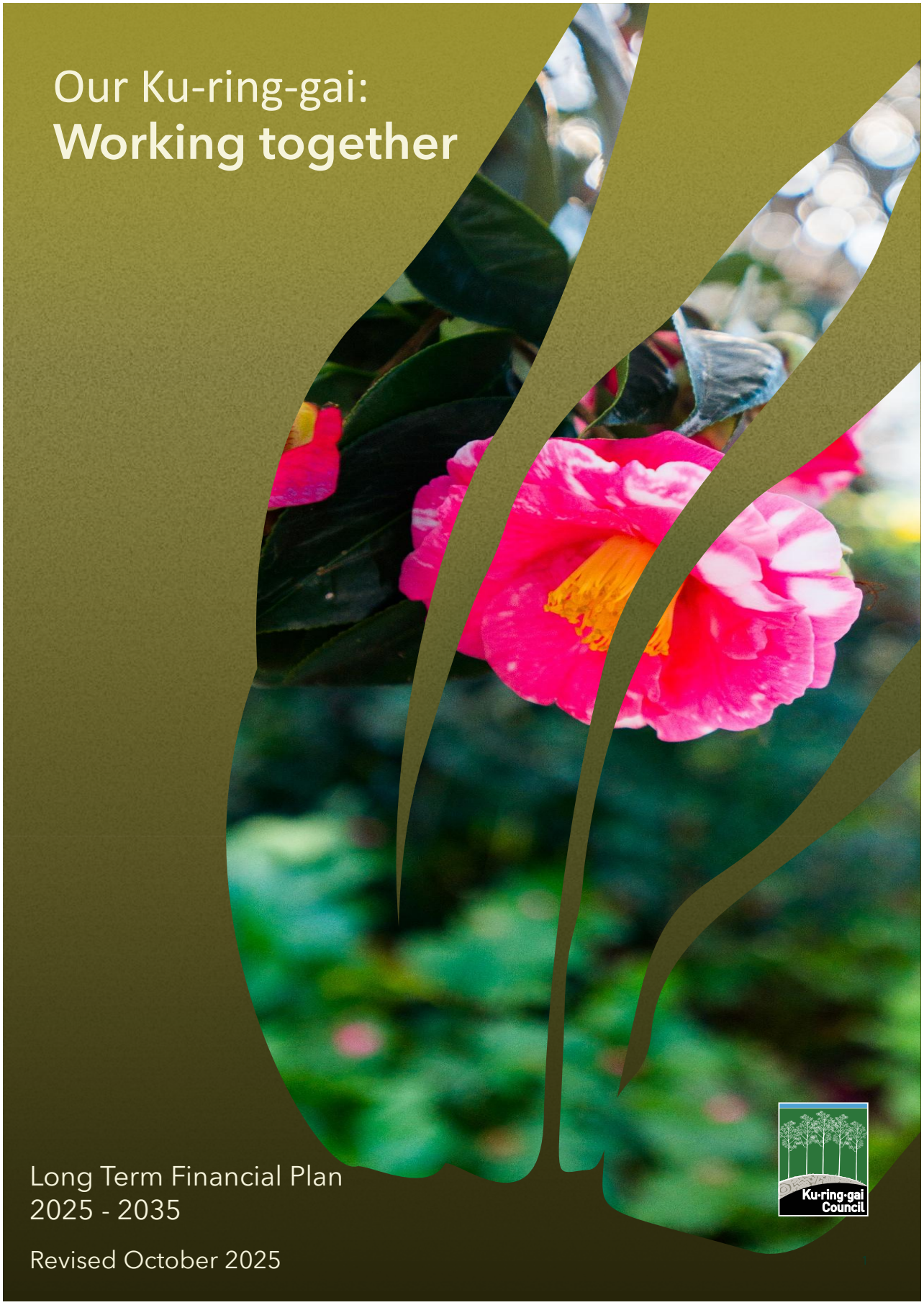
Our Ku-ring-gai:
Working together
Long Term Financial Plan
2025 - 2035
Revised October 2025
Ku-ring-gai Council

Need help?

This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450 to request the service contact Ku-ring-gai Council on your behalf on T: 02 9424 0000 during business hours, Monday to Friday, 8.30 am - 5.00 pm.

Simplified Chinese

需要帮助吗？

本文件包含重要信息。如果您不理解本文件，请致电翻译口译服务 131 450。 让其代表您致电 9424 0000 联系Ku-ring-gai议会。营业时间：周一至周五，上午8.30—下午5:00。

Traditional Chinese

需要幫助嗎？

本檔包含重要資訊。如果您不理解本檔，請致電翻譯口譯服務 131 450。 讓其代表您致電 9424 0000 聯繫Ku-ring-gai議會。營業時間：週一至週五，上午8.30—下午5:00。

Korean

도움이 필요하십니까?

이 문서에는 중요한 정보가 담겨 있습니다. 여러분이 이해할 수 없다면, TIS (번역 및 통역 서비스)의 131 450번으로 전화하십시오. 9424 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

Acknowledgment of traditional owners

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

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Executive summary

Ku-ring-gai Council's Long Term Financial Plan (LTFP) contains a set of long-range financial projections based on an informed set of assumptions. It is designed to reflect the financial impacts of providing current levels of service and the planned programs of capital works.

The plan is informed by the Community Strategic Plan and Delivery Program and focuses on community needs and Council's strategic priorities.

The LTFP includes an analysis of:

- Council's financial objectives, and methods of monitoring financial performance.
- Existing and emerging challenges to Council's financial position
- Assumptions used to develop the plan
- Financial scenarios, including one scenario which relies on a Special Rate Variation (SRV)
- Sensitivities which are most likely to affect the plan
- Detailed financial tables

The LTFP contains a core set of assumptions. These assumptions are based on Consumer Price Index (CPI) forecasts, interest rate expectations, employee award increases, loan repayment schedules, special price forecasts for certain Council specific items, planned asset sales and other special income and costs.

Overview

The LTFP covers the financial years 2025/26 to 2034/35. It recognises its current and future financial capacity, to continue delivering services, facilities and infrastructure to the community while commencing new initiatives and projects to achieve the goals set down in its Community Strategic Plan.

Financial planning over a 10-year time horizon is challenging and relies on a variety of assumptions that will undoubtedly change during this period. The LTFP is therefore closely monitored, and regularly revised, to reflect these changing circumstances.

While Council remains in a satisfactory financial position, long term financial sustainability continues to be a significant challenge for Council and local governments across Australia.

This is largely due to rising costs generated by increasing community demand for services, aged facilities and infrastructure and restricted revenue that does not keep up with those costs.

To ensure long-term financial sustainability, it is crucial to explore additional recurrent revenue sources that strike a balance between the community's capacity and willingness to pay and the demand for services, facilities, and infrastructure. Addressing these challenges requires careful consideration and decisions regarding the revenue and expenditure pathway, especially amidst changing circumstances.

The LTFP notes that Council's financial position, and its current infrastructure backlog, will worsen without additional sources of funding. It also notes that Council is currently running an efficient operation, with a population to staffing level which is the second lowest in Sydney.

The financial challenges and risks facing Council include the following:

<u>Normal Operations</u>

- Limited revenue growth poses significant challenges for Council in keeping pace with rising costs. In 2026/27, rates revenue is projected to increase by 4.4% in line with the rate peg set by the NSW

Independent Pricing and Regulatory Tribunal (IPART). From 2027/28 onwards, a rate peg of 3% is assumed, yet Council anticipates a series of underlying operating deficits. This situation primarily flows from cost increases in asset depreciation, labour and material and contracts, outweighing increases in Council's revenue sources.

Asset Management

- Council has insufficient existing funding streams to sustainably manage and improve its existing infrastructure assets and meet community expectations. Council's infrastructure asset portfolio is large ($1.8 billion assets) and is continuously increasing which puts pressure on future maintenance and renewal budgets. Unless additional funding is identified the condition of Council's assets is expected to deteriorate and the infrastructure backlog will continue to increase significantly.

Debt Management

- The $13.5 million loan required to fund construction of the St Ives Indoor Sports Centre is proposed to be partly repaid from a SRV.

Two scenarios are outlined in detail in the LTFP for consideration, as listed below:

Base Case (rate peg), which projects a 'business as usual' scenario leading to accelerated asset degradation

Under this scenario:

- The 2026/27 rate revenue peg of 4.4% would apply.
- Council will record annual operating deficits averaging $1.75 million (excluding capital grants and contributions).
- Without additional funds to address infrastructure needs, Council's infrastructure backlog is projected to grow significantly over the next 10 years. The cost to bring unsatisfactory assets to a satisfactory condition would increase by 93.3% to $ 181.07 million, while the cost to bring them to a new condition would grow by 42.2% to $276.0 million.
- Potential review and cuts to Council services or projects will be required

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

Renew and Enhance Infrastructure (Special Rate Variation)

Under this scenario:

- A 29% rate increase, including a Special Rate Variation (SRV) of 24.6% above a confirmed 4.4% rate peg would apply, providing $20.7 million in additional revenue per annum, commencing in 2026/27.
- Council would record operating surpluses averaging $ 17.3 million (excluding capital grants and contributions).
- With these surpluses, Council would be able to undertake extensive renewal and upgrade work to existing stormwater and drainage, community building, recreational facility, footpath infrastructure, and build new footpaths and traffic and transport related infrastructure.
- Compared to the Base Case, Council would be able to spend an additional $ 197.8 million in capital expenditure over 10 years.

- Council's infrastructure backlog is projected to decrease over the next 10 years. The cost to bring assets to a satisfactory condition (CTS) would fall from $93.65million in 2025/26 to $ 23.0 million in 2034/35, while the cost to bring assets to a new condition would reduce to $ 119.13 million.
- Impact on average rates: Inclusive of the rate peg, in 2026/27, average residential rates would increase by $499 and average business rates would increase by $1,676.

The Renew and Enhance Infrastructure scenario is Council's preferred scenario as it:

- Will provide major infrastructure improvements, namely extensive renewal and upgrade work to existing stormwater and drainage, community buildings, recreational facilities, footpath infrastructure renewal. In addition, it will provide funding for construction of new footpaths and traffic and transport related infrastructure.
- Will provide a partial funding source for the St Ives Indoor Sports Centre loan. Received substantial support during the exhibition of four rate increase options between July-September 2025 (45% of representative survey respondents stated they were at least somewhat supportive of the Renew and Enhance Infrastructure scenario).
- Is in line with Council's 2024 Community Research Report, which found a majority of community members were at least somewhat supportive of paying higher rates to fund improvements in parks and sportsgrounds, roads, footpaths, stormwater drainage, public toilets, swimming pools and community buildings. [1]
- Will address infrastructure areas which the 2024 Community Research Report found had high levels of community importance but lower levels of satisfaction, namely the condition of footpaths and traffic management. [2]
- Is in line with a capacity to pay analysis and will only be implemented alongside careful consideration of hardship applications, in line with Council's Rates, Charges and Sundry Debts - Assistance, Concessions and Recovery Policy.
- Represents best balance between good infrastructure outcomes, community feedback and community capacity to pay.

Both scenarios also cater for:

- Adequate cash reserves to pay current liabilities
- Debt repayments within the relevant performance measure, and a clear timeline for the extinguishing of debt.

[1] See page 49 of 2024 Community Research Report at www.krg.nsw.gov.au/Council/Strategic-plans-finance-reports-and-publications/Performance-reporting/Community-feedback-report
[2] See page 42 of 2024 Community Research Report

About the Ku-ring-gai Council area

The Ku-ring-gai Council area covers some 85 square kilometres and, in 2023, had an estimated residential population of 127,000.

By 2035, as Sydney continues to grow and new NSW Government housing policies come into effect, our population is estimated to grow by 14% to 144,664.

Ku-ring-gai is also home to 15,158 local businesses, with the largest sectors being health care and social assistance, education and training and professional, scientific and technical services.

Ku-ring-gai Council services are delivered to the community via five departments together with the General Managers unit (Civic) and Major Projects unit. Each discrete service is provided by one of the twenty-two business/service units that operate across the departments. [3]

Some of the unique features of the Ku-ring-gai LGA, which need to be considered by this LTFP, include that Ku-ring-gai has:

- On a per capita basis, the highest level of open space of any Sydney council
- A socio-economic advantage rating which in 2021 was the third highest in Australia
- A heavy reliance on residential, as distinct to business rates
- A relatively low population density of 1,487 people per square kilometre, which is below the metropolitan average.

This LTFP further explains how the above and other local features influence Council's financial position.

[3] See page 123 of Council's 2023/24 Annual Report

Long Term Financial Plan (LTFP) objectives and performance monitoring

Council's overall guiding principle, in preparing this LTFP, is to maintain a healthy financial position, underpinned by a sound income base and commitment to control and delivery of services, facilities and infrastructure demanded by the community in an effective and efficient manner.

For this LTFP, Council has worked to outline a new and updated set of financial objectives, which are explained further in Table 1 below.

MAINTAIN LONG TERM FINANCIAL SUSTAINABILITY
Deliver a balanced budget and operating surpluses to funds capital works
Meet key financial performance measures including liquidity and cash reserves
Deliver community-aligned services
MANAGE INFRASTRUCTURE ASSETS AND CAPITAL WORKS
Establish priority for funding and infrastructure needs
Meet key infrastructure and asset performance measures
Ensure sufficient maintenance and renewal of Council assets
Assess and adjust the current capital works plan for feasibility and affordability
Secure funding for significant projects
MANAGE DEBT RESPONSIBLY
Ensure debt is affordable and within limits
Monitor and supervise debt levels and consider refinancing
Identify and plan sources of repayment
BE FINANCIALLY RESPONSIBLE AND ACCOUNTABLE
Act with integrity and ethically in all financial matters
Make informed and careful decisions in all financial matters
Provide clear and accurate financial information
Accept responsibility and be accountable for financial decisions

Table 1: Council's financial objectives

Performance monitoring

Council reviews and updates its LTFP on an annual basis as part of the annual exhibition of its Integrated Planning and Reporting framework. This includes reviewing the revenue and expenditure assumptions which underpin the LTFP.

Council monitors progress on its Annual Budget and the LTFP by undertaking quarterly budget reviews. These reviews examine major operating and budget variations, provide updated Operating Result and Cash and Investments statements along with information on contracts and consultancy expenses.

Terminology

For the purposes of this document, when this document refers to a "Sydney council average", this is a reference to data collected from councils that the NSW Office of Local Government defines as Metropolitan or Metropolitan Fringe, excluding councils which did not provide data or the City of Sydney Council, which is regarded as an outlier.

References to “performance measures” is a reference to “performance benchmarks” for financial and asset outcomes as outlined in the Integrated Planning & Reporting Handbook. These benchmarks are also incorporated in Council’s Financial statements.

Existing and emerging challenges to Council's financial position

This section outlines the existing and emerging challenges impacting Council's financial position, which this LTFP seeks to address.

Local government sector-wide financial sustainability challenges

Two recent Parliamentary reports have illustrated local government sector-wide funding and financial sustainability challenges.

In February 2025, the Australian Parliament's Standing Committee on Regional Development, Infrastructure and Transport published an interim report into local government sustainability[4].

Observations from this report, which are directly relevant to this LTFP, are that:

- Councils are increasingly being required to provide a more diverse range of services and manage increasingly complex infrastructure assets (including services and assets formerly provided by State and Federal governments).
- Councils are facing increasing costs managing the impacts of extreme weather events. Each of these events typically costs Council several hundred thousand dollars in clean-up expenses, which are not always recoverable from the NSW Government.
- To support needed new housing supply, councils are expected to fund a widening gap between developer contributions and the cost of providing infrastructure.

Separately, in November 2024, the NSW Legislative Council's Standing Committee on State Development published a report which looked at the ability of local governments to fund infrastructure and services. [5]

This report agreed with the Australian Parliament's report that councils are now delivering increasingly diverse services and facing increasing costs due to extreme weather.

It also raised concerns that the existing system of rate revenue capping has not kept pace with the level of income councils need to adequately meet the needs of their communities.

It concludes that "the ongoing financial challenges councils are experiencing cannot be overcome through fiscal discipline alone and are threatening the long-term sustainability of the sector".

Cost-shifting

Both of the above Parliamentary inquiries raised concerns about the financial position of councils being undermined by the NSW or Australian Governments shifting costs on to councils.

The NSW Legislative Council's Standing Committee on State Development recommended that the NSW Government identify opportunities to reduce activities which shift cost burdens from the NSW Government to local councils and also undertake greater consultation with councils before implementing any cost-shifting.

The Australian Parliament inquiry recommended the creation of a new tripartite agreement between all three levels of government, that ends the cost shifting onto councils.

4 Find out more at www.aph.gov.au/Parliamentary_Business/Committees/House/Regional_Development_Infrastructure_and_Transport/Localgovernmentsustaina

5 Find out more www.parliament.nsw.gov.au/committees/inquiries/Pages/inquiry-details.aspx?pk=3040

Ku-ring-gai Council has identified some $13.3 million worth of costs, applied in 2022/23, which were as a result of NSW Government cost-shifting. This primarily includes:

- $3.5 million in emergency services levy payment
- $5.5 million in waste levy, the difference between the levy Council pays on its waste disposal and received grants
- $1 million shortfall between capped statutory development application fees, and the cost of processing these applications
- $0.2 million in under-funding for the mandatory pensioner rate rebate

These costs represent an average impact of $287 per current Ku-ring-gai ratepayer[6].

Ku-ring-gai rating challenges

Rates on unimproved land values are Council's most important revenue source, comprising around half of Council's operational revenue in 2023/24.

However, Ku-ring-gai's relatively large areas of non-rateable public open space and low population density, along with its inability to rely on large amounts of funding from business rates, means the council is less able than many other local government areas to fund services and key infrastructure such as roads and open space improvements. This comparative disadvantage is exacerbated by ongoing capping on rates revenue by the NSW Government.

Low rates per capita

Ku-ring-gai Council's total rates revenue per capita in 2023/24 was $584, which was 7.3% below the metropolitan and metropolitan fringe average of $630. This figure is an indication that Council has comparatively less capacity, compared to most other Sydney council areas, to service the needs of its population through its rates revenue.

This largely comes about because Ku-ring-gai is, unlike many other council areas, unable to rely on significant business rating revenue. Ku-ring-gai in 2023/24 earned $40 in business rates per capita, compared to a Sydney council average of $132. Furthermore, in 2023/24, Council's total business rating revenue of $5.2 million was well below the Sydney average of $21.2 million in the same year.

In the local government sector, business rate income is regarded as a significant financial benefit, as the rate paid per dollar of business rateable land is often higher than residential land.

[6] Based on 46,280 rates assessments as of March 2025

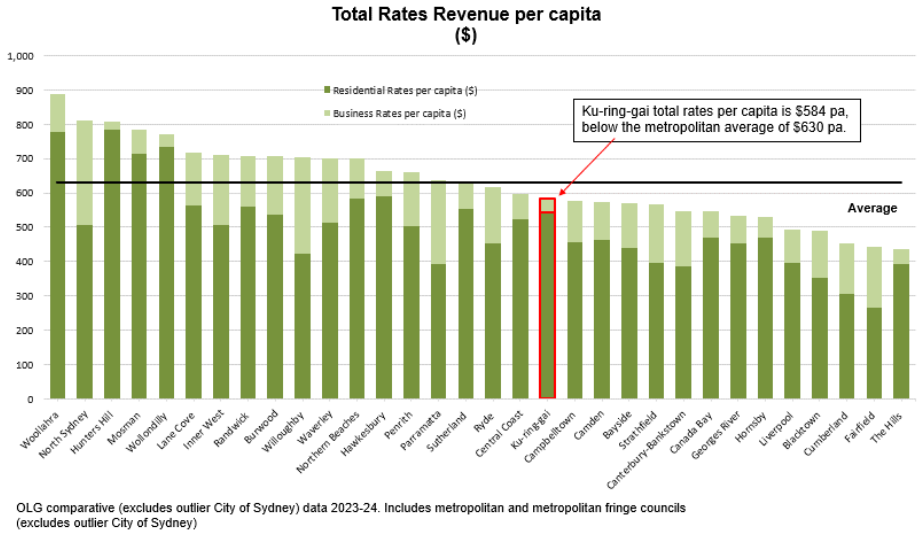


Figure 1: Ku-ring-gai Council's 2023/24 total rates revenue per capita compared to other Sydney councils

Comparatively low available rates per kilometre of road

Road length is a direct driver of council costs (for cleaning, maintenance, renewal and traffic management). Road length also correlates with the amount of area that is developed for human habitation, requiring support from local government services and infrastructure. Therefore, rates per km of road is a useful proxy measure of service efficiency and levels of resourcing compared to other councils.

Ku-ring-gai Council's rates per km of road ($153,678) is 27% below the Sydney council average ($209,798). This is an indication of the comparatively lower levels of rates funding that Council has available to maintain services.

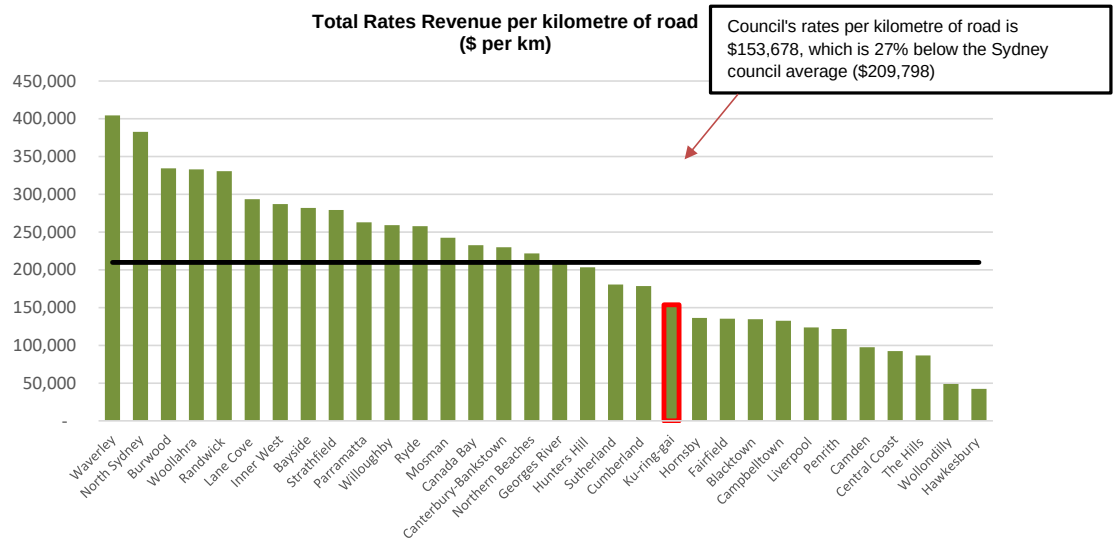
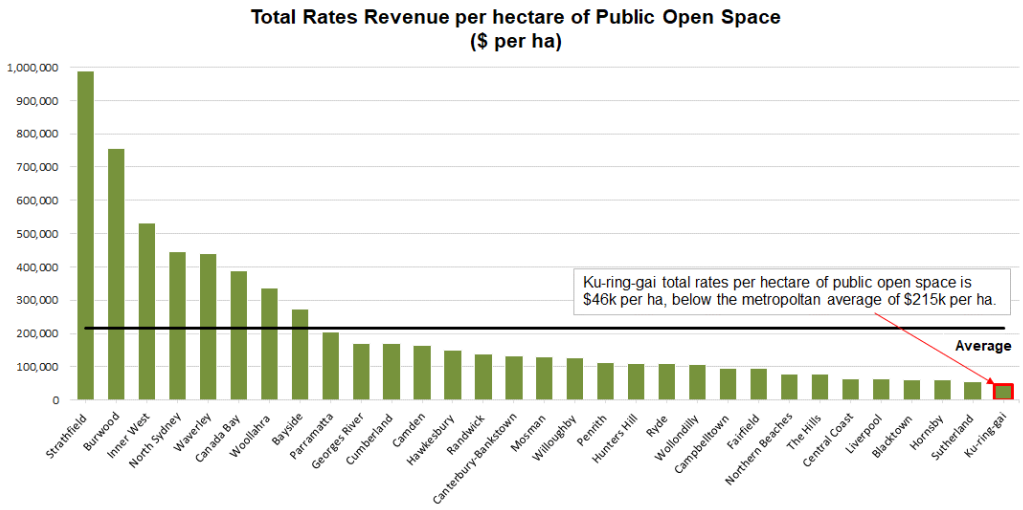


Figure 2: Amount of rates revenue per kilometre of road compared to other Sydney councils

Comparatively low available rates funding per hectare of open space

Area of open space directly impacts on council costs related to maintenance and upkeep of parks, playing fields and bushland reserves. Rates per hectare of open space is also a useful proxy measure of service efficiency and levels of resourcing compared to other councils.

Ku-ring-gai Council's rates per hectare is $46,000, which is the lowest rate in Sydney and significantly lower than the average, suggesting under-resourcing.



OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains and Lane Cove)

Figure 3 – Amount of rates revenue available for each hectare of public open space compared to other Sydney councils

Financial Sustainability Review

In 2022/23, and partially in response to some of the above funding challenges, Council commissioned independent consultants to undertake an independent review of its Resourcing Strategy, LTFP and Assets Management Strategy. This review, known as the Financial Sustainability Review, was reported to Council in February 2023.

The review examined the following questions:

- Are the assumptions underpinning Council's financial strategies sound?
- Are the strategies sufficient to maintain Council's assets and infrastructure portfolios and deliver its 10-year capital works plan?
- What options does Council have to deliver its maintenance and works commitments and obligations?

The review found that, Council had:

- Operating expenditure per capita which was below the average amount for major metropolitan councils.
- A relatively efficient staffing structure, with each staff member servicing more residents than any other major metropolitan councils
- An infrastructure backlog which was higher than comparable metropolitan councils

- When coupled with lower operating expense per resident and lower increases in operating expenditure of the past 5 years, it suggests Council has been on an improvement path and further opportunities for improvement may be limited.

Based on its analysis, the review recommended Council take a range of actions, including:

- Reviewing Council services, including for service levels and efficiency and effectiveness
- Updating the portfolio-wide asset condition of buildings and drainage, to better understand the funding requirements in these areas
- Reviewing current contribution plans
- Examining the need for a Special Rate Variation (SRV).

The outcomes and recommendations of the Financial Sustainability Review, and Council's response to these recommendations, have informed the development of Council's 2023/24 and 2024/25 budgets, and this LTFP.

Infrastructure assets

In response to the Financial Sustainability Review, Council has conducted updated reviews on stormwater drainage and buildings.

In addition, data from Council's recent financial statements, and partially in response to the above updated condition reviews, has shown that Council's backlog of necessary infrastructure renewals, and gap between actual and required maintenance, is increasing.

Stormwater drainage condition review

Ku-ring-gai Council is responsible for around 12,000 stormwater drainage pipes which are predominantly located under road reserves and run to a length of nearly 300km. Council is also responsible for around 12,100 drainage pits, headwalls or other inlet structures, and a range of open drainage channels. In 2023/24, the gross replacement cost (GRC) of stormwater assets was $512 million.

This stormwater system plays a crucial role draining rainwater from private and public buildings, streets and open space, particularly during heavy rainfall events.

However, Council's stormwater infrastructure has largely not been renewed since being built when the Ku-ring-gai area was first developed between the early to mid-1900s.

In 2022/23, Council conducted a comprehensive revaluation of its stormwater assets which uncovered that these assets were in a more deteriorated state than had been previously assumed. Examples of deterioration included pipe blockages, joint failure and cracking, and tree root and other foreign object intrusion.

Council followed this revaluation with an external review of stormwater assets, which was undertaken in 2023/24. This review involved the collection of additional CCTV data and an independent assessment of the conditions, useful lives and performing a revaluation of stormwater assets.

This review estimated that 43% of Council's stormwater assets were classified as being in a poor or very poor condition, with many of the assets coming to the end of their useful life and not operating as efficiently as they should.

The review introduced a new optimal renewal methodology, resulting in reduced depreciation costs. The methodology identified that stormwater pipes in certain conditions could be renewed more cost-effectively by adding a new inner lining, a process known as re-lining, eliminating the need for full replacement. This

approach significantly lowers renewal costs while maintaining the functionality and longevity of stormwater pipes.

Buildings condition review

Council is responsible for some 300 buildings with a gross replacement cost of $207.36 million, ranging from administration buildings through to bus shelters, amenities blocks, libraries, community halls, childcare centers and carparks.

In response to a Financial Sustainability Review recommendation, Council in 2023/24 engaged independent asset consultants to develop a prioritised capital upgrade program for Council's buildings portfolio and to review the Asset Management Plan (AMP) for its building assets.

This review identified that about 53% of the evaluated buildings needed capital upgrades, with recommended treatment options of either refurbishment or knockdown and rebuild.

These buildings typically require works to address:

- Modern accessibility standards, including through the construction of access ramps, disabled toilets and providing sufficient internal access movement space
- The needs of the rising number of female athletes and users, including the provision of separated changing facilities and toilets
- Significant issues with the building's structure or performance, such as waterproofing failure, poor lighting or degraded internal finishes.

The review resulted in development of a 10-year detailed prioritised program of building upgrade works with estimated costs of around $163.5 million over 10 years to modernise Council buildings, with most buildings requiring refurbishment and some requiring a knockdown.

Funding gap for asset maintenance

The Financial Sustainability Review highlighted a funding gap for the asset maintenance program. While maintenance is currently funded from general revenue, the existing allocation is insufficient to sustain the program and meet required performance measures, requiring additional funding sources.

Council has also faced challenges in keeping up with its maintenance program in the past.

The table below shows the gap between actual and required maintenance since 2021/22. Maintenance under-spending is most pronounced in the stormwater and roads asset classes

Year	Required maintenance ($000s)	Actual maintenance ($000s)	Gap
2021/22	$18,320	$17,456	$864
2022/23	$17,720	$16,200	$1,520
2023/24	$18,740	$17,230	$1,510
Total	$54,780	$50,886	$3,894

Table 2 – Gap between required and actual maintenance since 2021/22

The relevant performance measure is for councils to spend at least 100% of the amount that is required to maintain assets. This is known as the Asset Maintenance Ratio.

In 2023/24, Ku-ring-gai Council's Asset Maintenance Ratio was 91.9% and therefore Council did not meet the relevant measure.

Rising infrastructure backlog

After considering the updated asset condition reports, the cost to bring all Council's key asset classes in a very poor, or poor, condition to a satisfactory condition increased from just over $20 million in 2017/18 to $104.9 million in 2023/24. This increase resulted from detailed analysis of condition data across some asset classes, aligning the data with increased infrastructure costs, and comprehensive asset revaluations to ensure greater accuracy.

Furthermore, in 2023/24, the cost of bringing infrastructure to a satisfactory standard represented 9.12% of the net carrying amount of these assets, which was well above the relevant performance measure of 2% or less (known as the Infrastructure Backlog Ratio).

From 2017/18 to 2022/23, the cost to bring Council's infrastructure assets to agreed service levels increased from $70.7 million to $323.3 million. These figures represent the cost of bringing assets in an unsatisfactory condition (that is very poor and poor) to a new condition. Following an external review of Council's stormwater assets, this figure reduced to $227.5 million in 2023/24. The reduction was driven by the adoption of the optimal renewal methodology, which significantly lowers renewal costs while preserving the functionality and longevity of stormwater pipes.

From 2018/19 to 2023/24, the percentage of Council's assets in a poor (renewal required) or very poor (urgent renewal/upgrading required) condition has increased from 6.2% to 20.1%.

The above figures illustrate Council's increasing challenge to renew infrastructure to meet community expectations and NSW Government performance measures.

Community research

In 2024, Council commissioned independent research on the community perception of its services and facilities. This research involved interviews with 501 randomly selected Ku-ring-gai residents, with the results from these interviews weighted so that they reflected the adult age and sex characteristics of the Ku-ring-gai population[7].

As part of this research, Council asked respondents whether they would be willing to pay higher rates to support improvements in a range of areas.

Table 3 shows the areas which had the highest levels of support in response to this question.

Area	Percentage of respondents who were at least somewhat supportive of a rate rise
Parks and sportsgrounds	74%
Roads	73%
Footpaths	69%
Stormwater drainage	62%
Public toilets	59%
Swimming pools	56%
Theatres	54%
Other cultural facilities	53%
Community buildings	52%

Table 3 – Percentage of residents who are at least somewhat supportive of a rate rise to support improvements in certain asset areas

[7] See Community feedback report Ku-ring-gai

Challenges delivering new infrastructure to support growth and changing community needs

In late 2023, the NSW Government announced major Statewide planning reforms, which had a significant effect on Ku-ring-gai.

The first of these reforms involved the creation of Transport Oriented Development precincts from Roseville to Gordon stations. Council estimates that these reforms will generate some 23,000 new dwellings and an increased population of 46,000. This means the new residents who will eventually live in these precincts will increase the LGA's overall 2023 population by 36%.

The second of the reforms, known as the Low and Mid-Rise reform, was exhibited in early 2024 and will progressively come into operation across 2025. This reform will see additional dual occupancy, terrace, townhouse and small apartment building development in other well-located areas across the LGA. The precise dwelling yield from this reform is not known at this stage.

To better meet the infrastructure needs of this increased population, Council will review its local infrastructure contributions plan, which outlines how Council requires the development industry to contribute to the cost of delivering infrastructure that supports new development. By undertaking this review, Council will seek to ensure that the plan is aligned with the infrastructure needs of new residents in the precincts.

However, in doing this Council will be limited by the NSW Government's development contribution framework.

Firstly, Council can generally only levy contributions for the infrastructure needs of the new residents, as distinct to the needs of existing residents. This means some new infrastructure will need to be funded by both development contributions and other revenue sources, such as rates.

Secondly, outside of town centres, Council's contribution rate per new dwelling is limited to $20,000. This cap was first issued in a Ministerial Direction in 2009, and the maximum figure has not been inflated at any time over the last fifteen years. Land acquisition and construction costs have increased significantly since this time. This situation places greater pressure on Council's other revenue sources to fund infrastructure for these new residents.

Thirdly, Council, in reviewing its contributions plan, will be limited as to the types of infrastructure it can levy for if it wants to maintain comparable to current contributions rates. For instance, Council will only be able to levy for the land for community facilities, but not the construction of these facilities, which will need to be funded through other means.

Furthermore, while Council will gain additional rate revenue from new dwellings, it will also face additional costs servicing the needs of residents in these dwellings. This revenue will also tend to exacerbate the LGA-specific rating structure disadvantages explored earlier in this chapter.

Council has factored additional rate revenue from dwelling growth into its scenario planning and determined that under a 'business as usual' scenario (known as a Base Case), Council will run operating deficits and have difficulty adequately managing local infrastructure, even with this additional revenue.

Given the above, it is imperative that Council considers alternative financial scenarios to manage the infrastructure for not only existing community members, but also future members.

Scenario planning

The LTFP is a model to consider scenarios for the funding of operating and capital expenditure.

Detailed forecasts of all sources of operating revenue and expenditure are utilised to derive the maximum surplus available to apply to Council's rolling program of capital investments in new or refurbished infrastructure.

Two ten-year financial scenarios have been prepared, to apply for the years from (and including) 2025/26 to 2034/35. These scenarios are:

- **Base Case** (rate peg only)
- **Renew and Enhance Infrastructure** (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. This is Council's preferred scenario.

These scenarios are explained in the following pages.

Council's decision to have a 29% rate increase as its preferred scenario followed extensive community feedback on four rate increase options from 21 July to 1 September 2025.

These options were a Base Case (rate peg only) known as the Deteriorating Infrastructure option, and three Special Rate Variation options, namely a 22% increase known as Renew Infrastructure, a 29% increase known as Renew and Enhance Infrastructure and a 33% increase known as Renew, Enhance and Expand Infrastructure. These options were outlined in the LTFP adopted by Council at its June 2025 meeting.

The Renew and Enhance Infrastructure scenario has been updated to incorporate the confirmed 2026/27 rate peg and is Council's preferred scenario as it:

- Will provide major infrastructure improvements, namely extensive renewal and upgrade work to existing stormwater and drainage, community building, recreational facility and footpath infrastructure, and build new footpaths and traffic and transport related infrastructure.
- Will provide a funding source for the St Ives Indoor Sports Centre construction loan.
- Received substantial support during the exhibition of four rate increase options between July-September 2025 (45% of representative survey respondents stated they were at least somewhat supportive of the Renew and Enhance Infrastructure scenario).
- Is in line with Council's 2024 Community Research Report, which found a majority of community members were at least somewhat supportive of paying higher rates to fund improvements in parks and sportsgrounds, roads, footpaths, stormwater drainage, public toilets, swimming pools and community buildings.
- Will address infrastructure areas which the 2024 Community Research Report found had high levels of community importance but lower levels of satisfaction, namely the condition of footpaths and traffic management.
- Is in line with a capacity to pay analysis and will only be implemented alongside careful consideration of hardship applications, in line with Council's relevant Rates, Charges and Sundry Debts - Assistance, Concessions and Recovery Policy.
- Represents best balance between good infrastructure outcomes, community feedback and community capacity to pay.

The Delivery Program and Operational Plan meanwhile, have also been prepared in accordance with the Renew and Enhance Infrastructure scenario from 2026/27.

Revenue and expenditure assumptions applicable to all scenarios

The scenarios are based on a range of revenue and expenditure assumptions, as outlined below. A full list of these assumptions is available at **Appendix A**.

In addition, the Sensitivity Analysis available later in this document tests different outcomes from changes to some key assumptions listed below.

Revenue assumptions

Rates revenue peg

Council will increase rates revenue by 6.1% in 2025/26, in line with the rate peg applied by the NSW Independent Pricing and Regulatory Tribunal (IPART). Council's rate peg for 2026/27 has been confirmed as 4.4%.

From 2027/28 onwards, Council is assuming the IPART will grant a rate peg of 3%, plus a 0.3% population growth component based on historical growth forecasts.

Council has also incorporated, into its scenarios, assumptions that NSW Government-initiated housing reforms will generate additional rate revenue from an increase in dwellings, above historical growth forecasts. Across the life of the LTFP, Council is forecasting an average annual growth in rates revenue of 3.2% due to this situation. This revenue will be needed for meeting the service needs of new residents and for building future infrastructure.

Fees and charges

Council derives approximately 13% from user charges.

The 2025/26 Fees & Charges have been reviewed to ensure closer alignment with increases in costs. This resulted in an average increase of 3.9% for a variety of non-statutory fees as reflected in the fees & charges schedule (2025/26). Fees and charges are expected to increase in line with projected CPI for future years; an average of 2.5% per year in 2026/27 and 2027/28 then 2.4% per year is forecast over the remaining forecast period.

Charges for domestic waste have been increased by 7% in 2025/26 to reflect increased domestic waste management contractor costs. From 2026/27 the charges for domestic waste are assumed to increase by 2.5%

Investment revenue

Investment revenue has been estimated based on current cash levels and future expected earnings of the Bank Bill Swap Rate (BBSW) + 1.1% over the 10-year period.

The forecast annual interest rate is 4.7% in 2025/26, gradually decreasing to an average 3.7% for the remaining years to 2034/35.

Grants for recurrent and capital purposes

Grants are forecast to increase by 2.9% in 2025/26 followed by 2.5% in 2026/27 to 2027/28 and 2.4% for the remaining years in line with the CPI.

Operating grants and contributions are expected to remain static across the next decade.

Council's main form of grant assistance is the Australian Government's Financial Assistance Grant (FAG), which is distributed to councils via State Governments. FAGs consist of two components both of which are

distributed to councils: a general-purpose component and a local road component. Council is projecting a FAG grant of $4.7 million in 2025/26.

Capital grants and contributions are volatile over the forecast period as they can relate to specific one-off major projects.

Asset sales

The LTFP assumes asset sales of $1.2 million from 2025/26 to 2034/35. These asset sales will be used to help fund works identified in the Ku-ring-gai Contributions Plan 2010.

Some of the works in the Plan, however, will also cater for the existing population and therefore require both general Council funding (known as a co-contribution) as well as funding from development contributions. Asset sales will contribute towards this general Council funding.

Expenditure assumptions

Employee costs

Labour costs are projected to increase by 3.8% for each year during the life of the LTFP.

These cost projections are based on:

- The 3% increase outlined in the Local Government Award in 2025/26, and then projecting the same increase for the remaining years of the LTFP.
- An assumption worker's compensation insurance costs will also increase by 3% per annum
- In addition, 0.8% is allowed for performance incentive payments, linked to Council's performance management system, for each year of the LTFP.

The labour costs also include an increase in compulsory superannuation rates by 0.5% to 12%, which will apply from 2025/26.

Operational and capital materials and contracts

Expenditure in this area is estimated to increase by 2.9% in 2025/26, followed by 2.5% in 2026/27 and 2027/28 and 2.4% for remaining years which is in line with CPI forecasts.

Borrowing costs

Borrowing costs have been estimated based on 95 basis points over 90-day BBSW (Bank Bill Swap Rate) per annum, rising to a maximum rate of 4.5%. The average annual interest rate is 3.8% for the ten years to 2034/35.

Depreciation expense

Depreciation is the gradual allocation of the cost of using an asset over its useful life. It reflects the consumption of the asset's service potential in providing services to the community each year. Depreciation forecasts relate to existing assets and to new and upgraded assets.

It is forecast that Council's depreciation expense will increase by an average of 3.7% each year because of new depreciation associated with Council's large capital works program and the large increase in gross replacement cost of existing assets that is recognised each time a revaluation is undertaken. Funding depreciation in future will remain a challenge for Council as the asset portfolio continues to increase.

Other expenses

Other expenses increase by an average of 2.4% per year from 2025/26 and include items like statutory levies, donations, sponsorships and other sundry expenditure.

Both revenue and expenditure

Consumer Price Index (inflation)

A Consumer Price Index (CPI) of 2.9% for 2025/26, followed by 2.5% for 2026/27 and 2027/28 and 2.4% increase in CPI for all remaining years, has been built into the LTFP for a range of revenue and expenditure measures in line with the Access Economics forecast.

Major projects referenced in scenario planning

Four major projects have been referenced in scenario planning. These are listed below. Other major projects being delivered during the LTFP are listed further in this report.

St Ives Indoor Sports Centre

In 2021, the Department of Education completed a two court, indoor basketball facility in the grounds of the St Ives High School. In 2022, Council gained development approval for a second stage of this facility, which joins and extends with the first stage and will have an additional two indoor basketball courts, associated ancillary rooms, café, and car parking.

The school will have use of all four courts during school hours and the community will have use of all four courts after school hours. Construction works are underway, with an anticipated opening in early 2026.

The project's revised budget is $31.2 million, of which $13.5 million is being funded by a loan which is now in place. Recent LTFPs, and this LTFP, refer to the need for a SRV from 2026/27 to fund repayments related to this loan, of around $1.7 million a year. A partial subsidy was secured through the Low-Cost Loan Initiative (LCLI) managed by the Department of Planning, Housing and Infrastructure (DPHI). The total subsidy over the life of the loan secured by Council is $1.2 million.

While the NSW Government will retain ownership of the underlying land, and therefore principal asset management, Council will have a 50-year licence to use the facility.

Costs and income will be shared between Council and NSW Government based on proportionate access to the facility, in accordance with the deed and licence. There will be user charges to use the facility, including for residents. These charges have not been determined at this time,

Major Town Centre Projects

Council is planning for major town centre projects (also known as the hub projects) over the next ten years and beyond in Lindfield, Turramurra and Gordon that will provide civic improvements and community facilities. These projects will proceed under all scenarios.

The Long-Term Financial Plan (LTFP) assumes that the capital and operating costs of these projects will be funded through a combination of development contributions, land contributions from the site, and additional rate revenue generated from new dwellings. The future direction of these projects will depend on the impact of housing reforms and zoning provisions, as their viability may rely on factors such as allowable building heights and density.

Cultural and Environmental Education Centre, St Ives Showground

The primary function of the Cultural and Environmental Education Centre (CEEC) project at St Ives Showground will be the delivery of environmental education, aimed at facilitating increased environmental awareness in the community and influencing positive behavioural change for the benefit of the environment. This project will proceed under all scenarios.

The CEEC project is partially funded from development contributions and the existing environmental levy as part of Council's rates, with future operational costs funded from general fund.

Cash Reserves

Council has a number of cash reserves which are held for the following reasons:

- Legal constraint (externally restricted) - e.g. Section 7.11 and Section 7.12 Development Contributions, Domestic Waste Reserve
- To manage cash flow for abnormal items and thus reduce impact on service delivery.
- Specific revenue - e.g. contribution to works, unexpended grants.

External reserves can only be used for the purpose for which funds were collected. Internal projects reserves are used solely to provide for future expenditure on assets renewal and other capital projects.

Cash reserves are carefully managed to achieve optimum investment income and to be available when needed for unplanned expenditure. Internal cash reserves are kept at a sustainable level for all future years of the LTFP.

Base Case (rate peg)

Explanation

This scenario is based on Council's current level of service as per the 2025/26 budget expanded over ten years and adjusted for various price forecast indexes. Rates revenue will increase in line with the NSW Government rate peg only.

Under this scenario, Council will deliver a series of underlying operating deficits from 2026/27 onwards. This situation primarily flows from cost increases in asset maintenance, depreciation, labour and material and contracts, outweighing increases in Council's revenue sources.

These ongoing deficits will mean Council will not be able to invest additional funds into asset maintenance and renewal, leading to, a significant increase in Council's infrastructure backlog and a continued under-spending on maintenance.

As a result, Council will be unable to maintain and renew existing infrastructure to meet community needs or key statutory benchmark expectations. This will lead to a noticeable decline in the quality and adequacy of Council existing infrastructure, including additional infrastructure service failures.

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

Council rate revenue would rise in line with the IPART rate peg and no additional SRV is forecasted. This will lead to an average residential rate increase of $76, and average business rate increase of $254, in 2026/27 in line with rate peg only.

The financial tables applicable to this scenario are available at **Appendix B**.

Financial and infrastructure outcomes

Operating results

Under the Base Case scenario, Council is projected to achieve a modest operating surplus of $114,000 in 2025/26, excluding grants and contributions for capital purposes. However, from 2025/26 onward, Council is expected to experience annual operating deficits (excluding capital grants) averaging $1.75 million for the term of the LTFP.

It is also a consequence of Council's operating budget bearing the burden of an annual $1.7 million loan repayment for the St Ives Indoor Sports Centre, in the absence of a Special Rate Variation (as was intended) to fund this cost.

A significant outcome of this situation is that Council will have no ability to invest surpluses into reserves, which could be allocated to fund renewal and upgrade of existing infrastructure and new infrastructure.

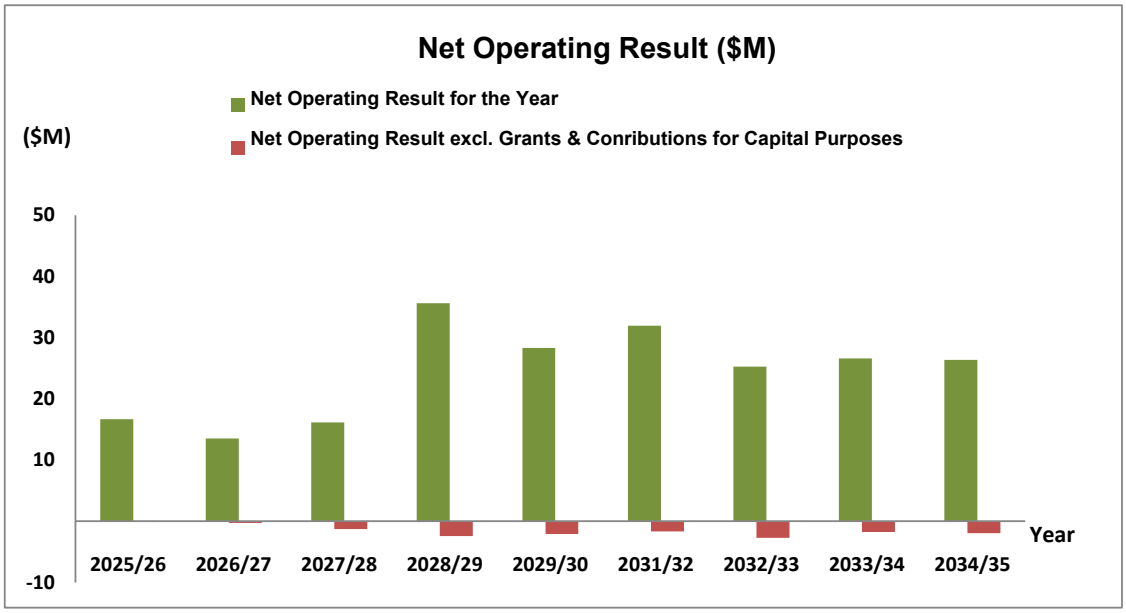


Figure 4 – Operating Result outcomes under Base Case scenario

Performance measures

Under the Base Case scenario, Council will fail to meet a range of performance measures, which is in a sign that Council will not be delivering a level of financial sustainability to support associated good service level and infrastructure outcomes. In particular Council's:

- Operating Performance Ratio, which measures the ability to contain costs within allocated revenue, will fall short of the benchmark (0%) and deteriorate by an average of 1% per year from 2026/27, as operating deficits are projected in future years. This indicates an ongoing challenge in balancing revenue and expenses, which could impact Council's ability to fund some services, asset maintenance and other projects.
- Building and Infrastructure Asset Renewal Ratio, which measures the rate of asset renewal against depreciation, will decline from 109.8% in 2025/26 to 63.0% in 2034/35. With the benchmark set at 100%, this sharp decrease suggests that Council will struggle to maintain asset renewal at the pace required, leading to significant deterioration key assets and facilities.
- Infrastructure Backlog Ratio (CTS), which measures the cost to bring assets to a satisfactory condition against the net carrying amount of these assets, will increase from 8.6% in 2025/26 to 14.8% in 2034/35. The benchmark of less than 2% indicates that Council will continue to face a growing infrastructure backlog in future years. The Infrastructure Backlog Ratio to bring assets to a new condition (CTA), will slightly increase from 10.6% in 2025/26 to 11.0% in 2034/35.

While Council's Asset Maintenance Ratio (which measures actual versus required maintenance) will remain stable, it will still be below the benchmark of 100% in all years of the LTFP. In other words, Council will continue to spend less than is required on asset maintenance, leading to a greater unwanted deterioration of those assets.

Council's Unrestricted Current Ratio, which is a measure of liquidity, will remain above the financial measure of 1.5:1 by averaging 2.0:1 during the life of the LTFP. This is an indication that Council will be able to maintain adequate cash levels to meet current liabilities, but not to undertake significant investments needed to maintain and renew infrastructure.

Financial Stability Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Operating Performance Ratio	0.1%	-0.3%	-1.1%	-1.6%	-1.3%	-1.3%	-1.2%	-1.5%	-1.1%	-1.1%	>= break-even	Benchmark not met
Own Source Revenue	85.8%	87.3%	85.8%	78.1%	81.3%	79.8%	81.0%	83.5%	83.6%	84.1%	>60%	Meets benchmark
Unrestricted Current Ratio	2.56	2.33	1.90	1.81	1.81	1.82	1.91	2.09	2.10	2.16	>1.5	Meets benchmark

Asset Management Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Building & Infrastructure Asset Renewal Ratio	109.8%	77.3%	69.2%	67.0%	59.9%	62.5%	59.5%	89.3%	91.9%	63.0%	>100%	Benchmark not met
Infrastructure Backlog Ratio (CTS)	8.6%	9.0%	9.6%	10.3%	11.3%	12.2%	13.2%	13.3%	13.9%	14.8%	<2%	Benchmark not met
Asset Maintenance Ratio	93.8%	91.9%	90.8%	90.3%	90.4%	90.2%	90.0%	89.5%	88.8%	87.3%	>100%	Benchmark not met

Table 4 – Base Case performance against performance measures

Impact on infrastructure assets

Council is already facing a large infrastructure backlog. Under the Base Case scenario, this backlog is projected to increase significantly, further exacerbating the challenge of addressing critical infrastructure renewals.

The cost to bring poor and very poor infrastructure assets to a satisfactory condition will increase from $93.6 million in 2025/26 to $181.1 million in 2034/35. Meanwhile the cost to bring these same assets to a new condition would increase from $194 million in 2025/26 to $276 million in 2034/35.

The impact of this situation would include:

- A further deterioration in Council's buildings, and the ongoing inability of many of these buildings to respond to community expectations, particularly in the areas of accessibility and adequate facilities for female athletes and users.
- Service failures in Council's stormwater system, including:
    - Increased flooding, causing road detours and also impacts on homes and businesses.
    - The more frequent forming of potholes and sinkholes and road subsidence requiring costly repairs.
    - Pollution and contamination through unwanted sediment and large debris backlogs entering local waterways.
- More footpaths which present as trip hazards
- Less funds being available to upgrade recreational facilities.

Projected income

Council's revenue would increase from $182 million in 2025/26 to $245 million over the ten years, which (after excluding the impact of capital grants and contributions) increases by an average of 3.2% per year.

Council rate revenue would rise in line with the IPART rate peg and no additional SRV is forecasted. This will lead to an average residential rate increase of $76, and average business rate increase of $254, in 2026/27 in line with rate peg only.

Council has projected that recent housing reforms will lead to additional rate revenue through an increase in the number of dwellings, estimated at an average annual growth of 3.2% from 2026/27. However, the uptake of further development remains uncertain, making accurate forecasting challenging. The additional revenue will be allocated to cover the increased expenditure associated with the population growth from these developments. These forecasts will require close monitoring and adjustments as more accurate data becomes available.

Projected operational expenditure

Operating expenditure is forecast to increase from $165 million in 2025/26 to $219 million over the 10-year period, an average increase annual increase of 3%. No additional funding will be allocated to asset maintenance or to address the increased costs of depreciation.

Materials and contracts represent Council's largest expense, an average of 41% over the forecast period, followed by employee costs at 34% and depreciation at 18%.

The following additional operating expenditures, beyond the assumed increases, are included in the projections for the years following 2025/26:

- Borrowing costs for St Ives Indoor Sports Centre with annual repayment of $1.7 million funded from general revenue and a part subsidy secured through the Low-Cost Loan Initiative (LCLI) managed by the Department of Planning, Housing and Infrastructure (DPHI). The total subsidy over the life of the loan secured by Council is $1.2 million.
- Operating costs for Lindfield Major Town Centre project (also known as the Lindfield Village Hub). These costs will average $2 million per annum from 2029/30, funded from general revenue. Additional rates revenue is assumed to be received from supplementary rating, ie dwelling growth to partly cover this cost.

Projected capital expenditure

Council projects a total capital expenditure of $672 million over the life of the LTFP. The largest category, 33% is allocated to Streetscape & Public Domain, followed by 31% for Roads & Transport and 20% for Parks & Recreation which includes land acquisitions funded by development contributions.

Assumptions around capital expenditure, asset valuations and asset management are covered in the Asset Management Strategy and have been incorporated into the LTFP.

A summary and breakdown of future capital expenditure by asset category for the next 10 years is provided in Table 5.

$ '000	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Planning, Community & Other	2,666	6,496	2,447	3,613	3,699	3,788	4,441	5,782	6,129	7,511	46,572
Roads & Transport	15,109	17,231	20,178	19,955	16,934	26,066	25,739	24,299	26,853	16,679	209,043
Streetscape & Public Domain	11,903	7,706	26,163	39,722	33,745	25,221	19,496	15,710	25,380	17,980	223,026
Parks & Recreation	30,878	17,592	10,013	11,503	7,052	8,603	8,591	10,403	11,295	18,414	134,344
Stormwater Drainage	2,600	1,764	1,808	1,851	1,896	1,941	1,988	2,035	2,084	2,134	20,101
Council Buildings	6,636	3,015	7,956	1,504	1,541	1,578	1,615	1,654	1,694	1,735	28,928
Trees & Natural Environment	2,026	4,428	808	771	314	322	330	338	346	354	10,037
Total Projects	**71,818**	**58,232**	**69,373**	**78,919**	**65,181**	**67,519**	**62,200**	**60,221**	**73,781**	**64,807**	**672,051**

Table 5- Projected capital expenditure under Base Case scenario

Liquidity measures

Working capital is a measure of Council's liquidity and ability to meet its obligations as they fall due. It is one of the primary measures of the overall financial position, which allows for unforeseen expenditure, reductions in revenue or other unplanned events.

The working capital is projected at $9.3 million for 2025/26 and increases by an average 1% p.a. during the forecast years to allow for increases in expenditure in future years. This level of working capital highlights an adequate liquidity position with Council being able to meet its short-term liabilities when they fall due.

Cash reserves are projected to remain at sustainable levels initially; however, ongoing operating deficits and continued investment in infrastructure are expected to reduce these reserves over time.

Debt management

In this scenario, Council's outstanding debt is projected to reduce to $21 million by the end of 2025/26 and will be fully discharged by the end of 2031/32. This includes the repayment of the following loan balances:

- $11.3 million for the acquisition of Council's investment property at 828 Pacific Highway, Gordon. The building is leased and is expected to generate sufficient revenue over the life of the Plan to fully repay the outstanding debt.
- $8.8 million loan to fund Council's contribution to the new St Ives Indoor Sports Centre. Under the Base Case scenario this loan will be repaid over 10 years using general funds offset by the LCLI subsidy.

The LTFP includes provisions for debt repayments to be made according to the repayment schedules outlined in the terms of each individual loan.

The following chart show Council's projected outstanding debt and the net debt service cost for the next 10 years. Total debt service cost includes total interest plus principal repayments. Current loans will be repaid by the end of 2031/32.

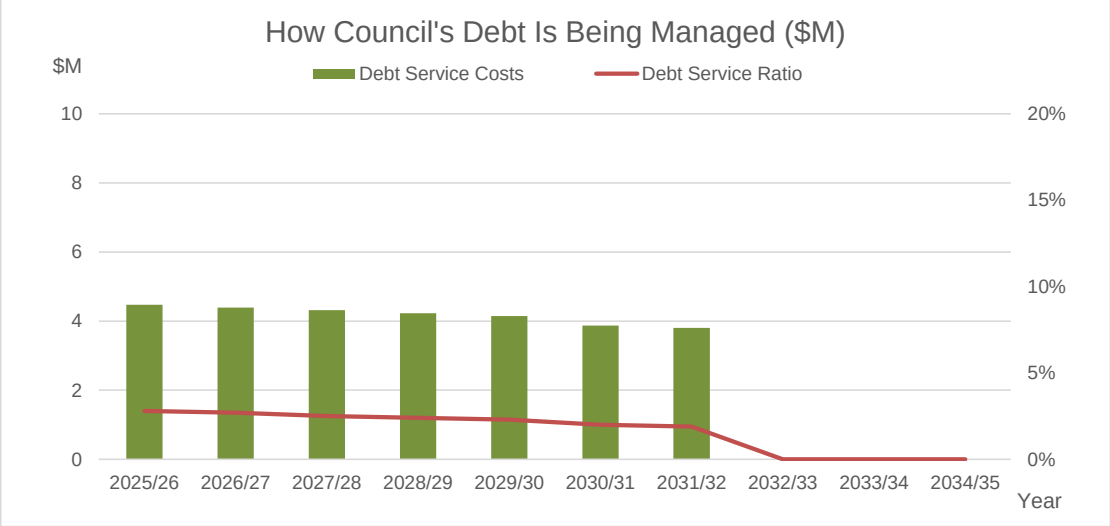


Figure 5 - Council's debt service costs and ratio under Base Case

Renew and Enhance Infrastructure (Special Rate Variation) – preferred scenario

Explanation

Under this scenario, Council would in 2026/27 increase rates by 29%, including a 24.6% Special Rate Variation and 4.4% rate peg in 2026/27. The Special Rate Variation would stay in Council's rate base on a permanent basis with rate revenue increasing from 2027/28 onwards in line with the rate peg announced by IPART.

The SRV would have the effect of providing an additional and ongoing $20.7 million per annum (before indexation for rate pegging).

Compared to the Base Case, this scenario will deliver the following additional funding on an annual basis:

- $5.9 million for stormwater and drainage, including improvements to kerb inlets, pipes and drains to reduce flooding risk and improve stormwater management. Council would seek to reline, rather than replace, pipes to save costs.
- $6.7 million for community buildings, including the renewal and upgrade of buildings such as halls, public toilets and pavilions, Improvements would focus on improved safety, lighting, accessibility and women's facilities
- $1.9 million for recreational facilities, including improvements to playing surfaces, pathways, lighting, drainage and fencing at fields, courts, parks and open space, and swimming pool infrastructure upgrades to the Ku-ring-gai Fitness and Aquatic Centre
- $0.94 million for existing footpaths, including removing trip hazards and improving surfaces.
- $2.1 million for new footpaths, with a focus on areas of high pedestrian traffic, including near transport hubs, shops, schools, hospitals, nursing homes and parks.
- $1.7 million for traffic and transport facilities, including funding for traffic facility, pedestrian safety and bus stop improvements.

It will also generate $1.46 million to fund loan repayments for the construction of the St Ives Indoor Sports Centre.

After this loan is paid off by 2031/32, the funding previously allocated to loan repayment will be invested into renewal of recreational facilities (for example sports fields, parks and open space facilities).

Impact on residential and business rates

In 2026/27, including rate peg, the average residential rate is projected to increase by $499 and the average business rate by $1,676. Information on projected average rate increases, from 2026/27 to 2029/30, under this scenario are available in Appendix D.

The financial tables which are applicable to this scenario are available at **Appendix C**.

Financial and infrastructure outcomes

Operating result

It is assumed in the LTFP that additional rates, if approved, will commence from 2026/27 resulting in average surpluses of $17.3 million from 2025/26 to 2034/35 which will fund infrastructure renewal works.

The chart below shows the forecast operating result before and after capital grants and contribution items.

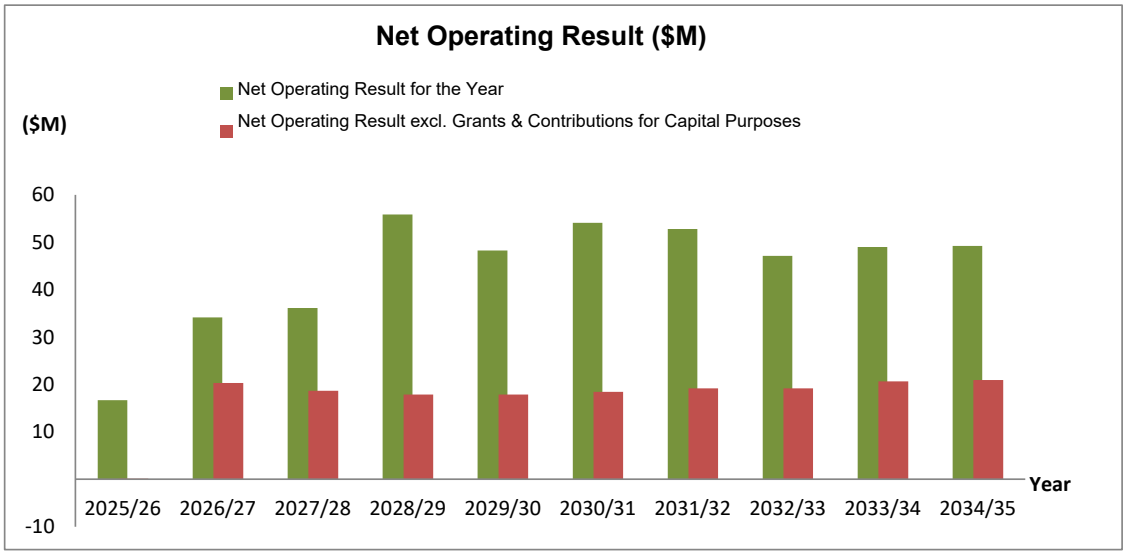


Figure 6 – Operating results under Renew and Enhance infrastructure scenario

Performance measures

This scenario delivers a response to performance measures, which is a significant improvement to the Base Case performance measures.

Financial Stability Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Operating Performance Ratio	0.1%	10.6%	9.4%	8.8%	8.6%	8.5%	8.5%	8.4%	8.7%	8.6%	>= break-even	Meets benchmark
Own Source Revenue	85.8%	88.6%	87.3%	80.1%	83.1%	81.7%	82.8%	85.1%	85.2%	85.7%	>60%	Meets benchmark
Unrestricted Current Ratio	2.56	2.35	1.91	1.81	1.79	1.78	1.86	2.02	2.03	2.10	>1.5	Meets benchmark

Asset Management Ratios	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Benchmark	Status
Building & Infrastructure Asset Renewal Ratio	109.8%	133.7%	128.2%	124.8%	117.1%	118.7%	114.8%	143.3%	141.4%	112.0%	>100%	Meets benchmark
Infrastructure Backlog Ratio (CTS)	8.6%	7.6%	6.6%	5.8%	5.1%	4.5%	4.0%	2.8%	2.0%	1.6%	<2%	Benchmark not met
Asset Maintenance Ratio	93.8%	91.7%	90.3%	89.6%	89.4%	89.1%	88.6%	87.9%	87.1%	85.4%	>100%	Benchmark not met

Table 6 – Renew and Enhance Infrastructure scenario performance against performance measures

Infrastructure backlog and impacts

Under this scenario, the cost to bring poor and very poor infrastructure assets to a satisfactory condition will reduce from $93.6 million in 2025/26 to $23 million in 2034/35, a decrease of 75%. Meanwhile the cost to bring these same assets to a new condition would reduce from $194 million in 2025/26 to $119 million in 2034/35, a decrease of 39%.

Council will be able to maintain a Building and Infrastructure Asset Renewal Ratio of greater than 100% (in other words over the benchmark).

Projected income

Council's revenue has been forecast to increase from $182 million in 2025/26 to $271 million over the ten years, which (after excluding the impact of capital grants and contributions) increases by an average of 4.5% per year.

Increases in revenue are due to rates and annual charges (including a SRV from 2026/27), user fees and charges and other revenue including rent income from Council's investment property.

In 2026/27, including rate peg, the average residential rate is projected to increase by $499 and the average business rate by $1,676. Information on projected average rate increases, from 2026/27 to 2029/30, under this scenario are available in Appendix D.

An SRV will generate additional $20.7 million rates income (above the rate peg) per year from 2026/27, of which 93% will be allocated to infrastructure renewal works and new footpaths. The remaining 7% of the special rate variation will fund repayment of loan for St Ives Indoor Sports Centre until 2031/32, after which this funding will be allocated to recreational facilities.

Projected operational expenditure

Compared to the Base Case scenario, operational asset maintenance costs will increase by $1.16 million per annum from 2027/28, due to the annual increase of $6.1m in new and upgraded assets delivered under the Renew and Infrastructure scenario. Some funding from additional rates may need to be diverted from asset renewal to asset maintenance to cover the increase.

Projected capital expenditure

Under this scenario, Council would be able to set aside $870 million for capital expenditure during the life of the LTFP, which represents an increase of $198 million compared to the Base Case.

Under this scenario, compared to the Base Case, spending would significantly increase in Roads & Transport (up by 23% to $256 million due to existing and new footpath works), Parks and Recreation (up by 18% to $153 million), Stormwater Drainage (up by 326% to $86 million) and Council Buildings (up by 230% to $95 million).

Over the 10-year period, this scenario allocates capital expenditure as follows: Streetscape & Public Domain 26%, Roads & Transport 29%, 18% to Parks & Recreation, 11% to Council Buildings and 16% to other asset categories.

Assumptions around capital expenditure, asset valuations and asset management are covered in the Asset Management Strategy and have been incorporated into the LTFP.

$ '000	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Planning, Community & Other	2,666	6,496	2,447	3,613	3,699	3,788	4,441	5,782	6,129	7,511	46,572
Roads & Transport	15,109	21,971	25,037	24,930	22,029	31,283	31,081	29,769	32,454	22,415	256,078
Streetscape & Public Domain	11,903	7,706	26,163	39,722	33,745	25,221	19,496	15,710	25,380	17,980	223,026
Parks & Recreation	30,878	19,492	11,961	13,497	9,094	10,694	10,733	12,596	13,540	20,713	153,198
Stormwater Drainage	2,600	7,664	8,936	9,151	9,370	9,595	9,826	10,061	9,056	9,274	85,533
Council Buildings	6,636	9,715	14,823	8,537	8,742	8,951	9,166	9,386	9,612	9,842	95,410
Trees & Natural Environment	2,026	4,428	808	771	314	322	330	338	346	354	10,037
Total Projects	71,818	77,472	90,175	100,221	86,993	89,854	85,073	83,642	96,517	88,089	869,854

Table 7 - Projected capital expenditure under Renew and Enhance Infrastructure scenario (significant expenditure changes compared to the Base Case scenario highlighted in green)

Liquidity measures

Council's working capital result, under this scenario, is unchanged from the Base Case.

Borrowings

Borrowings between this scenario, and the Base Case scenario, are unchanged. Once the St Ives Indoor Sports Centre loan is discharged by the end of 2031/32, the funds will be reallocated to the recreational facilities category.

Current loans for Council's investment property at 828 Pacific Highway and the St Ives Indoor Sports Centre will be serviced.

The LTFP provides for repayments of debt to occur on either a schedule specified by the terms of individual loans or at a time where funds are available, and the overall cost of debt can be reduced by making opportunistic repayments.

The following chart show Council's projected outstanding debt and the Net Debt Service Cost for the next 10 years. Net Debt Service Cost includes total interest plus principal repayments.



Figure 7 – Council's debt service costs and ratio under the Renew and Enhance Infrastructure scenario

Scenario comparison

The table below provides a comparison of the Base Case and Renew and Enhance Infrastructure scenarios.

Scenario	Base Case	Renew & Enhance Infrastructure
Rate peg (2026/27)	4.4%	4.4%
Special rate variation (2026/27)	0%	24.6%
Total rate increase (2026/27)	4.4%	29%
Average Operating Result[8] from 2025/26 to 2034/35	$1.59m (deficit)	$17.3m (surplus)
Infrastructure Backlog in 2025/26	$194m	$194m
Infrastructure Backlog in 2034/35 [9]	$276.0m	$119.1m
% change in Infrastructure Backlog from 2025/26 to 2034/35	42% increase	39% decrease
Focus areas for additional funding for renewal of existing infrastructure	None, no additional funding available	Buildings Footpaths Stormwater Recreational facilities
Funding for new infrastructure projects which are currently not funded	None, no additional funding available	St Ives Indoor Sports Centre Expansion of new footpath program Traffic and transport facilities
Ten-year capital expenditure program	$672.1m	$869.9m
Debt extinguished	2031/32	2031/32

Table 8 – Scenario comparison

[8] Excludes capital grants and contributions.
[9] This is the cost to bring Council's Very Poor and Poor Assets to an agreed level (CTA).

Capacity of ratepayers to afford a Special Rate Variation (SRV)

To progress an SRV application, Council must illustrate that the impact on affected ratepayers is reasonable. This is known as a capacity to pay analysis.

Council has undertaken a preliminary analysis of the capacity of residential ratepayers to afford all the rate increase options exhibited from July-September 2025.

Indicators in favour of a capacity to pay include the fact the Ku-ring-gai LGA has:

- Among Australia's highest levels of advantage and lowest levels of disadvantage, when using the Australian Bureau of Statistics' Socio-Economic Indexes for Areas (SEIFA) score.
- A lower proportion of vulnerable households, pensioners and people requiring core assistance, compared to Greater Sydney
- A lower percentage of income spent on rates (according to 2021 Census income data) and a higher proportion of full home ownership, compared to Greater Sydney
- An improvement in household savings from 2018/19 to 2023/24, compared to a reduction in savings across Australia during the same period
- At the end of 2024/25, just three ratepayers subject to Council's Rates, Charges and Sundry Debts - Assistance, Concessions and Recovery Policy.

Indicators which show capacity to pay limitations include:

- A proportion of households paying mortgages, and overall levels of mortgage stress, which are higher than Greater Sydney
- A lower proportion of working age individuals compared to Sydney
- An average residential rate which, if a 29% rate increase is implemented in 2026/27, will move from the 8th highest among Sydney metropolitan and metropolitan fringe councils, to the 3rd highest.
- A percentage of outstanding rates which has increased in each year since 2020/21 and, in 2024/25, sits above the benchmark level of 5%

Overall, it is considered that the indicators in favour of a residential ratepayer capacity to pay outweigh the potential limitations.

In regard to business ratepayers, Ku-ring-gai has historically had average business rates well below the average of comparable councils. With a 29% rate increase, Ku-ring-gai will move only slightly above the overall average rate for all councils.

When reviewed in tandem with the low proportion of business ratepayers, positive industry indicators, as well as low levels of outstanding business rates, it is considered that there are good indicators of capacity to pay for business ratepayers.

Below are some of the key data sources in favour of a residential capacity to pay.

Socio-economic advantage

Australian Bureau of Statistics data shows that the population of the Ku-ring-gai local government area has the third highest level of socio-economic advantage among all Sydney, NSW and Australian local government areas.

Advantage ranking	Council	State
1	Woollahra	NSW
2	Mosman	NSW
3	Ku-ring-gai	NSW
4	Darwin Waterfront Precinct	Northern Territory
5	North Sydney	NSW
6	Waverley	NSW
7	Lane Cove	NSW
8	Peppermint Grove	Western Australia
9	Nedlands	Western Australia
10	Cottesloe	Western Australia

Table 9 – Ranking of most advantaged Australian councils under Australian Bureau of Statistics 2021 Index of Relative Socio-economic Advantage and Disadvantage (IRSAD)

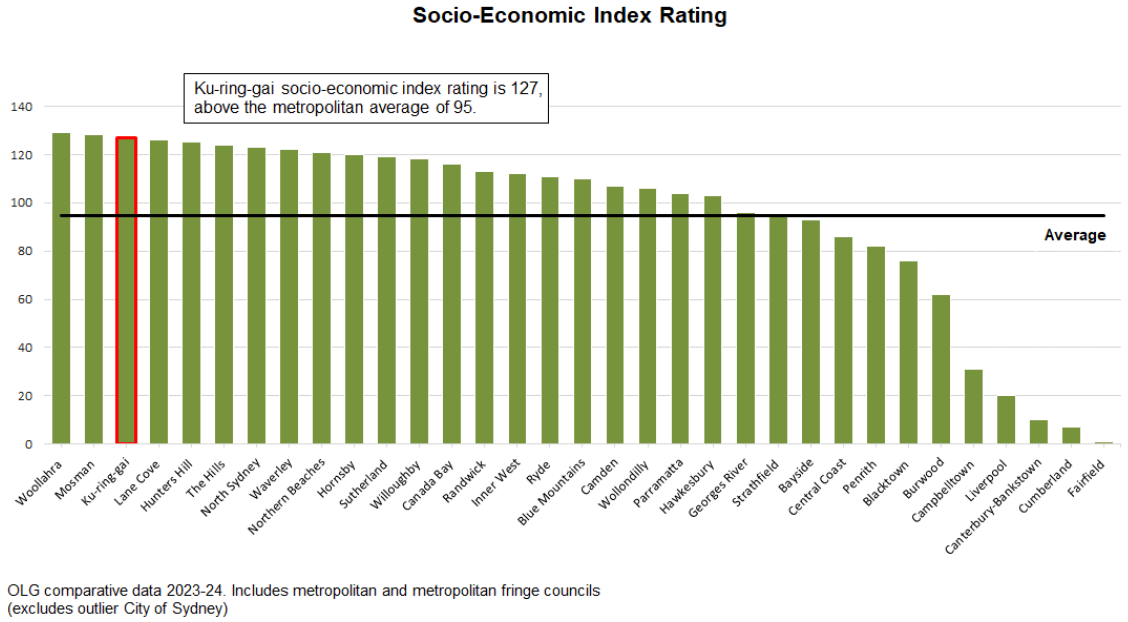
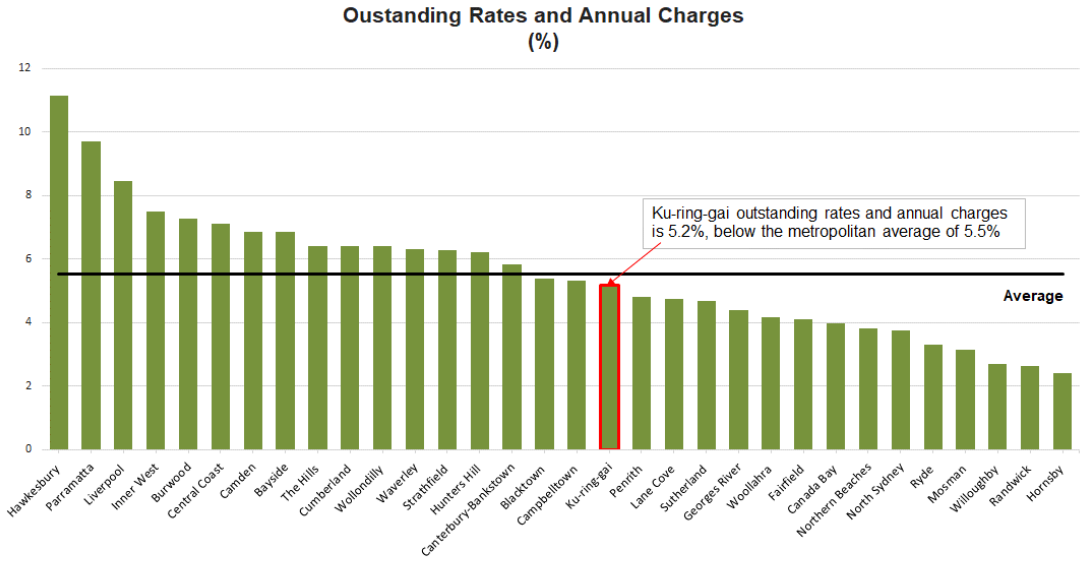


Figure 8 – Ku-ring-gai's socio-economic index rating compared to other Sydney councils 2023/24

Outstanding rates

Ku-ring-gai's percentage of outstanding rates and charges, in 2023/24, was 5.2%, which was slightly below the metropolitan and metropolitan fringe council average of 5.5% in 2023/24, according to Office of Local Government comparative data. Council regularly has below levels of average outstanding rates in NSW, an indication of both capacity and willingness to pay.

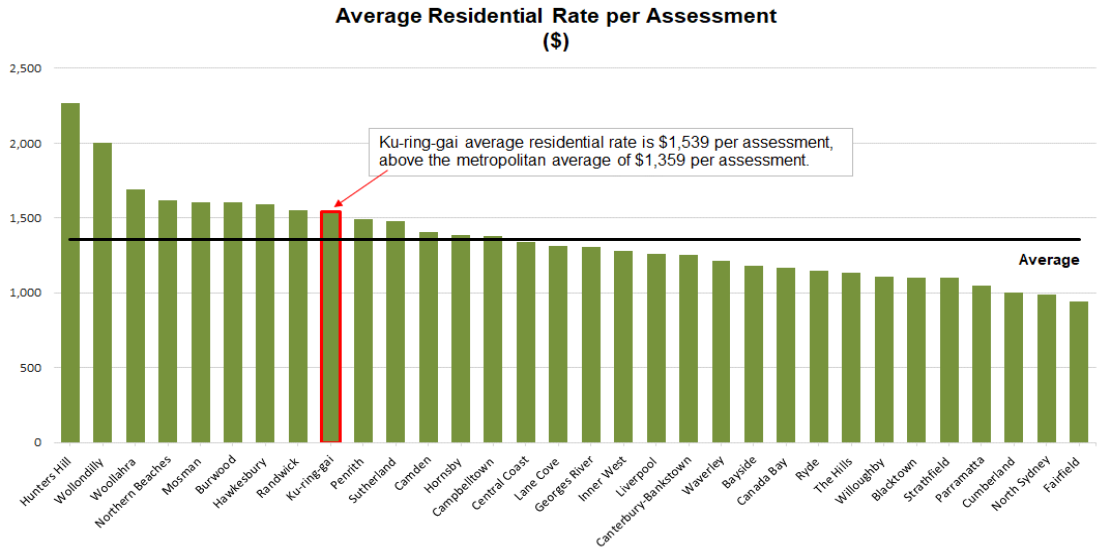


OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains)

Figure 9 – Percentage of rates and charges outstanding among Sydney councils in 2023/24

Average residential rates

Council's average 2023/24 residential rate of $1,539, while above the Sydney council average of $1,359, falls beneath other high socio-economic areas such as Hunters Hill, Woollahra, Northern Beaches, Burwood, Randwick and Mosman. In addition, the table below does not take into account a confirmed SRV in Willoughby which commenced in 2024/25, nor a Special Rate Variation approved for Northern Beaches to commence in 2025/26.



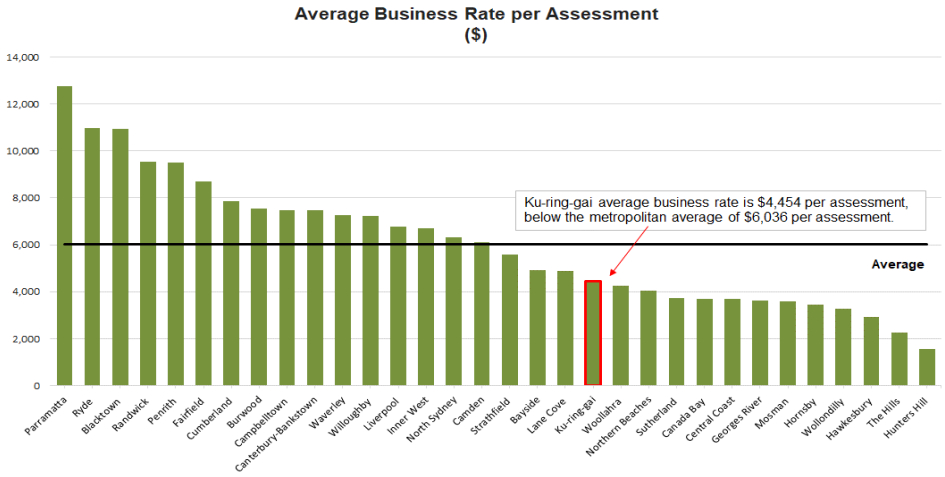
OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains)

Figure 10 – Average residential rate - metropolitan and metropolitan fringe councils in 2023/24

If the preferred SRV option is implemented in 2026/27, this will increase the average residential rate, mainly due to large property land values in the LGA and a low proportion of business rates.

Average business rates

Council's average business rate of $4,454 in 2023/24, was well below the metropolitan average of $6,036.

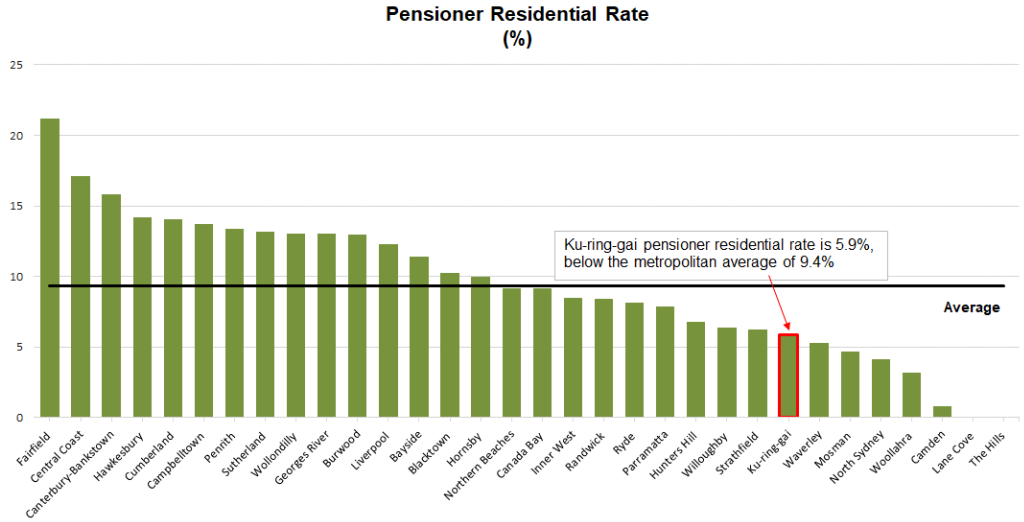


OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains)

Figure 11 – Average business rate among metropolitan and metropolitan fringe councils in 2023/24

Relatively low rate of pensioners paying rates

In 2023/24, on average, some 9.4% of residential ratepayers across Sydney councils were claiming the pensioner rate. In Ku-ring-gai, the figure was 5.9%. Ku-ring-gai's low rate of pensioner ratepayers is therefore a potential indicator of capacity to pay.



OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains)

Figure 12 – Percentage of residential ratepayers who were claiming the pensioner rebate in 2023/24

Residential rates to income ratio

When average weekly residential rates for 2023/24 are compared with the median weekly household income to create a residential rate to income ratio, Ku-ring-gai sits towards the lower end of all metropolitan and metropolitan fringe councils.

This indicates that on average Ku-ring-gai's residential rates are comparatively affordable for its community, with a lower ratio indicating increased affordability. The average across all comparison councils is 1.2%, with Ku-ring-gai sitting below this at 1.0%.

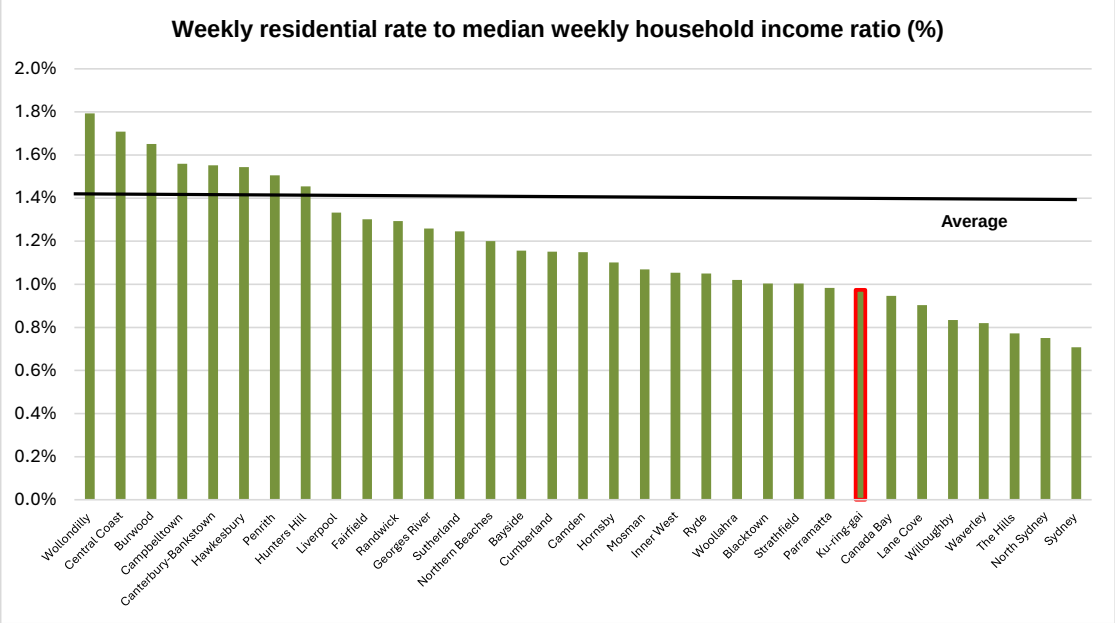


Figure 13 – Weekly residential rate to median weekly household income ratio 2023/24

Hardship provisions

Council has a *Rates, Charges and Sundry Debts – Assistance, Concessions and Recovery Policy,* which is available on Council's website.

The Policy states that Council recognises that ratepayers may at times have difficulty paying their rates and charges and outlines the steps and processes Council will consider in these circumstances. Council will be careful and considerate in the assessment of any hardship applications, if it is successful in obtaining a Special Rate Variation.

Key assistance measures provided by Council 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.
- **Flexible Payment Solution:** 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.

- **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.

Productivity and cost containment

Council has demonstrated financial discipline over a long period of time, containing the cost of providing services within a culture of continuous productivity improvement.

In progressing its preferred rate increase, Council will continue to take actions to deliver productivity and cost containment, to seek out efficiencies and find alternative revenue sources, to reduce the overall impact on ratepayers.

Council has demonstrated financial discipline over a long period of time, containing the cost of providing services within a culture of continuous productivity improvement.

Our approach to financial management and efficiency is structured around five key elements:

- **Financial management and governance:** Council operates under a stringent legislative and regulatory framework which ensures responsible and sustainable spending.
- **Optimisation of revenue:** Seeking opportunities to increase revenue from diverse sources to minimise the financial burden on ratepayers.
- **Service improvement review program:** Targeted reviews to reallocate resources, streamline business processes, and benchmark operations against best practices and other councils to identify areas for improvement and efficiency.
- **Ongoing business improvements:** Other initiatives to streamline processes, reduce unnecessary administration and waste, and innovations to maintain levels of services within available budgets, and free up funding and staff time.
- **Tracking and reporting performance:** Public reporting on key financial, efficiency and productivity measures, progress of service improvement reviews and delivery of other business improvements.

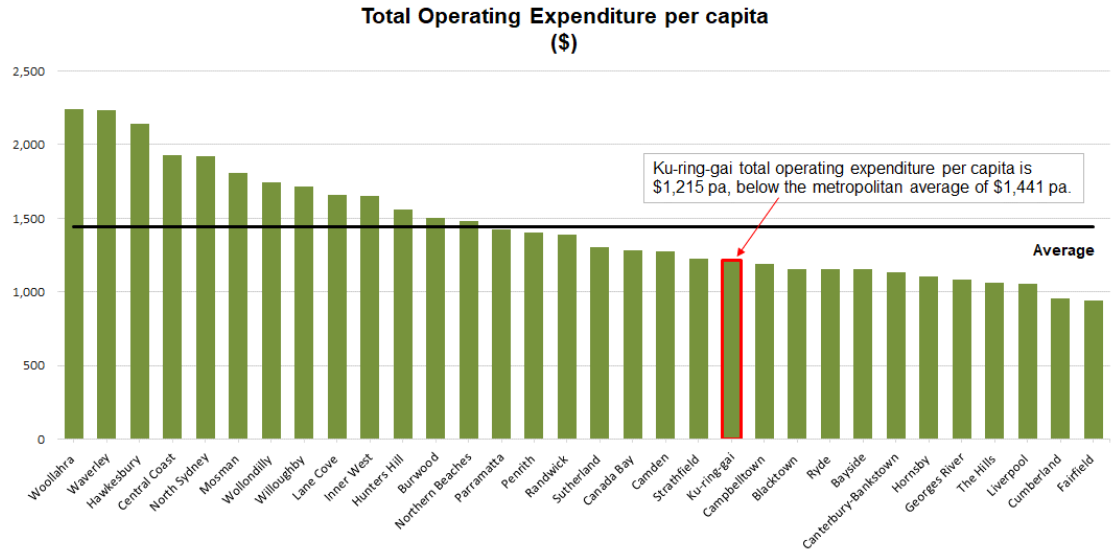
This chapter explains a number of the actions Council has taken, and will continue to take, to reduce the ratepayer burden.

Recent comparative data

Operating expenditure per capita

Expenditure per capita is considered a factor of efficiency because it reflects how effectively a council delivers services and manages resources relative to its population.

In 2023/24, Ku-ring-gai Council had an operating expenditure per capita of $1,215, which was 16% less than the Sydney average of $1,441, and is a further indicator of efficiency. This suggests that the council is managing its operations and delivering services more cost-effectively compared to the average across Sydney.

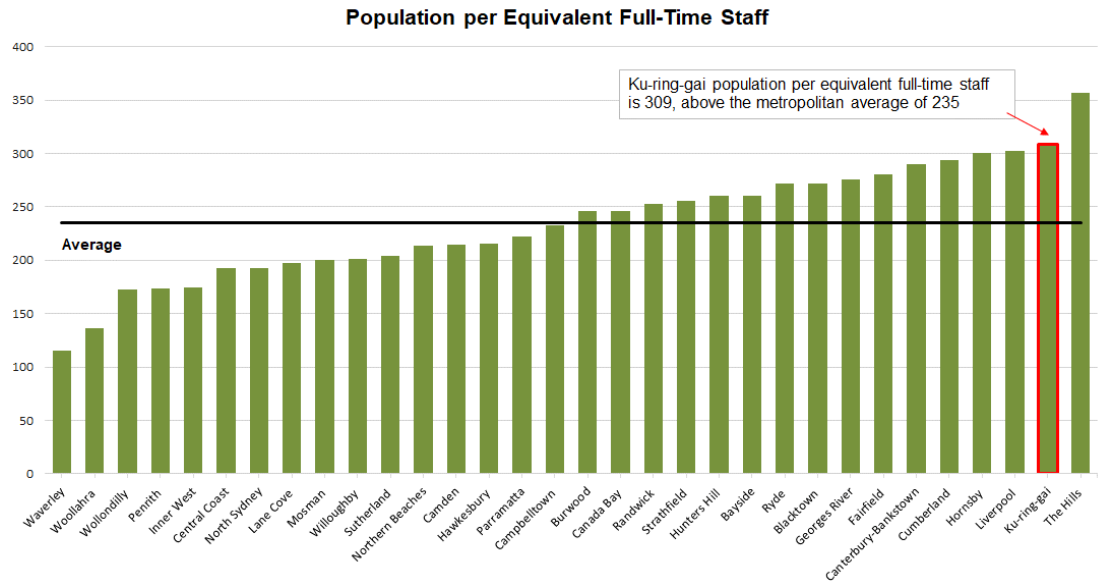


OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains)

Figure 14 – Operating expenditure per capita among Sydney councils 2023/24

Ratio of residents to staff

Each individual Ku-ring-gai Council full-time equivalent staff member in 2023/24 serviced 309 residents, which is the second highest of any Sydney council and well above the Sydney average of 235 residents. The Financial Sustainability Review indicated this was a sign of efficiency.



OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains)

Figure 15 – Number of residents for each full-time equivalent staff member among metropolitan councils in 2023/24

Low operating expenditure cost increases

In recent years, Ku-ring-gai has had the 4th lowest average annual increase in operating expenditure out of any Sydney council, which is a sign of cost containment and efficiency.

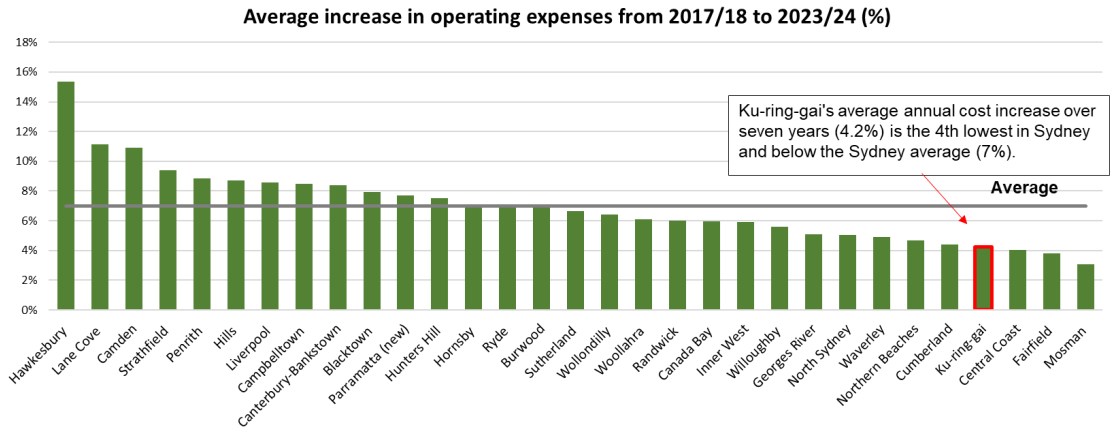
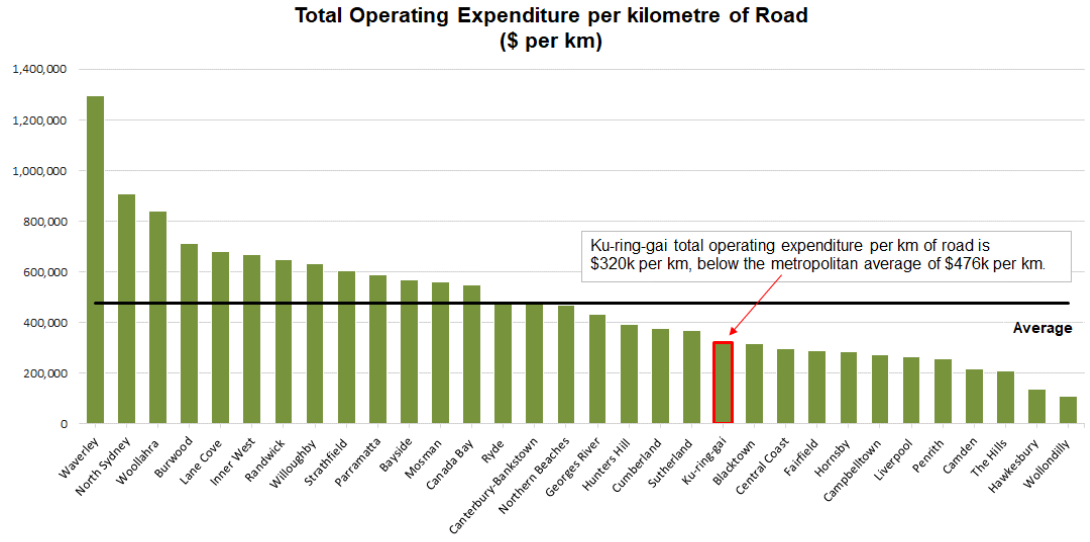


Figure 16 – Average increase in operating expenses among metropolitan councils from 2017/18 to 2023/24 (Source OLG Data 2023/24)

Operating expenditure per km of road

Operating expenditure per km of road includes all operating expenditure, not just the amount spent on roads. It is a useful indicator for urban metropolitan councils as the length of road generally correlates to the amount of area that is developed for human habitation, requiring support from local government services and infrastructure. Ku-ring-gai operating expenditure per km of road is $320,000 which is 32% below the metropolitan average of $476,000 per km or road.



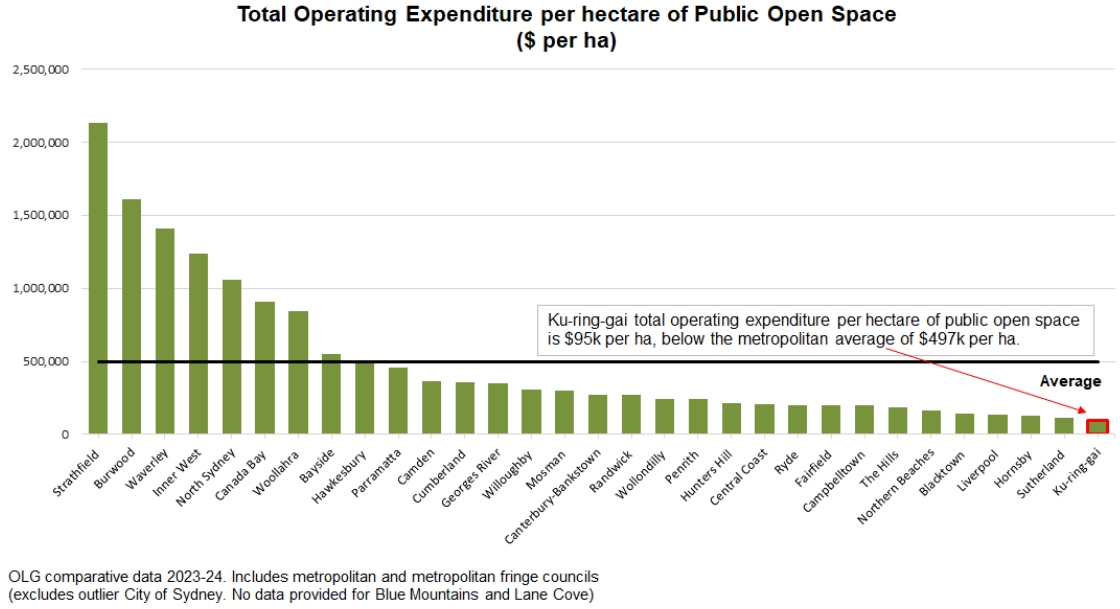
OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains)

Figure 17 – Total Operating Expenditure per kilometre of road among metropolitan councils in 2023/24

Operating expenditure per ha of open space

Ku-ring-gai Council's spending on open space is significantly lower than the group average, at 80% less per hectare.

With an expenditure of $95,486 per hectare, Ku-ring-gai ranks last among thirty-one councils, compared to the group average of $496,516 per hectare. However, this also reflects the financial challenge posed by having a vast area of open space to service with comparatively lower rates revenue.



OLG comparative data 2023-24. Includes metropolitan and metropolitan fringe councils (excludes outlier City of Sydney. No data provided for Blue Mountains and Lane Cove)

Figure 18 – Total Operating Expenditure per hectare of Public Open Space among metropolitan councils in 2023/24

Service reviews

To further encourage service delivery improvement across Council operations a targeted service review framework commenced development.

The framework includes a service review program to systematically review Council services, identify opportunities to improve efficiency and effectiveness, and support the delivery and evaluation of necessary changes.

The program will also include the identification of key performance indicators and benchmarks to measure and track productivity and performance over time.

The following service improvement reviews are currently underway or have been completed in 2024/25:

- **Communications and engagement**: A key finding from the review was that staffing levels of the Corporate Communications team are lower compared to other benchmarked councils and the unit is operating with a leaner communication and engagement function relative to its peers.
- **Maintenance of sportsfields**: The review highlighted that material and contract costs have increased significantly over the past three years (primarily due to rising contractor expenses and electricity), but that employee costs have remained stable. Comparisons with Northern Sydney Regional Organisation of Councils (NSROC) members revealed that Ku-ring-gai provides a

significantly higher number of turf fields per resident, and that operational costs per hectare and per field are amongst the lowest in the region.

- **Development application (DA) assessment service**: The review found that resourcing levels were comparable to other councils but may not be sufficient to meet increasing workload and the requirement to reduce assessment times in the coming years.

Recommendations arising from each of these reviews are being implemented, and progress and the outcomes will be published in Council's Annual Reports.

Targeted reviews of Councils compliance and regulatory functions and community development programs are currently being completed, and reviews of environment and sustainability programs and libraries are commencing in late 2025.

Savings, productivity and revenue measures

Council has implemented a range of measures to increase non-rate revenue and improve efficiency.

Some revenue measures have included:

- Increasing rental returns from property management through repurposing of certain existing buildings, the removal of historical subsidy arrangements and renewals in line with market valuations
- Improving revenue from tennis court bookings, through increased utilisation, an improved online booking system and automated court allocation service
- Reviewing and adjusting fees and charges to reflect costs of providing the services supported by these fees (such as golf course fees to align with other comparable courses within the region and to reflect the increase in maintenance costs.
- Actively pursuing grant opportunities to support asset upgrades, programs and other initiatives.

Other saving and productivity measures included:

- Strict budget control by freezing volume increases, requiring departments to operate within their allocated budgets, redirecting savings to fund capital works and maintain affordability
- Actively managing debt by moving from variable to fixed-rate loan interest rates, to reduce loan costs by managing the risk of increasing rates
- Securing a loan subsidy for a major project through the LCLI (Low-Cost Loan Initiative) managed by the Department of Planning, Housing and Infrastructure (DPHI)
- Introducing a new Application for convenient and efficient payment of rates by ratepayers, along with a new Waste Application to improve the customer experience and reduce enquiries on waste collection.
- Delivering library collection management and technology systems efficiencies
- Improving asset management initiatives through detailed analyses and strategic planning for:
    - Stormwater Management (covered earlier in this report): By optimising the pipe relining methodology, Council achieved cost savings in the replacement of drainage assets and reduced depreciation expenses.
    - Building Portfolio: A comprehensive review enhanced understanding of long-term funding needs and resulted in the development of a prioritised capital upgrade program for Council's buildings.
- Continuing to be part of the shared service for internal audit service, which provides services for six Councils. This enables economies of scale in the provision of internal audit services and improved efficiency.

Council will seek to quantify and further explain these and other measures, and explore new measures, if it decides to progress a SRV.

Alternatives to a Special Rate Variation (SRV)

Service reductions

While Council will continue to look for better ways of delivering services, and is continually examining its service delivery program, it does not believe that wholesale service reductions is a viable alternative to a SRV.

Under the preferred Renew and Enhance Infrastructure scenario, the SRV would yield an additional $20.7 million above rate peg in revenue in 2026/27, and largely be put towards infrastructure renewal, which is equivalent to around 35% of Council's projected employee benefits and on-costs in the same year. The areas subject to service reductions would need to be considered through a consultative budget process and would inevitably results in the removal of services which are currently rated as important by community members.

In addition, the significant reduction in staffing which would come about through the service reductions would severely inhibit the ability of Council to deliver the infrastructure renewal which is needed, nor attract additional or new staff to undertake this work.

Debt and borrowing

Taking out new borrowings to deal with broader financial sustainability and infrastructure provision issues without identified sources of repayment is not considered to be a prudent approach.

This is because borrowing would:

- Worsen Council's Operating Results, by adding debt repayments
- Require future generations to pay for today's expenditure
- Not be linked to an individual asset or project; and
- Not address the underlying business fundamentals.

Further asset sales

The issue of asset sales was examined in Council's Financial Sustainability Review, published in February 2023. It noted that the asset sale strategy originally envisaged in 2016, involving the sale of $111 million in assets to improve Council's financial sustainability and to undertake major projects, was not likely to be implemented at that time (due to a lack of support for the sale of particular assets). It also raised concerns about asset sales being used as a basis for long-term financial sustainability. [10] As such, further asset sales are not proposed as an alternative to a SRV. However, future asset sales to fund major projects remain an option for Council to explore.

Further revenue and efficiency measures

The previous chapter outlines a range of revenue and efficiency measures. It is unlikely that further revenue and efficiency measures will be sufficient to overcome the very significant infrastructure backlog which has been forecast in this LTFP.

[10] Ku-ring-gai Council Financial Sustainability Review, by Morrison Low, published January 2023, pages 14-17

Sensitivity analysis

The following table lists the major assumptions affecting the LTFP results and shows the impact of varying them. This impact is classified as Low, Moderate or Significant in terms of quality and quantum of service delivery to constituents.

	Impact	Comment
Revenue		
Inflation/CPI	Low	Changes in inflation will affect both revenue and expenditure, but increases in the assumption are likely to be negative for the projected operating surplus.
Rates Income – Rate Peg	Moderate to Significant	The official rate peg for 2025/26 announced by IPART was 6.1%, and 4.4% in 2026/27. It is assumed the rate peg will increase by 3.0% for all remaining years, along with a 0.3% population increment. Changes in rate pegging will affect revenue forecasts, and these will have a large impact on the LTFP Model. Non-achievement of property and rates income growth forecasts will directly affect provision of new infrastructure and the rate at which existing infrastructure can be renewed.
Investment Earnings	Moderate	Council's investments portfolio is subject to fluctuations in interest rates. An adverse movement in interest rates will reduce investment income and impact on capital expenditure and service levels, with only a minor offset through savings in variable interest loan costs. Council is forecasting an increase in interest earning in the short term a decrease in interest earnings and has adjusted the future budgets accordingly.
Proceeds from Asset Sales	Moderate	The LTFP assumes sale of assets ($1.2 million) for the 10 years fund Council's co-contribution in its S7.11 Development Contributions Plan. If these asset sales are not realised, either cuts to services and other capital would have to be made or alternatively the s7.11 projects requiring Council co-contributions would have to be deferred or deleted from the program.
Grants	Low for specific purpose grants. Moderate/Significant for general purpose grants (FAG)	The LTFP model includes operational grants and capital grants that have already been awarded. The Council does not have a strong reliance on specific purpose grants revenue in comparison with other sources of revenue. Programs funded by specific purpose grants may not be offered by the Council if the grants were eliminated. The general-purpose (including local roads) component of the Council's Financial Assistance Grant (FAG) is $4.7 million. If this grant were reduced or eliminated, the Council would need to consider significantly reducing capital expenditure and operating service levels.
Expenditure		
Employee Costs	Significant	This is one of Council's largest costs. The number of employees in operating activities is assumed to remain constant with cost increases in line with forecast or known Award changes. This volume assumption is at risk from possible future changes to conditions, further devolvement of functions from other levels of government and from growth in Council services requiring additional staffing. The Award increase assumptions are at risk as Council has no direct control over this. The current estimate of 3.0% although in line with the rate peg in future years it exceeds other cost increases, which puts pressure on balancing future budgets.
Borrowing costs	Moderate	Council's outstanding loan balance will reach $21.0m in 2025/26. The outstanding loans are discharged by 2031/32 from future net revenue generated from leasing out the investment property at 828 Pacific Highway, Gordon, and a proposed special rate variation. This carries a moderate risk in terms of delays in realising income if the current building (investment property) in future is leased out at a lower occupancy rate than predicted in the LTFP. There is also a moderate risk in terms of the SRV if this is not approved by IPART.

Table 10 – Sensitivity analysis

The following table illustrates monetary sensitivity to variations in the assumptions.

Income & Expenditure Categories	Assumption	2025/26 Base $'000	Sensitivity to a 10% Variation in the Assumption $	Sensitivity to a 20% Variation in the Assumption $
Income:				
Rates	6.10%	82,885	505,599	1,011,197
Annual Charges (DW & others)	7.00%	27,178	190,246	380,492
Fees & Charges	3.90%	23,956	93,428	186,857
Operating Grants	2.90%	9,188	26,645	53,290
Interest on Investments	4.67%	8,204	38,313	76,625
Other Income	2.90%	13,895	40,296	80,591
Expenditure:				
Employee Costs	3.80%	54,159	205,804	411,608
Borrowing Costs	4.45%	1,139	5,069	10,137
Materials & Contracts	2.90%	68,500	198,650	397,300
Depreciation	(1.44%)	29,525	(42,438)	(84,876)
Other Expenditure	2.90%	11,869	34,420	68,840

Table 11 – Monetary sensitivity to variations to assumptions

The sensitivity analysis shows that rates income and employee costs would have the greatest impact if there is a future variation from the LTFP assumptions.

If there are adverse variations in the future from the LTFP assumptions, adjustments will need to be made to operations and capital programs to maintain financial sustainability. The sensitivity analysis brings into sharp focus the need to manage employee numbers and costs.

Capital works projects

Council will progress a large number of projects during the life of the LTFP. A sample of these projects are listed below.

Werona Avenue and Heritage Square, Gordon

This project involves upgrade works to Werona Avenue on the eastern side of Gordon and upgrade works to Heritage Square on St Johns Avenue. The works will complement the recently completed St Johns Avenue Streetscape works. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. Construction is planned to commence in late 2025/early 2026.

Bedes Forest Expansion, St Ives

Council adopted a concept plan for the park in 2022 and is currently finalising construction drawings for this new park on the corner of Yarabah Avenue and Stanley Street, St Ives. The park will be almost 8,000 square metres in area, once completed, and will provide a diversity of activity areas including open grass, a playground, basketball facilities, a community garden, as well as an extensive nature play area. Construction is planned to commence in late 2025/early 2026.

Robert Pymble Park

The Robert Pymble Park Master Plan was adopted by Council in March 2020. The Landscape Masterplan aims to conserve, protect, and enhance the landscape character of Robert Pymble Park while improving the amenity and aesthetics of the park.

The first stage of the Master Plan works being the upgrade of the playground was completed in February 2023. Works are on-going for the delivery of the remaining masterplan works which will be undertaken between 2025-2026.

Gordon (North) Streetscape Improvements

This project involves upgrade works to streets in the northern part of Gordon local centre including Fitzsimons Lane, Merriwa Street and the Pacific Highway. The area has undergone extensive renewal in the past 10 years which has brought a large number of new residents. Improved pedestrian safety and amenity have become a priority. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. There have been some significant delays with the detailed design of this project which has pushed construction back, the Construction phase is now planned to commence in late 2025.

Lindfield Streetscape Improvements

This project involves upgrade works to streets on the eastern side of Lindfield including Lindfield Avenue and Tryon Road. The works will complement the recently completed Lindfield Village Green and will focus on improving pedestrian safety by managing traffic and parking conflicts and improving access to the rail station. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. New traffic signals at the intersection of Lindfield Avenue and Tryon Road will replace the existing signals. New traffic signals at the intersection of Strickland Avenue and Pacific highway are also proposed to support the delivery of the Lindfield Village Hub. Construction is planned to commence in 2025.

Pymble Streetscape Improvements

This project involves upgrade works to Grandview Street, Pymble local centre. The works will focus on improving pedestrian conditions and providing outdoor dining areas through footpath extensions and traffic

calming measures. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. The project will be handed over to Operations in 2025 to prepare detail design and tender documentation. Construction is planned to commence in 2028.

St Ives Streetscape Improvements

This project involves upgrade works to streets and parks of St Ives local centre including Stanley Street, Porters Lane, Rosedale Road as well as Rotary and Memorial Parks. The works will focus on improving pedestrian conditions and improving conditions for bicycle user. Small parks will be renewed to create environments where residents and workers can rest and linger. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture.

Council adopted the St Ives Public Domain Plan in February 2023. The project will be handed over to Operations in 2025 to prepare detail design and tender documentation. Construction is planned to commence in 2028.

Turramurra Streetscape Improvements

This project involves upgrade works to Rohini Street in Turramurra local centre. The works will focus on improving pedestrian conditions through improved pedestrian crossing points and providing outdoor dining areas. A key focus of the plan will be to upgrade the bus interchange to improve safety, capacity and functionality. Staff are currently working with representatives from TFNSW to finalise the interchange design and funding. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. Construction is planned to commence in 2035.

Roseville Streetscape Improvements

This project involves upgrade works to Hill Street, Roseville. The works will focus on improving pedestrian conditions though footpath widening and traffic calming measures. Improvements will include new and renewed footpaths with high quality paving; street trees; new LED street lighting; and street furniture. Construction is planned to commence in 2036.

Appendix A - LTFP Forecasts and Assumptions

LTFP FORECASTS AND ASSUMPTIONS

REVENUE ASSUMPTIONS	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
FORECASTS - ACCESS ECONOMICS										
Consumer Price Index (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
BBSW - 90 Day	3.5%	2.9%	2.8%	2.7%	2.6%	2.5%	2.5%	2.4%	2.4%	2.4%
INCOME ASSUMPTIONS										
Rates										
Rates Pegging Forecast	6.1%	4.4%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Rates Population Growth	0.0%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Total Rates Change	6.1%	4.7%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%
Fees and Charges	3.9%	3.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Domestic Waste Price Increase	7.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Pensioner Rebate Growth	1.0%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%
Stormwater Management Charge (rates growth only)	0.0%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Trade Waste - Annual Charges	7.0%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Interest Income										
Interest Income - Rate based on 90 Days BBSW	4.7%	4.0%	3.9%	3.8%	3.7%	3.6%	3.6%	3.5%	3.5%	3.5%
Grants Income										
Recurrent Grants (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Capital Grants (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Proceeds from Assets Sales										
Asset Sales	0	84	389	0	0	279	380	0	87	0
EXPENDITURE ASSUMPTIONS										
Labour Costs	3.8%	5.2%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%
Workers Compensation (= Emp Costs)										
Superannuation	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
Material & Contracts - Operational Expenditure										
Operating Expenses (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Street Lighting Charges (IPART Decision)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Building Electricity Charges (IPART)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Water Charges (IPART Determination)	18.0%	6.8%	6.8%	6.8%	6.8%	2.4%	2.4%	2.4%	2.4%	2.4%
Fire Levy (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Planning Levy (CPI)	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Materials & Contracts - Capital Expenditure	2.9%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Borrowing Costs										
Loan Rate (95 bps over 90 BBSW or max of 4%)	4.5%	3.9%	3.8%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%

Appendix B – Base Case (Business as usual) financial tables

Projected Income Statement
Base Case (Business as usual)

$'000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Income from Continuing Operations												
Rates & Annual Charges	98,307	103,059	110,063	115,016	119,153	124,021	129,098	134,497	139,403	144,643	149,587	154,871
User Charges & Fees	22,959	23,199	23,956	24,899	25,619	26,332	26,959	27,601	28,259	28,933	29,622	30,329
Interest & Investment Revenue	9,321	7,094	8,204	5,690	4,717	3,854	3,361	3,103	3,099	3,096	2,986	2,866
Other Revenues	15,214	14,121	13,895	14,384	14,772	15,159	15,557	15,965	16,384	16,814	17,256	17,710
Grants & Contributions for Operating Purposes	9,982	10,221	9,188	9,390	9,380	9,544	9,733	9,977	10,148	10,365	10,643	10,655
Grants & Contributions for Capital Purposes	20,176	15,502	16,594	13,813	17,456	38,016	30,404	35,652	33,573	27,943	28,355	28,281
Other Income:												
Net gains from the disposal of assets	- 1,070	-	-	59	281	-	-	207	284	-	66	-
Total Income from Continuing Operations	**174,889**	**173,196**	**181,900**	**183,251**	**191,378**	**216,926**	**215,112**	**227,002**	**231,150**	**231,794**	**238,515**	**244,712**
Total Income excluding Proceeds from Asset Sales & Capital Income	155,783	157,694	165,306	169,379	173,641	178,910	184,708	191,143	197,293	203,851	210,094	216,431
Expenses from Continuing Operations												
Employee Benefits & On-Costs	46,974	51,016	54,159	56,555	58,698	60,921	63,229	65,625	68,111	70,692	73,371	76,151
Borrowing Costs	1,322	1,278	1,139	998	856	705	555	405	261	150	150	150
Materials & Contracts	64,297	63,295	68,500	70,201	72,203	73,928	76,694	79,502	81,401	83,347	85,339	87,379
Depreciation & Amortisation	25,949	27,884	29,525	30,330	31,601	32,725	33,546	34,801	36,138	37,403	38,738	40,269
Other Expenses	5,062	5,962	5,130	5,257	5,390	5,518	5,652	5,787	5,926	6,068	6,213	6,362
Other Operational Projects Expenses	9,598	13,199	6,739	6,606	6,785	7,901	7,522	7,543	7,785	9,313	8,549	8,502
Total Expenses from Continuing Operations	**153,202**	**162,634**	**165,192**	**169,947**	**175,533**	**181,698**	**187,198**	**193,663**	**199,622**	**206,973**	**212,360**	**218,813**
Net Operating Result for the Year	**21,687**	**10,562**	**16,708**	**13,304**	**15,845**	**35,228**	**27,914**	**33,339**	**31,527**	**24,821**	**26,155**	**25,899**
Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	1,511	- 4,940	114	- 509	- 1,611	- 2,788	- 2,490	- 2,313	- 2,046	- 3,122	- 2,200	- 2,382

10 Year Financial Plan for the Years ending 30 June 2035

Projected Balance Sheet
Base Case (Business as usual)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,587	25,690	26,018	24,439	18,477	15,773	18,942	19,593	23,402	25,198	27,930	30,952
Investments	94,697	67,600	52,900	45,800	37,300	30,800	26,800	25,200	24,800	25,600	20,500	20,100
Receivables	15,063	14,179	15,147	14,987	15,720	19,358	18,511	19,705	19,784	19,313	19,763	20,078
Inventories	276	225	225	225	225	225	225	225	225	225	225	225
Other	2,904	3,214	3,104	3,074	3,130	3,103	3,102	3,112	3,105	3,106	3,108	3,107
Non-Current Assets Held for Sale	2,850	-	-	25	108	-	-	72	96	-	21	-
Total Current Assets	**127,377**	**110,908**	**97,393**	**88,549**	**74,959**	**69,258**	**67,579**	**67,906**	**71,413**	**73,442**	**71,546**	**74,461**
Non-Current Assets												
Investments	106,337	82,549	64,674	55,869	45,604	37,535	32,722	30,803	30,213	31,221	25,130	24,477
Receivables	71	71	71	71	71	71	71	71	71	71	71	71
Infrastructure, Property, Plant & Equipment	2,714,777	2,750,903	2,793,382	2,821,430	2,859,216	2,905,675	2,937,408	2,970,078	2,996,117	3,019,128	3,054,226	3,078,882
Investment Property	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734
Intangible Assets	567	452	337	222	107	48	48	-	-	-	-	-
Right of Use Asset	1,407	1,310	1,240	1,160	1,070	973	876	779	682	585	488	391
Total Non-Current Assets	**2,873,893**	**2,886,020**	**2,910,438**	**2,929,486**	**2,956,802**	**2,995,036**	**3,021,859**	**3,052,465**	**3,077,817**	**3,101,740**	**3,130,649**	**3,154,555**
TOTAL ASSETS	**3,001,270**	**2,996,928**	**3,007,831**	**3,018,035**	**3,031,762**	**3,064,294**	**3,089,438**	**3,120,371**	**3,149,229**	**3,175,182**	**3,202,195**	**3,229,016**
LIABILITIES												
Current Liabilities												
Payables	37,538	28,273	25,356	24,988	25,834	26,145	26,427	26,972	27,257	27,776	27,998	28,257
Borrowings	3,281	3,281	3,338	3,397	3,460	3,525	3,593	3,465	3,540	-	-	-
Provisions	12,655	13,199	13,701	14,413	14,961	15,529	16,120	16,732	17,368	18,028	18,713	19,424
Total Current Liabilities	**53,474**	**44,753**	**42,395**	**42,798**	**44,255**	**45,199**	**46,139**	**47,170**	**48,164**	**45,804**	**46,711**	**47,681**
Non-Current Liabilities												
Payables	1,549	1,484	1,419	1,354	1,289	1,224	1,159	1,094	1,029	964	899	834
Borrowings	24,317	21,036	17,641	14,185	10,663	7,073	3,412	75	-	-	-	-
Provisions	310	323	336	353	366	380	395	410	425	442	458	476
Total Non-Current Liabilities	26,176	22,843	19,396	15,892	12,318	8,677	4,966	1,579	1,454	1,406	1,357	1,310
TOTAL LIABILITIES	**79,650**	**67,596**	**61,791**	**58,691**	**56,573**	**53,876**	**51,105**	**48,748**	**49,619**	**47,210**	**48,068**	**48,991**
Net Assets	**2,921,620**	**2,929,331**	**2,946,040**	**2,959,345**	**2,975,189**	**3,010,418**	**3,038,333**	**3,071,623**	**3,099,611**	**3,127,972**	**3,154,127**	**3,180,025**
EQUITY												
Retained Earnings	949,893	960,455	977,163	990,467	1,006,312	1,041,540	1,069,454	1,102,793	1,134,321	1,159,142	1,185,297	1,211,196
Revaluation Reserves	1,971,727	1,968,876	1,968,877	1,968,878	1,968,877	1,968,878	1,968,879	1,968,830	1,965,290	1,968,831	1,968,830	1,968,830
Council Equity Interest	**2,921,620**	**2,929,331**	**2,946,040**	**2,959,345**	**2,975,189**	**3,010,418**	**3,038,333**	**3,071,623**	**3,099,611**	**3,127,972**	**3,154,127**	**3,180,025**
Total Equity	**2,921,620**	**2,929,331**	**2,946,040**	**2,959,345**	**2,975,189**	**3,010,418**	**3,038,333**	**3,071,623**	**3,099,611**	**3,127,972**	**3,154,127**	**3,180,025**

10 Year Financial Plan for the Years ending 30 June 2035

Projected Cash Flow Statement
Base Case (Business as usual)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	97,602	103,943	109,095	115,176	118,420	120,383	129,945	133,303	139,324	145,114	149,137	154,557
User Charges & Fees	24,574	23,199	23,956	24,899	25,619	26,332	26,959	27,601	28,259	28,933	29,622	30,329
Investment & Interest Revenue Received	8,479	7,094	8,204	5,690	4,717	3,854	3,361	3,103	3,099	3,096	2,986	2,866
Grants & Contributions	31,398	25,723	25,782	23,203	26,836	47,560	40,137	45,629	43,721	38,308	38,998	38,936
Bonds, Deposits, Retention amounts received	4,444	-	-	-	-	-	-	-	-	-	-	-
Other	24,011	13,863	14,005	14,414	14,715	15,187	15,557	15,956	16,390	16,813	17,255	17,711
Payments:												
Employee Benefits & On-Costs	- 49,275	- 50,459	- 53,645	- 55,825	- 58,137	- 60,339	- 62,624	- 64,997	- 67,460	- 70,016	- 72,669	- 75,422
Materials & Contracts	- 78,903	- 72,560	- 71,417	- 70,569	- 71,358	- 73,617	- 76,412	- 78,956	- 81,117	- 82,828	- 85,117	- 87,120
Borrowing Costs	- 1,322	- 1,278	- 1,139	- 998	- 856	- 705	- 555	- 405	- 261	- 150	- 150	- 150
Bonds, Deposits, Retention amounts refunded	- 3,397	-	-	-	-	-	-	-	-	-	-	-
Other	- 8,985	- 19,161	- 11,869	- 11,863	- 12,175	- 13,419	- 13,174	- 13,330	- 13,711	- 15,381	- 14,762	- 14,864
Net Cash provided (or used) in Operating Activities	**48,626**	**30,364**	**42,973**	**44,127**	**47,782**	**65,236**	**63,194**	**67,903**	**68,244**	**63,890**	**65,299**	**66,842**
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	124,850	115,528	128,685	130,432	148,765	144,569	129,507	120,435	116,913	115,920	117,618	106,306
Sale of Infrastructure, Property, Plant & Equipment	2,690	-	-	84	389	-	-	279	380	-	87	-
Payments:												
Purchase of investment securities	- 125,604	- 64,644	- 96,109	- 114,528	- 130,000	- 130,000	- 120,693	- 116,917	- 115,923	- 117,728	- 106,426	- 105,254
Purchase of investment property	- 334	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	- 48,520	- 63,798	- 71,819	- 58,232	- 69,373	- 78,920	- 65,182	- 67,518	- 62,200	- 60,221	- 73,781	- 64,806
Purchase of Intangible Assets	- 12	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided in Investing Activities	**- 46,930**	**- 12,914**	**- 39,243**	**- 42,243**	**- 50,219**	**- 64,351**	**- 56,368**	**- 63,721**	**- 60,830**	**- 62,030**	**- 62,502**	**- 63,754**
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	- 3,227	- 3,281	- 3,338	- 3,397	- 3,460	- 3,525	- 3,593	- 3,465	- 3,540	-	-	-
Lease Liabilities (Principal Repayment)	- 46	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65
Net Cash provided in Financing Activities	- 3,273	- 3,346	- 3,403	- 3,462	- 3,525	- 3,590	- 3,658	- 3,530	- 3,605	- 65	- 65	- 65
Net Increase/(Decrease) in Cash & Cash Equivalents	**- 1,577**	**14,104**	**326**	**- 1,578**	**- 5,962**	**- 2,704**	**3,168**	**652**	**3,810**	**1,795**	**2,732**	**3,023**
Plus: Cash & Cash Equivalents - beginning of year	13,164	11,587	25,690	26,018	24,439	18,477	15,773	18,942	19,593	23,402	25,198	27,930
Cash & Cash Equivalents - end of year	11,587	25,691	26,016	24,439	18,476	15,772	18,941	19,594	23,403	25,198	27,930	30,953
Plus: Investments on hand - end of year	201,034	150,149	117,574	101,669	82,904	68,335	59,522	56,003	55,013	56,821	45,630	44,577
Total Cash, Cash Equivalents & Investments	**212,621**	**175,840**	**143,590**	**126,108**	**101,381**	**84,108**	**78,463**	**75,597**	**78,415**	**82,019**	**73,559**	**75,530**

Appendix C – Renew and Enhance Infrastructure financial tables

10 Year Financial Plan for the Years ending 30 June 2035

Projected Income Statement
Renew and Enhance Infrastructure (special rate variation)

$'000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Income from Continuing Operations												
Rates & Annual Charges	98,307	103,059	110,063	135,716	140,536	146,110	151,916	158,068	163,751	169,795	175,569	181,711
User Charges & Fees	22,959	23,199	23,956	24,899	25,619	26,332	26,959	27,601	28,259	28,933	29,622	30,329
Interest & Investment Revenue	9,321	7,094	8,204	5,720	4,765	3,880	3,356	3,058	3,011	2,978	2,870	2,775
Other Revenues	15,214	14,121	13,895	14,384	14,772	15,159	15,557	15,965	16,384	16,814	17,256	17,710
Grants & Contributions for Operating Purposes	9,982	10,221	9,188	9,390	9,380	9,544	9,733	9,977	10,148	10,365	10,643	10,655
Grants & Contributions for Capital Purposes	20,176	15,502	16,594	13,813	17,456	38,016	30,404	35,652	33,573	27,943	28,355	28,281
Other Income:												
Net gains from the disposal of assets	- 1,070	-	-	59	281	-	-	207	284	-	66	-
Total Income from Continuing Operations	**174,889**	**173,196**	**181,900**	**203,981**	**212,809**	**239,041**	**237,925**	**250,528**	**255,410**	**256,828**	**264,381**	**271,461**
Total Income excluding Proceeds from Asset Sales & Capital Income	155,783	157,694	165,306	190,109	195,072	201,025	207,521	214,669	221,553	228,885	235,960	243,180
Expenses from Continuing Operations												
Employee Benefits & On-Costs	46,974	51,016	54,159	56,555	58,698	60,921	63,229	65,625	68,111	70,692	73,371	76,151
Borrowing Costs	1,322	1,278	1,139	998	856	705	555	405	261	150	150	150
Materials & Contracts	64,297	63,295	68,500	70,201	73,363	75,316	78,815	81,874	84,030	85,565	87,770	90,078
Depreciation & Amortisation	25,949	27,884	29,525	30,392	31,729	32,921	33,964	35,245	36,560	37,908	39,329	40,950
Other Expenses	5,062	5,962	5,130	5,257	5,390	5,518	5,652	5,787	5,926	6,068	6,213	6,362
Other Operational Projects Expenses	9,598	13,199	6,739	6,606	6,785	7,901	7,522	7,543	7,785	9,313	8,549	8,502
Total Expenses from Continuing Operations	**153,202**	**162,634**	**165,192**	**170,009**	**176,821**	**183,282**	**189,737**	**196,479**	**202,673**	**209,696**	**215,382**	**222,193**
Net Operating Result for the Year	**21,687**	**10,562**	**16,708**	**33,972**	**35,988**	**55,759**	**48,188**	**54,049**	**52,736**	**47,132**	**48,999**	**49,268**
Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	1,511	-4940	114	20,159	18,532	17,743	17,784	18,397	19,163	19,189	20,644	20,987

10 Year Financial Plan for the Years ending 30 June 2035

Projected Balance Sheet
Renew and Enhance Infrastructure (special rate variation)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,587	25,690	26,018	23,195	17,392	14,652	17,848	18,453	22,209	23,365	26,080	29,118
Investments	94,697	67,600	52,900	46,400	37,700	30,900	26,500	24,400	23,400	24,200	19,400	19,300
Receivables	15,063	14,179	15,147	16,261	17,024	20,710	19,910	21,148	21,275	20,854	21,355	21,717
Inventories	276	225	225	225	225	225	225	225	225	225	225	225
Other	2,904	3,214	3,104	3,074	3,130	3,103	3,102	3,112	3,105	3,106	3,108	3,107
Non-Current Assets Held for Sale	2,850	-	-	25	108	-	-	72	96	-	21	-
Total Current Assets	**127,377**	**110,908**	**97,393**	**89,180**	**75,579**	**69,589**	**67,584**	**67,410**	**70,310**	**71,750**	**70,188**	**73,467**
Non-Current Assets												
Investments	106,337	82,549	64,674	56,729	46,114	37,790	32,288	29,729	28,539	29,472	23,777	23,567
Receivables	71	71	71	71	71	71	71	71	71	71	71	71
Infrastructure, Property, Plant & Equipment	2,714,777	2,750,903	2,793,382	2,840,607	2,899,068	2,966,633	3,019,760	3,074,323	3,122,812	3,168,740	3,225,983	3,273,241
Investment Property	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734	50,734
Intangible Assets	567	452	337	222	107	48	48	-	-	-	-	-
Right of Use Asset	1,407	1,310	1,240	1,160	1,070	973	876	779	682	585	488	391
Total Non-Current Assets	**2,873,893**	**2,886,020**	**2,910,438**	**2,949,523**	**2,997,165**	**3,056,249**	**3,103,777**	**3,155,636**	**3,202,838**	**3,249,602**	**3,301,053**	**3,348,004**
TOTAL ASSETS	**3,001,270**	**2,996,928**	**3,007,831**	**3,038,703**	**3,072,744**	**3,125,838**	**3,171,362**	**3,223,046**	**3,273,148**	**3,321,352**	**3,371,242**	**3,421,470**
LIABILITIES												
Current Liabilities												
Payables	37,538	28,273	25,356	24,988	26,004	26,347	26,734	27,319	27,640	28,099	28,352	28,649
Borrowings	3,281	3,281	3,338	3,397	3,460	3,525	3,593	3,465	3,540	-	-	-
Provisions	12,655	13,199	13,701	14,413	14,961	15,529	16,120	16,732	17,368	18,028	18,713	19,424
Total Current Liabilities	**53,474**	**44,753**	**42,395**	**42,798**	**44,425**	**45,401**	**46,447**	**47,516**	**48,547**	**46,127**	**47,065**	**48,073**
Non-Current Liabilities												
Payables	1,549	1,484	1,419	1,354	1,289	1,224	1,159	1,094	1,029	964	899	834
Borrowings	24,317	21,036	17,641	14,185	10,663	7,073	3,412	75	-	-	-	-
Provisions	310	323	336	353	366	380	395	410	425	442	458	476
Total Non-Current Liabilities	26,176	22,843	19,396	15,892	12,318	8,677	4,966	1,579	1,454	1,406	1,357	1,310
TOTAL LIABILITIES	**79,650**	**67,596**	**61,791**	**58,691**	**56,744**	**54,079**	**51,413**	**49,095**	**50,002**	**47,532**	**48,423**	**49,383**
Net Assets	**2,921,620**	**2,929,331**	**2,946,040**	**2,980,012**	**3,016,000**	**3,071,759**	**3,119,949**	**3,173,951**	**3,223,146**	**3,273,820**	**3,322,819**	**3,372,087**
EQUITY												
Retained Earnings	949,893	960,455	977,163	1,011,135	1,047,123	1,102,882	1,151,070	1,205,119	1,257,856	1,304,988	1,353,987	1,403,255
Revaluation Reserves	1,971,727	1,968,876	1,968,877	1,968,877	1,968,877	1,968,878	1,968,879	1,968,832	1,965,291	1,968,832	1,968,832	1,968,833
Council Equity Interest	**2,921,620**	**2,929,331**	**2,946,040**	**2,980,012**	**3,016,000**	**3,071,759**	**3,119,949**	**3,173,951**	**3,223,146**	**3,273,820**	**3,322,819**	**3,372,087**
Total Equity	**2,921,620**	**2,929,331**	**2,946,040**	**2,980,012**	**3,016,000**	**3,071,759**	**3,119,949**	**3,173,951**	**3,223,146**	**3,273,820**	**3,322,819**	**3,372,087**

10 Year Financial Plan for the Years ending 30 June 2035

Projected Cash Flow Statement
Renew and Enhance Infrastructure (special rate variation)

$ '000	Actual 2023/24	Forecast 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32	Projected 2032/33	Projected 2033/34	Projected 2034/35
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	97,602	103,943	109,095	134,602	139,773	142,423	152,717	156,830	163,624	170,217	175,068	181,348
User Charges & Fees	24,574	23,199	23,956	24,899	25,619	26,332	26,959	27,601	28,259	28,933	29,622	30,329
Investment & Interest Revenue Received	8,479	7,094	8,204	5,720	4,765	3,880	3,356	3,058	3,011	2,978	2,870	2,775
Grants & Contributions	31,398	25,723	25,782	23,203	26,836	47,560	40,137	45,629	43,721	38,308	38,998	38,936
Bonds, Deposits, Retention amounts received	4,444	-	-	-	-	-	-	-	-	-	-	-
Other	24,011	13,863	14,005	14,414	14,715	15,187	15,557	15,956	16,390	16,813	17,255	17,711
Payments:												
Employee Benefits & On-Costs	- 49,275	- 50,459	- 53,645	- 55,825	- 58,137	- 60,339	- 62,624	- 64,997	- 67,460	- 70,016	- 72,669	- 75,422
Materials & Contracts	- 78,903	- 72,560	- 71,417	- 70,569	- 72,347	- 74,973	- 78,428	- 81,289	- 83,710	- 85,106	- 87,517	- 89,781
Borrowing Costs	- 1,322	- 1,278	- 1,139	- 998	- 856	- 705	- 555	- 405	- 261	- 150	- 150	- 150
Bonds, Deposits, Retention amounts refunded	- 3,397	-	-	-	-	-	-	-	-	-	-	-
Other	- 8,985	- 19,161	- 11,869	- 11,863	- 12,175	- 13,419	- 13,174	- 13,330	- 13,711	- 15,381	- 14,762	- 14,864
Net Cash provided (or used) in Operating Activities	**48,626**	**30,364**	**42,973**	**63,583**	**68,194**	**85,947**	**83,945**	**89,052**	**89,863**	**86,596**	**88,715**	**90,882**
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	124,850	115,528	128,685	127,483	149,314	145,124	129,476	119,276	114,570	112,347	113,972	103,382
Sale of Infrastructure, Property, Plant & Equipment	2,690	-	-	84	389	-	-	279	380	-	87	-
Payments:												
Purchase of investment securities	- 125,604	- 64,644	- 96,109	- 113,038	- 130,000	- 130,000	- 119,574	- 114,617	- 112,380	- 114,080	- 103,477	- 103,072
Purchase of investment property	- 334	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	- 48,520	- 63,798	- 71,819	- 77,472	- 90,175	- 100,221	- 86,995	- 89,854	- 85,072	- 83,643	- 96,518	- 88,089
Purchase of Intangible Assets	- 12	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided in Investing Activities	**- 46,930**	**- 12,914**	**- 39,243**	**- 62,943**	**- 70,472**	**- 85,097**	**- 77,092**	**- 84,916**	**- 82,502**	**- 85,376**	**- 85,936**	**- 87,779**
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	- 3,227	- 3,281	- 3,338	- 3,397	- 3,460	- 3,525	- 3,593	- 3,465	- 3,540	-	-	-
Lease Liabilities (Principal Repayment)	- 46	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65	- 65
Net Cash provided in Financing Activities	- 3,273	- 3,346	- 3,403	- 3,462	- 3,525	- 3,590	- 3,658	- 3,530	- 3,605	- 65	- 65	- 65
Net Increase/(Decrease) in Cash & Cash Equivalents	**- 1,577**	**14,104**	**326**	**- 2,822**	**- 5,804**	**- 2,740**	**3,194**	**606**	**3,756**	**1,156**	**2,714**	**3,038**
Plus: Cash & Cash Equivalents - beginning of year	13,164	11,587	25,690	26,018	23,195	17,392	14,652	17,848	18,453	22,209	23,365	26,080
Cash & Cash Equivalents - end of year	11,587	25,691	26,016	23,196	17,392	14,652	17,846	18,453	22,209	23,364	26,079	29,118
Plus: Investments on hand - end of year	201,034	150,149	117,574	103,129	83,814	68,690	58,788	54,129	51,939	53,672	43,177	42,867
Total Cash, Cash Equivalents & Investments	**212,621**	**175,840**	**143,590**	**126,324**	**101,206**	**83,342**	**76,634**	**72,582**	**74,148**	**77,036**	**69,256**	**71,985**

Appendix D – Average rate increases by ratepayer class under Renew and Enhance Infrastructure scenario

Average Residential Rate	Base Year	Year 1 2026/27	Year 2 2027/28	Year 3 2028/29	Year 4 2029/30	Cumulative Increase
Annual Residential rate under actual or assumed rate peg	1,720	1,796	1,850	1,905	1,962	242
Annual increase Rate Peg (%)		4.4%	3%	3%	3%	
Annual Increase with SV	1,720	2,219	2,285	2,354	2,425	705
Annual Increase (%) with an SV of 24.6% in 2026/27		29.0%	3%	3%	3%	
Cumulative impact of SV above base year levels		499	565	634	705	
Difference between SV and rate peg only scenarios		**423**	436	449	462	

Average Business Rate	Base Year	Year 1 2026/27	Year 2 2027/28	Year 3 2028/29	Year 4 2029/30	Cumulative Increase
Annual Business rate under actual or assumed rate peg	5,780	6,034	6,215	6,402	6,594	814
Annual increase Rate Peg (%)		4.4%	3%	3%	3%	
Annual Increase with SV	5,780	7,456	7,680	7,910	8,148	2,368
Annual Increase (%) with an SV of 24.6% in 2026/27		29.0%	3%	3%	3%	
Cumulative impact of SV above base year levels		1,676	1,900	2,130	2,368	
Difference between SV and rate peg only scenarios		**1,422**	1,465	1,508	1,554	

Contact us

For assistance or information regarding any of Council's services or facilities please contact us. Business hours are Monday to Friday, 8.30 am – 5.00 pm.

In person:
818 Pacific Highway, Gordon NSW 2072

Phone:
02 9424 0000

Email:
krg@krg.nsw.gov.au

Website and online chat:
krg.nsw.gov.au

Post:
Locked Bag 1006, Gordon NSW 2072

Ku-ring-gai Council

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Our Ku-ring-gai: Working together



Asset Management Strategy 2025 - 2035

Revised October 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 to request the service contact Ku-ring-gai Council on your behalf on T: 02 9424 0000 during business hours, Monday to Friday, 8.30 am - 5.00 pm.

Simplified Chinese

需要帮助吗？

本文件包含重要信息。如果您不理解本文件，请致电翻译口译服务 131 450。 让其代表您致电 9424 0000 联系Ku-ring-gai议会。营业时间：周一至周五，上午8.30—下午5:00。

Traditional Chinese

需要幫助嗎？

本檔包含重要資訊。如果您不理解本檔，請致電翻譯口譯服務 131 450。 讓其代表您致電 9424 0000 聯繫Ku-ring-gai議會。營業時間：週一至週五，上午8.30—下午5:00。

Korean

도움이 필요하십니까?

이 문서에는 중요한 정보가 담겨 있습니다. 여러분이 이해할 수 없다면, TIS (번역 및 통역 서비스)의 131 450번으로 전화하십시오. 9424 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

Acknowledgment of traditional owners

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

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Executive summary

Council manages a diverse portfolio of community assets including roads, footpaths, stormwater infrastructure, buildings, open space, and recreational facilities. These assets are fundamental to supporting the delivery of services, maintaining community wellbeing, and ensuring the Council remains liveable, sustainable, and resilient. The scale and value of these assets make asset management a core responsibility of Council, underpinning both financial sustainability and community confidence.

The Asset Management Strategy sets the direction for how Council will plan, deliver, maintain, renew, and dispose of assets to achieve the objectives outlined in the Community Strategic Plan and Long-Term Financial Plan. It provides the framework for balancing community expectations, service levels, risks, and available resources, while responding to growth, climate change, and emerging challenges.

This Asset Management Strategy works alongside Council's Asset Management Policy and detailed Asset Management Plans to guide decision-making. Together, these documents establish a clear line of sight from high-level policy principles, through strategic priorities, to day-to-day asset management practices.

This Asset Management Strategy prioritises proactive, evidence-based management of assets, supported by improved data, integrated systems, and regular monitoring of performance. It also highlights the need for collaboration across Council, clear accountability, and ongoing communication with the community about service levels and satisfaction.

Through this approach, Council will ensure assets are managed responsibly, equitably, and sustainably. The Strategy provides the pathway to achieving long-term financial sustainability, enhanced service delivery, and stronger resilience for the community now and into the future.

Introduction

Purpose

This Asset Management Strategy (AMS) sets out Ku-ring-gai Council's approach to managing community assets in a sustainable and transparent way, and:

- supports the delivery of the community vision in Council's Community Strategic Plan (CSP)
- aligns with the Long Term Financial Plan (LTFP) and Workforce Management Strategy as part of Council's Resourcing Strategy
- includes Council's Asset management Policy
- is supported by a suite of Asset Management Plans (AMPs).



The AMS guides decision-making, prioritisation, and resource allocation to ensure that Council's assets are managed effectively to support the delivery of services to the community.

Strategic context

The AMS has been developed based on:

- the outcomes and objectives in the Community Strategic Plan 2035
- community engagement outcomes and identified service needs and satisfaction
- a review of Council's service delivery practices and asset management maturity
- financial sustainability indicators and long-term funding considerations

The AMS provides direction for managing Council's assets to meet the broader objectives of the Community Strategic Plan, including:

- protecting and enhancing Ku-ring-gai's unique natural environment
- supporting sustainable urban growth and change
- ensuring infrastructure and assets support community needs
- promoting an inclusive, connected, and safe community
- driving leadership, and service excellence.

The AMS implements the objectives of the Asset Management Policy and aligns with the Integrated Planning and Reporting (IP&R) framework. It supports the Resourcing Strategy, LTFP, Delivery Program and Operational Plan, ensuring that service levels, financial decisions, and infrastructure outcomes reflect Council priorities. By linking strategic asset management to Council's planning and reporting framework, the AMS ensures transparency, accountability, and alignment between long-term infrastructure planning and community expectations.

The AMS is supported by detailed Asset Management Plans[1] for key asset classes:

- Roads, bridges, traffic facilities, kerb and guttering and carparks
- Footpaths
- Stormwater drainage infrastructure

[1] Note that Council is developing an Asset Plan for plant and fleet (including passenger vehicles and operational plant). Council may also develop Asset Plans for IT and other infrastructure in the future.

- Recreational facilities, parks and playgrounds
- Buildings, including community and commercial assets.

Council delivers a variety of services to the community, supported by a diverse asset portfolio. The management of these assets follows a systematic, whole-of-life approach to optimise asset acquisition, maximise utilisation, manage operational and service costs, and maintain assets in a condition that meets service expectations.

Whole-of-life and whole-of-Council approach

To achieve asset management best practices, industry standards and guidelines have been adopted to ensure assets are planned, created, operated, inspected, renewed and disposed of in accordance with Council's service delivery priorities.

This requires a whole-of-Council approach and commitment to strategic asset management.

Whole-of-life cost will be the basis of decision-making by Council in the acquisition of new assets, specifically considering the implications for maintenance and renewal budgets.

The intention is for Council assets to be utilised to their optimum potential to maximise usage and economic performance. An inspection regime and condition-rating system will be used to ensure agreed service levels, intervention methods, and renewal priorities can be determined across all asset classes.

The AMS applies these approaches to asset management, ensuring that all decisions from planning and acquisition through to operation, inspection, renewal, and disposal are made with consideration of Council's service delivery priorities.

Asset management planning approach

The development of this Strategy follows a structured asset management planning process, including:

- Identifying community and stakeholder needs, legislative requirements, and service expectations
- Reviewing current asset condition, performance, and risk exposure
- Linking asset management decisions to long-term financial planning and service level commitments
- Supporting the delivery of services in a sustainable, cost-effective, and transparent manner.

This approach provides the current situation detailed in the next section, where Council's asset backlog, service gaps and maintenance requirements are assessed over a ten-year horizon, forming the basis for subsequent response options and service level review.

Current situation

Council's infrastructure

Council's infrastructure assets include roads and transport assets, footpaths, recreational facilities, buildings and stormwater drainage. Recent assessments of the asset portfolio have highlighted growth in asset quantity and emerging renewal and maintenance needs. This strategy provides a framework for sustainably managing these assets, ensuring they continue to deliver the required levels of service to the community while optimising lifecycle costs. The estimated cost to fully renew all assets currently in an unsatisfactory condition in 2025/26 is $197 million.

Asset cost, condition and value

Council reports the cost, condition and value of assets annually in its Financial Statements. In 2024/25, infrastructure asset values were reported as follows:

Infrastructure asset values 2024/25	Net carrying amount (WDV) $'000	Gross replacement cost $'000
Buildings	162,994	256,655
Other structures	18,866	25,111
Road and transport assets	577,702	877,529
Drainage	277,321	517,019
Open space recreational assets	103,848	169,982
Total	1,140,731	1,846,296

Table 1: Infrastructure Asset Values

Roads, transport, and drainage constitute the majority of Council's infrastructure portfolio. Community feedback highlights these assets, along with parks and gardens, as highest priority. The AMS therefore prioritises these assets while guiding funding for all essential infrastructure.

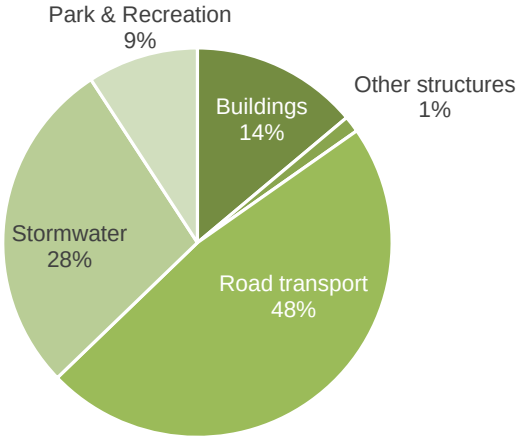

Figure 1: Composition of Assets: Percentage (%) of Total Gross Replacement Cost Ku-ring-gai Council All Asset Classes

Risk management

Council's asset management practices integrate risk management principles throughout strategic and operational processes. However, it is important that the risk management practices are consistent and documented across all of these processes. Council's asset risk management is undertaken as part of individual asset management plans through Council's established Enterprise Risk Management Framework (ERM).

Over the past year, Council has further advanced its risk management capabilities. The comprehensive Enterprise Risk Management (ERM) Framework has been implemented encompassing the ERM Policy, ERM Strategy, Risk Appetite Statement and Risk Register. These elements align with AS ISO 31000:2018, the OLG Guidelines for Risk Management & Internal Audit in Local Government and establish the overarching direction for Council's risk-taking boundaries and governance approach.

Council is undertaking independent ERM maturity assessments, ensuring Council remains on track toward its target maturity level.

Critical assets

Critical assets are those assets where the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. The following buildings are essential for Council's operations and outcomes and are considered critical assets:

- Council's administration buildings located at 818 Pacific Highway Gordon and 31 Bridge Street Pymble
- Council works depot located at 5 Suakin Street Pymble.

The risks associated with these assets include public health and safety, business continuity and emergencies. As part of the ongoing revision of Council's Asset Management Plans, further investigation into critical assets and the development of tailored maintenance strategies will be undertaken. These will help ensure continuity of service delivery and safeguard operational resilience.

As part of Council's commitment to ensuring readiness in the event of a major disruption, annual Business Continuity Planning (BCP) training and exercises are conducted. During these sessions, the Crisis Management Team (CMT), Incident Management Team (IMT), and their subordinate staff are regularly trained and exercised on realistic crisis scenarios, including asset-related emergencies. These exercises are designed to test Council's response capability, validate existing procedures, and strengthen communication and decision-making under pressure.

Council's allocation of funds

Council has undertaken whole-of-life cost assessment of Council's assets. This assessment has confirmed that current funding levels are insufficient to meet the long-term renewal and maintenance needs of the assets. This is creating a widening gap between what is required to sustain assets at agreed service levels and what is actually budgeted.

Cost to Satisfactory

The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset that is currently not at the condition determined to be satisfactory by Council and community, this is commonly referred to as the backlog. This indicator should not include any planned enhancements. However, it is noted that in practical terms, the asset will be renewed at the time of work.

The estimated cost to bring assets to a satisfactory standard (CTS) currently stands at $93.7 million (2025/26). Table 2 and Figure 2 illustrate that Council does not have adequate funds to meet the current level of service.

	2025/26	*2026/27*	*2027/28*	*2028/29*	*2029/30*	*2030/31*	*2031/32*	*2032/33*	*2033/34*	*2034/35*
Buildings	34,167	36,821	41,037	45,375	49,910	54,574	59,369	64,300	69,371	74,585
Road & Transport	18,435	18,033	17,296	15,964	15,032	15,468	16,218	8,949	7,378	8,574
Stormwater	40,643	44,360	48,143	52,035	56,200	60,482	64,880	69,396	74,024	78,642
Parks & Recreation	409	818	2,227	4,940	8,242	10,688	13,992	15,563	17,001	19,266
Total	**93,655**	**100,032**	**108,703**	**118,313**	**129,385**	**141,211**	**154,459**	**158,208**	**167,774**	**181,067**

Table 2: Infrastructure Backlog - Cost to Bring to Satisfactory (Base Case, rate peg only) ($'000)

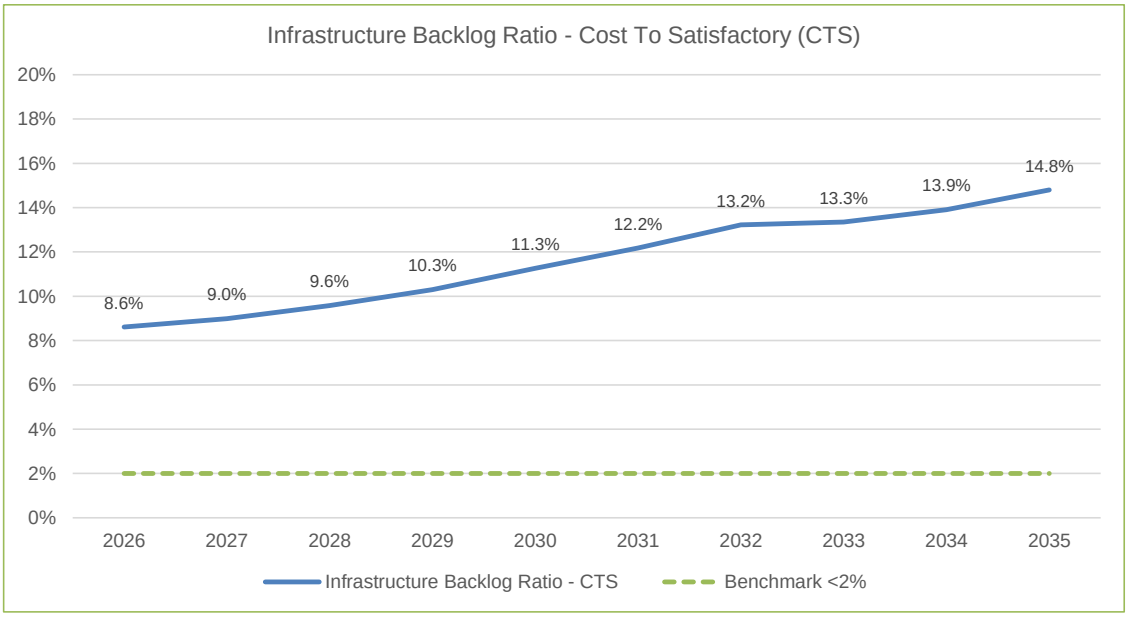

Figure 2: Infrastructure Backlog Ratio – Cost to Satisfactory (CTS) (Base Case, rate peg only)

Cost to Agreed

The cost to bring to the agreed level of service (CTA) is an estimate of the cost to renew or rehabilitate existing assets that have reached the condition-based intervention level adopted by Council. In other words, the cost to bring all assets that are in an unsatisfactory condition up to Condition 1.

When assessed against this higher benchmark, this figure increases to $194 million. Over the past decade, the backlog has grown significantly, particularly following recent reassessments of stormwater and building assets. Projections indicate that without intervention, this backlog will continue to escalate, placing greater pressure on Council's financial position and service delivery capacity.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Buildings	63,166	65,820	70,036	74,374	78,909	83,573	88,368	93,299	98,370	103,584
Roads & Transport	83,616	83,020	82,357	81,157	81,348	81,784	82,534	75,138	67,375	68,286
Stormwater	40,643	44,360	48,143	52,035	56,200	60,482	64,880	69,396	74,024	78,642
Parks & Recreation	6,667	7,076	8,485	11,198	14,500	16,946	20,250	21,821	23,259	25,524
Total	**194,092**	**200,276**	**209,022**	**218,763**	**230,958**	**242,784**	**256,032**	**259,654**	**263,027**	**276,036**

Table 3: Infrastructure Backlog - Cost to Bring to Agreed Level of Service (Base Case, rate peg only) ($'000)

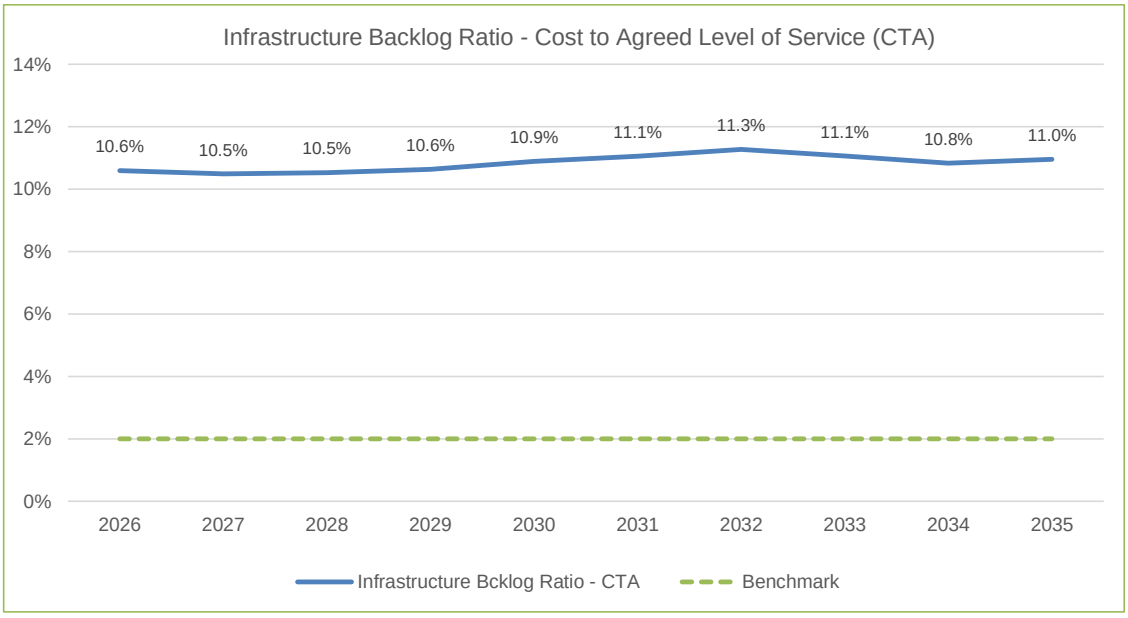

Figure 3: Infrastructure Backlog Ratio – Cost to Agreed Level of Service (CTA) (Base Case, rate peg only)

Maintenance levels

Maintenance expenditure has consistently tracked below benchmark levels. The asset maintenance ratio fell below the Office of Local Government benchmark of 100% in 2024/25 and is projected to remain below this threshold across the life of the LTFP without intervention. This demonstrates that maintenance funding is not keeping pace with asset growth or required service levels. Underfunding maintenance increases reliance on reactive works, raising costs over time and reducing asset reliability. It is expected that an increased injection of capital expenditure would reduce the need for maintenance funds over time. However, the council will review maintenance needs in 3 years' time to improve our asset management.

Asset maintenance - required by asset class $'000 (Base case – rate peg)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Buildings	5,333	5,562	5,846	6,007	6,172	6,342	6,516	6,695	6,878	7,067
Road transport	6,062	6,368	6,713	7,078	7,356	7,690	8,035	8,406	8,809	9,154
Stormwater	1,859	1,909	1,961	2,015	2,069	2,125	2,181	2,238	2,298	2,361
Parks and recreation	6,891	7,438	7,763	8,096	8,392	8,712	9,079	9,529	10,020	10,922
Total required	**20,144**	**21,277**	**22,284**	**23,196**	**23,990**	**24,868**	**25,810**	**26,868**	**28,005**	**29,504**
Actual maintenance	18,895	19,556	20,241	20,949	21,682	22,441	23,227	24,040	24,881	25,752
Variance (actual less required)	**-1,249**	**-1,720**	**-2,043**	**-2,247**	**-2,307**	**-2,427**	**-2,584**	**-2,829**	**-3,124**	**-3,752**

Table 4: Maintenance Requirements vs Current Maintenance allocations

Renewal shortfall

Council's Buildings and Infrastructure Renewal Ratio was 46.4% as at 30 June 2025, well below the benchmark of >100%. This reflects the significant gap between asset consumption and asset renewal. Projections under the current base rate show that renewal funding will continue to lag behind depreciation, resulting in accelerated deterioration, increased community risk, and reduced long-term sustainability.

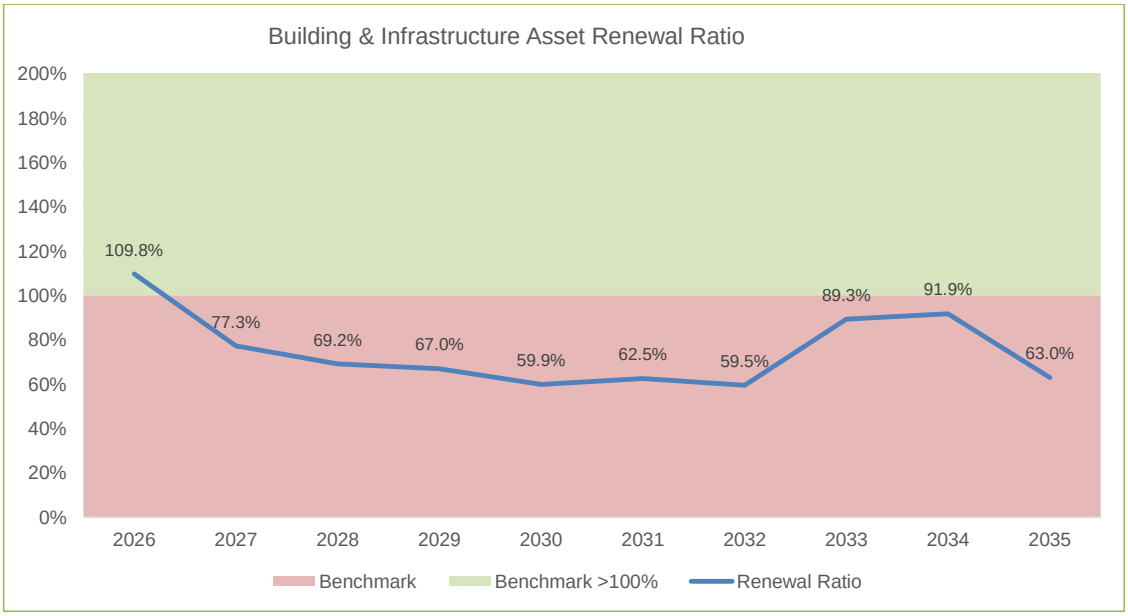

Figure 4: Building and Infrastructure Renewal Ratio Projection (Base Case, rate peg only)

Consequences of no intervention

If current expenditure levels are maintained under the Base Case (rate peg only) scenario:

- asset deterioration will continue to outpace renewal, increasing the backlog year on year
- reactive maintenance will rise, driving higher operational costs
- community service levels will decline as more assets fall below acceptable condition
- long-term liabilities will increase, reducing Council's capacity to invest in future priorities.

Need for intervention

The gap between required and actual funding is clear across all asset classes. Without adequate intervention, Council will be unable to maintain its infrastructure at sustainable levels. Addressing this gap is essential to safeguard service delivery, manage risk, and ensure that assets remain safe and functional for the community.

Response options

Council faces a clear infrastructure funding gap, with renewal and maintenance needs exceeding the resources available under the current funding structure. To address this challenge, a range of response options are considered.

Do nothing (Base Case, rate peg only)

Continuing with the base case means accepting ongoing underfunding. This would result in further asset deterioration, rising maintenance costs, an increasing infrastructure backlog and declining community service levels. Over time, this approach creates greater long-term liabilities and risks.

Reduce Level of Services (LoS)

Council could consider reducing or discontinuing services to redirect funds toward asset renewal. However, many of Council's services are essential and highly valued by the community. This importance was highlighted in the last community survey in 2024. Additionally significant cuts would reduce quality of life, undermine community wellbeing and may be inconsistent with Council's adopted Community Strategic Plan.

Efficiency gains

While ongoing efficiencies are embedded in Council's operations, and efficiency improvements will continue to be pursued, the scale of the infrastructure funding gap far exceeds what can realistically be achieved through further internal efficiency measures.

Special Rate Variation

The introduction of a Special Rate Variation (SRV) provides a sustainable funding source dedicated to addressing the ongoing infrastructure gap. This investment will allow Council to:

- fund a proactive renewal program across all asset classes
- maintain the Building and Infrastructure Asset Renewal Ratio at greater than 100%
- reduce reliance on costly reactive maintenance
- reduce civil liability and risk
- ensure long-term financial sustainability while continuing to deliver valued community services.

Preferred response

Financial analysis undertaken confirms that only the SRV option provides sufficient resources to close the infrastructure funding gap while maintaining service delivery. Unlike the other options, the SRV:

- directly aligns funding with the scale of identified renewal needs
- minimises long-term costs by addressing renewal backlogs now, rather than allowing deterioration to accelerate
- preserves existing service levels without requiring large-scale cuts to community programs or assets
- provides a structured, transparent and sustainable funding approach consistent with the Office of Local Government's financial sustainability benchmarks

In summary, the SRV is the only response option that enables Council to meet renewal requirements, address the infrastructure backlog, and continue delivering safe, reliable and fit-for-purpose assets for the community.

Community priorities

The 2024 Community Research Report asked respondents to state their levels of importance and satisfaction to a range of Council services and facilities. This report found that road assets, footpaths and drainage were areas with high importance but lower levels of satisfaction, and therefore should be the focus of Council attention.

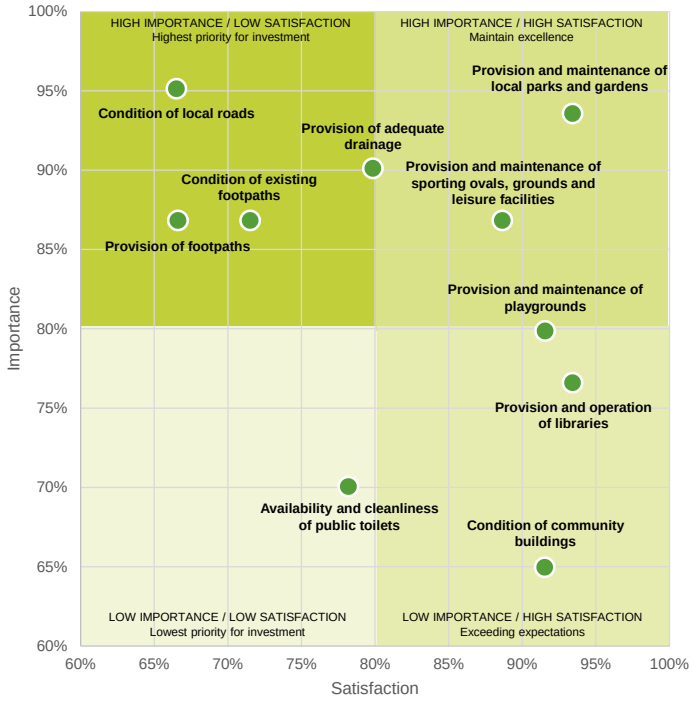

Figure 5: Community research importance / satisfaction matrix. Note: Importance refers to the aggregate percentage (%) score of the top two scores. (i.e. important and very important). Satisfaction refers to the aggregate percentage (%) score of the top three scores (i.e. somewhat satisfied, satisfied and very satisfied). Source: 2024 Community Research Report (Micromex)

The same report asked the community whether they were willing to pay higher rates to fund certain asset classes. The SRV options will also provide a substantial increase in renewal funding to asset classes that the majority of the community was at least somewhat supportive of paying higher rates to address, as outlined in the table below:

Asset Area	% of residents at least somewhat supportive of paying higher rates	Funded by SRV Option
Parks and Sportsgrounds	74%	Yes
Roads	73%	Yes (traffic facilities)
Footpaths	69%	Yes
Stormwater Drainage	62%	Yes
Public Toilets	59%	Yes
Swimming Pools	56%	Yes (KFAC upgrade)
Theatres	54%	No
Other Cultural Facilities	53%	No
Community Buildings	52%	Yes

Table 5: Percentage of residents supportive of higher rates for assets. Source: 2024 Community Research Report 2024 (Micromex)

Special Rate Variation – preferred scenario

Under this scenario, Council would in 2026/27 increase rates by 29%, including a 24.6% SRV and 4.4% rate peg in 2026/27. This option represents the best balance between service outcomes, backlog reduction and affordability.

- **Backlog reduction:** This scenario delivers a strong and efficient backlog outcome. By 2034/35, the Cost to Satisfactory (CTS) backlog reduces from $93.7 million to $23 million (a reduction of $70 million or 75%), and Cost To Agreed (CTA) backlog falls from $194.1 million to $116.5 million (a reduction of $75 million or 39%). This compares to the Base Case where both the CTS and CTA backlog record substantial growth.
- **Balanced funding**: Provides $20.7 million in additional annual funding, covering renewals for stormwater, buildings, recreation, and footpaths, plus enhancements for new footpaths ($2.1 million) and traffic and transport upgrades ($1.7 million)
- **Enhancement connectivity and accessibility:** This is achieved through improved traffic facilities (e.g. signals, crossings, refuge islands and accessible bus stops) and improved mobility for people with a disability, prams and seniors. The preferred rate increase scenario will also deliver enhanced walking and cycling connections to make it safer and easier to access schools, shops, parks, and public transport.
- **Community priorities:** Aligns with community feedback and research, which highlighted road assets, footpaths and drainage as areas of high importance but low satisfaction.
- **Financial sustainability:** Strengthens Council's operating position, generating stable ongoing funding and reducing reliance on reactive repairs and accommodate/ enhancing road safety

This scenario provides the funding necessary to significantly reduce infrastructure backlogs across all major asset classes. By increasing renewal and upgrade investment, Council can address long-standing deficiencies, align infrastructure capacity with forecast demand, and improve community resilience to growth and climate pressures. This option also enables targeted investment in recreational facilities, new footpaths, and other upgrades such as traffic and transport improvements.

	2025/26	*2026/27*	*2027/28*	*2028/29*	*2029/30*	*2030/31*	*2031/32*	*2032/33*	*2033/34*	*2034/35*
Buildings	34,167	30,121	27,470	24,775	22,109	19,399	16,643	13,842	10,995	8,101
Road & Transport	18,435	17,122	15,482	13,256	11,786	11,530	11,643	3,667	375	1,274
Stormwater	40,643	38,460	35,114	31,706	28,397	25,025	21,584	18,074	15,730	13,209
Parks & Recreation	409	0	0	0	358	713	1,876	1,254	447	413
Total	**93,655**	**85,703**	**78,066**	**69,737**	**62,650**	**56,666**	**51,746**	**36,838**	**27,546**	**22,996**

Table 6: Infrastructure Backlog - Cost to Bring to Satisfactory – Preferred Scenario - SRV ($'000)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Buildings	63,166	59,120	56,469	53,774	51,108	48,398	45,642	42,841	39,994	37,100
Roads & Transport	83,616	82,142	80,643	78,653	78,102	77,846	77,959	69,983	61,186	62,155
Stormwater	40,643	38,460	35,114	31,706	28,397	25,025	21,584	18,074	15,730	13,209
Parks & Recreation	6,667	5,176	4,638	5,357	6,616	6,971	8,134	7,512	6,705	6,671
Total	**194,092**	**184,898**	**176,864**	**169,489**	**164,223**	**158,239**	**153,319**	**138,411**	**123,615**	**119,134**

Table 7: Infrastructure Backlog - Cost to Bring to Agreed Level of Service – Preferred Scenario - SRV ($'000)

Roads and kerb & gutter

The road network backlog can already be eliminated under the Base Case scenario without additional SRV funding. The cost to bring the network to a satisfactory standard fall from $16.9 million in 2025/26 to zero by 2033, showing a clear pathway to sustainability within existing funding. For this reason, this asset class has not been nominated for Special Rate Variation (SRV) funding.

Roads and kerb and gutter backlog

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	16,860	15,611	14,245	12,234	10,341	8,487	6,957	1,771	0	0
Backlog - CTA	75,619	74,370	73,004	70,993	69,100	67,246	65,716	60,530	54,994	53,324
Renewal	11,597	10,663	11,122	12,097	12,264	12,648	12,717	16,678	17,335	13,778
New/Upgrade	1,089	6,829	6,416	5,247	2,270	9,808	7,219	1,460	1,602	799
Maintenance	1,423	1,473	1,524	1,578	1,633	1,690	1,749	1,811	1,874	1,940

Table 8: Roads and Kerb & Gutter Backlog, Capital and Maintenance Projections

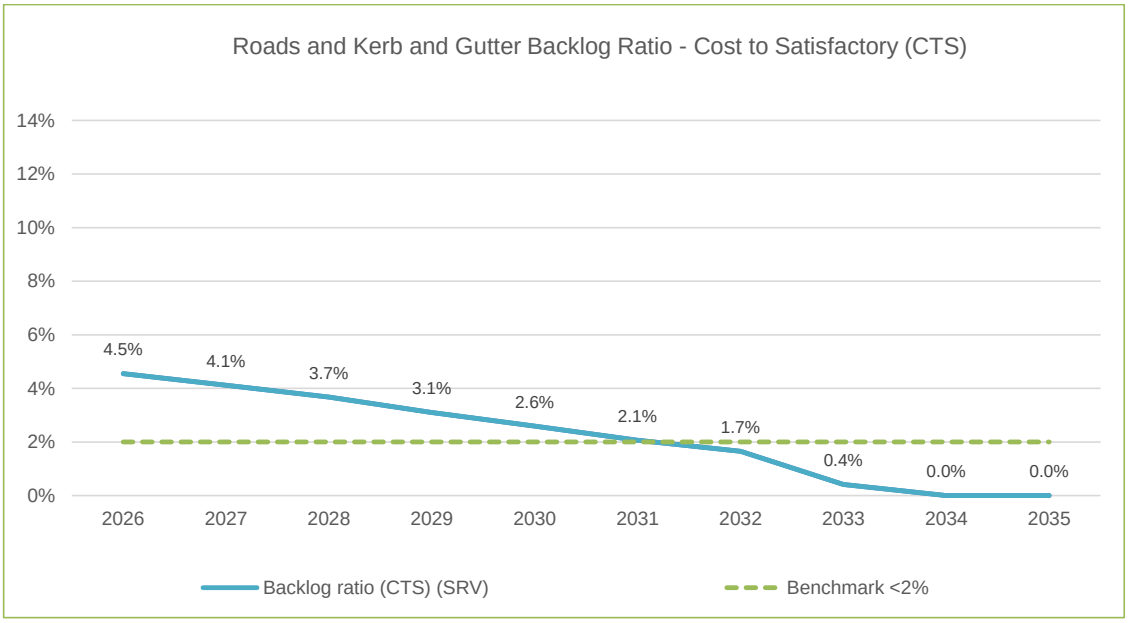

Figure 6: Roads and Kerb & Gutter Backlog Ratio – Cost to Satisfactory

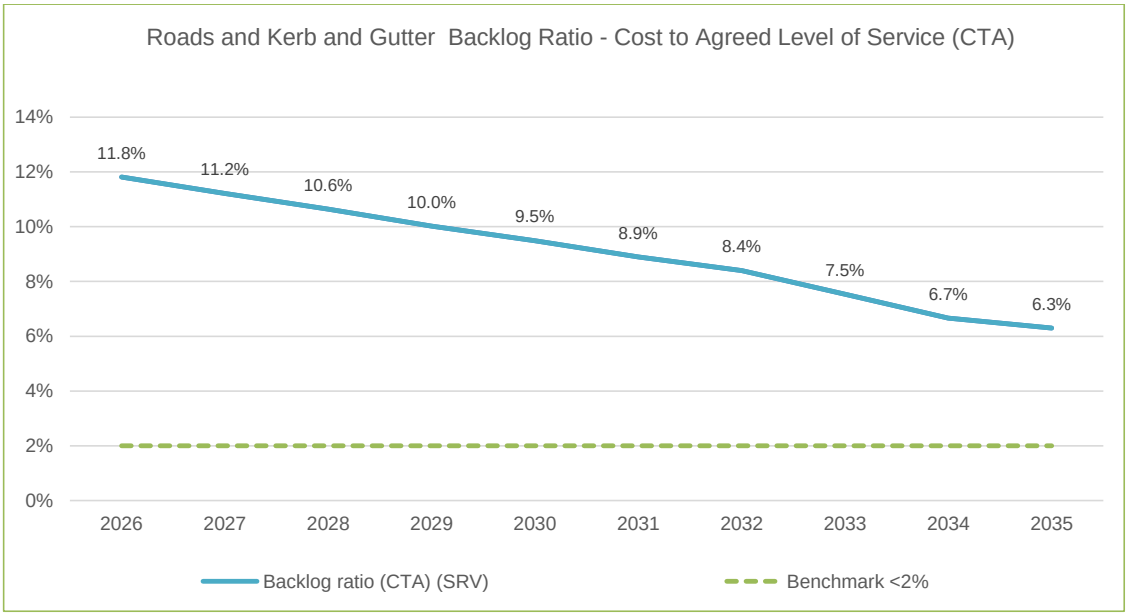

Figure 7: Roads and Kerb & Gutter Backlog Ratio – Cost to agreed level of service

Footpaths

Under the preferred rate increase scenario, the footpath backlog is contained at around $0.7M, compared with the Base Case (rate peg only) where the backlog escalates to more than $8 million. The preferred option also prevents growth in the backlog against the agreed service level, reflecting community expectations for expanded upgrades.

Tables below present the projected capital and maintenance expenditure, along with backlog forecasts for both scenarios over the next ten years. These backlog projections are based on the reported Cost to Satisfactory (CTS).

Footpaths backlog (Base Case – rate peg)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	1,575	2,422	3,051	3,730	4,428	5,233	6,416	7,178	7,378	8,574
Backlog - CTA	6,577	7,424	8,053	8,732	9,430	10,235	11,418	12,180	12,380	13,576
Renewal	1,316	801	1,105	1,146	1,218	1,200	899	1,431	2,132	1,244
New/upgrade	2,423	1,742	3,224	3,402	3,262	2,929	1,934	4,162	6,070	3,438
Maintenance	1,097	1,135	1,175	1,216	1,259	1,303	1,349	1,396	1,445	1,495

Table 9: Footpaths Backlog, Capital and Maintenance Projections – Base Case ($'000)

Footpaths backlog (SRV)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	1,575	1,511	1,237	1,021	836	768	1,091	1,006	375	754
Backlog - CTA	6,577	6,513	6,239	6,023	5,838	5,770	6,093	6,008	5,377	5,756
Renewal	1,316	1,741	2,069	2,133	2,228	2,235	1,958	2,516	3,243	2,381
New/upgrade	2,423	3,842	5,376	5,606	5,519	5,240	4,301	6,586	8,552	5,979
Maintenance	1,097	1,135	1,175	1,216	1,259	1,303	1,349	1,396	1,445	1,495

Table 10: Footpaths Backlog, Capital and Maintenance Projections – Preferred Scenario - SRV ($'000)

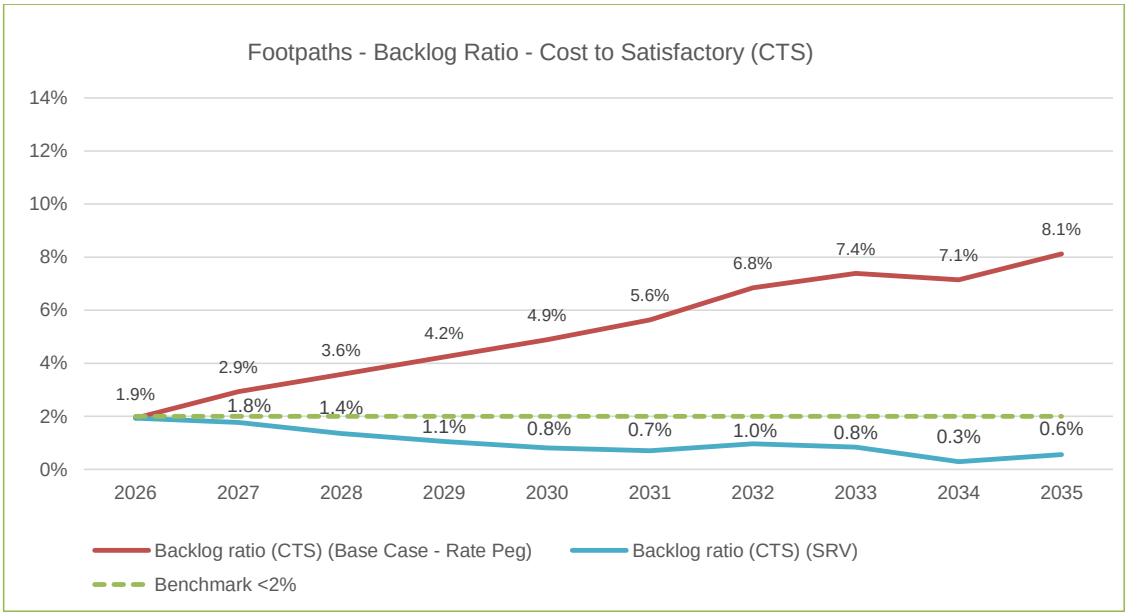

Figure 8: Footpaths Backlog Ratio – Cost to Satisfactory

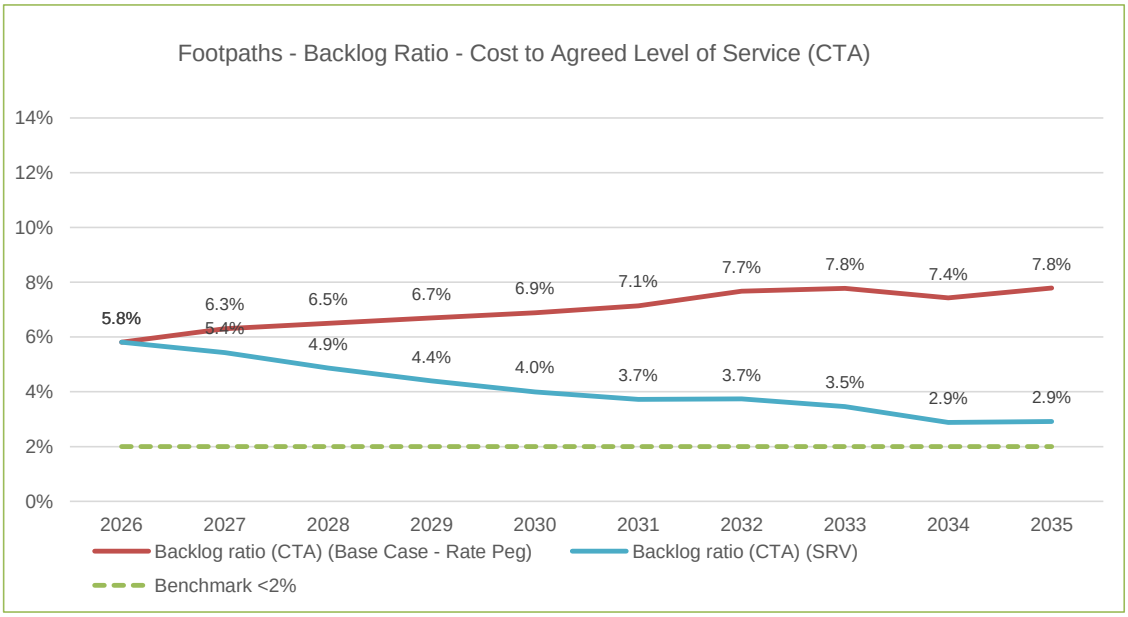

Figure 9: Footpaths Backlog Ratio – Cost to Agreed Level of Service

New footpaths

Across the Local Government Area, an estimated 250 km of new footpaths are required to achieve a network with at least a footpath on one side of every street, while a further 620 km would be needed to provide footpaths on both sides.

Current funding levels are insufficient to fund the renewal of the existing footpath network or deliver new paths at the rate expected by the community. The demographic of the community is changing. With the increase in the average age of the community, there is a greater need to increase footpath on at least one side of the street proportional to the rate of change in demographic. The current annual allocation is only enough to achieve one side of every street by approximately 2082.

The preferred rate increase scenario would increase the annual budget for new footpaths by $2.1 million. This increase in funding will enable a footpath on one side of every street approximately by 2052 instead of 2082. The new footpath network will be made compliant with accessibility standards.

Once this target is met, Council will redirect the additional funding towards completing the second side of streets, ensuring that footpaths are progressively constructed on both sides of the road in line with long-term community expectations.

Car parks, road structures and bridges

The backlog for road structures, car parks and bridges is projected to be managed effectively, with the CTS backlog eliminated by 2033. The backlog against the agreed service level is also expected to be addressed by 2033/34 and then maintained at a sustainable level. As a result, this asset class does not require additional funding through the SRV.

However, Council has identified a critical funding shortfall for traffic and transport assets, including Disability Standard for Accessible Public Transport (DSAPT) compliance for bus stops. Priority safety works including roundabouts, median islands, and wombat crossings are unfunded in the Base Case, despite being recognised as essential. Under the preferred rate increase scenario, an additional $1.7 million per year is allocated to deliver these upgrades. This investment addresses the current funding gap and enables Council to implement targeted road safety improvements across the LGA.

Car parks, road structures and bridges backlog (Base Case – Rate peg)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	-	-	-	-	264	1,748	2,844	-	-	-
Backlog - CTA	1,419	1,226	1,300	1,432	2,819	4,303	5,399	2,428	-	1,386
Renewal	3,893	1,978	1,883	2,019	867	895	1,448	5,701	5,852	1,169
New/upgrade	6,984	5,878	6,630	7,446	2,598	3,551	5,431	6,311	5,823	4,381
Maintenance	1,342	1,389	1,438	1,488	1,540	1,594	1,650	1,708	1,768	1,830

Table 11: Car Parks, Road Structures and Bridges Backlog, Capital and Maintenance Projections – Base Case ($'000)

Car parks, road structures and bridges backlog (SRV)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	-	-	-	-	610	2,275	3,595	890	-	520
Backlog - CTA	1,419	1,259	1,401	1,636	3,165	4,830	6,150	3,445	815	3,075
Renewal	3,893	1,978	1,883	2,019	867	895	1,448	5,701	5,852	1,169
New/upgrade	6,984	7,578	8,373	9,231	4,425	5,422	7,347	8,273	7,832	6,439
Maintenance	1,342	1,389	1,438	1,488	1,540	1,594	1,650	1,708	1,768	1,830

Table 12: Car Parks, Road Structures and Bridges Backlog, Capital and Maintenance Projections – Preferred scenario - SRV ($'000)

Stormwater drainage

Under the preferred rate increase scenario, the stormwater backlog is significantly reduced, falling from $41 million in 2025/26 to approximately $13 million by 2034/35. This represents a reduction of almost two-thirds compared with the Base Case, where the backlog escalates to around $78 million over the same period, placing increasing pressure on network performance. The additional funding provided through increased rates enables stronger drainage capacity, reduces flood risks, and improves overall resilience of the network.

The revised valuation methodology of componentisation treats the agreed level of service as equivalent to the CTS. Once a drainage pipe is relined, its condition rating improves directly from 4 or 5 to 1, restoring the asset to near-new condition. This ensures long-term service outcomes are achieved with greater certainty and supports sustainable backlog management.

Stormwater drainage condition review

Ku-ring-gai Council is responsible for around 12,000 stormwater drainage pipes which are predominantly located under road reserves and run to a length of nearly 300km. Council is also responsible for around 12,100 drainage pits, headwalls or other inlet structures, and a range of open drainage channels. In 2023/24, the gross replacement cost (GRC) of stormwater assets was $512 million.

This stormwater system plays a crucial role draining rainwater from private and public buildings, streets and open space, particularly during heavy rainfall events.

However, Council's stormwater infrastructure has largely not been renewed since being built when the Ku-ring-gai area was first developed between the early to mid -1900s.

In 2022/23, Council conducted a comprehensive revaluation of its stormwater assets which uncovered that these assets were in a more deteriorated state than had been previously assumed. Examples of deterioration included pipe blockages, joint failure and cracking, and tree root and other foreign object intrusion.

Council followed this revaluation with an external review of stormwater assets, which was undertaken in 2023/24. This review involved the collection of additional CCTV data and an independent assessment of the conditions, useful lives and performing a revaluation of stormwater assets.

This review estimated that 43% of Council's stormwater assets were classified as being in a poor or very poor condition, with many of the assets coming to the end of their useful life and not operating as efficiently as they should.

The review introduced a new optimal renewal methodology, resulting in reduced depreciation costs. The methodology identified that stormwater pipes in certain conditions could be renewed more cost-effectively by adding a new inner lining, a process known as re-lining, eliminating the need for full replacement. This approach significantly lowers renewal costs while maintaining the functionality and longevity of stormwater pipes.

Stormwater backlog (Base Case - Rate peg)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	40,643	44,360	48,143	52,035	56,200	60,482	64,880	69,396	74,024	78,642
Backlog - CTA	40,643	44,360	48,143	52,035	56,200	60,482	64,880	69,396	74,024	78,642
Renewal	1,981	1,122	1,190	1,218	1,079	1,105	1,131	1,159	1,198	1,367
New/upgrade	954	1,013	1,422	1,456	817	1,202	856	877	1,012	1,551
Maintenance	910	942	975	1,009	1,044	1,081	1,118	1,157	1,198	1,240

Table 13: Stormwater Drainage Backlog, Capital and Maintenance Projections – Base Case ($'000)

Stormwater backlog (SRV)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	40,643	38,460	35,114	31,706	28,397	25,025	21,584	18,074	15,730	13,209
Backlog - CTA	40,643	38,460	35,114	31,706	28,397	25,025	21,584	18,074	15,730	13,209
Renewal	1,981	7,022	8,318	8,518	8,554	8,759	8,969	9,185	8,170	8,507
New/upgrade	954	1,013	1,422	1,456	817	1,202	856	877	1,012	1,551
Maintenance	910	942	975	1,009	1,044	1,081	1,118	1,157	1,198	1,240

Table 14: Stormwater Drainage Backlog, Capital and Maintenance Projections – Preferred scenario - SRV ($'000)

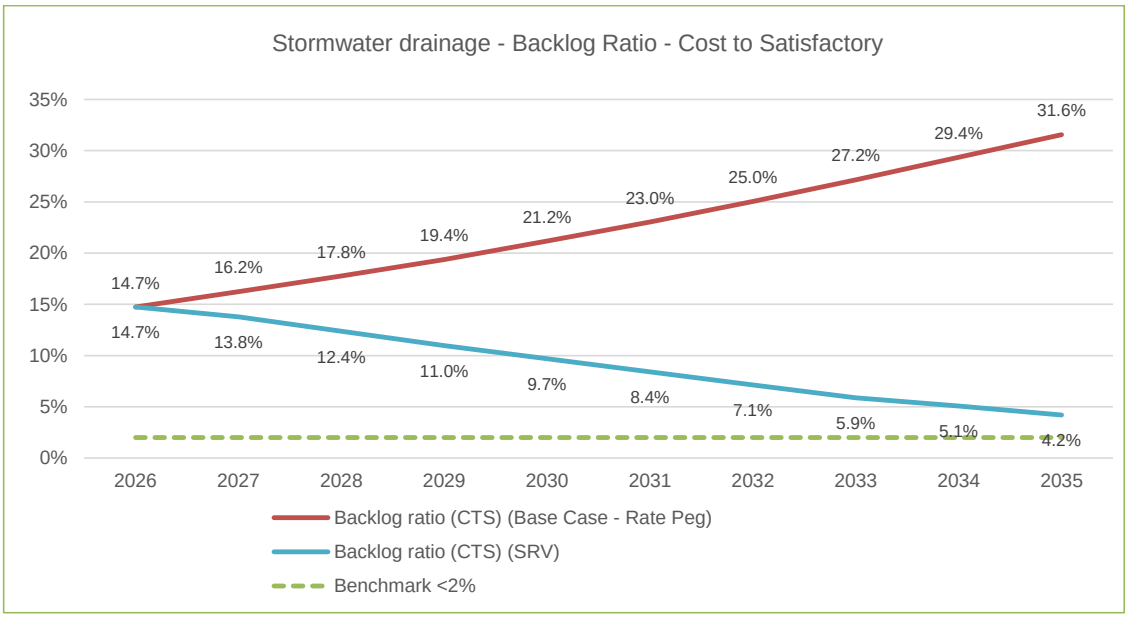

Figure 10: Stormwater Drainage Backlog Ratio – Cost to Satisfactory

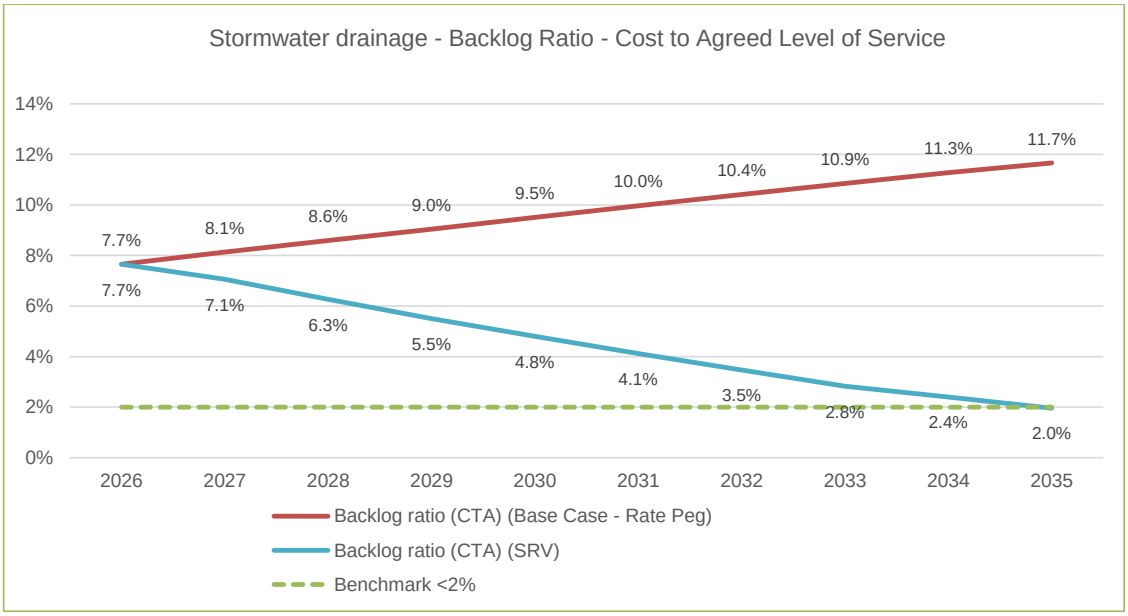

Figure 11: Stormwater Drainage Backlog Ratio - Cost to Agreed Level of Service

Recreational facilities, parks and playgrounds

Recreational facilities include sports fields, parks, playgrounds, courts, walking tracks, fire trails and the Ku-ring-gai Sports and Aquatic Centre. These assets play a central role in supporting community wellbeing, recreation, and inclusion, and are consistently identified as a high priority in community consultation.

Under the Base Case, the backlog for recreational facilities increases sharply, growing from less than $1 million in 2025/26 to over $19 million by 2034/35. The backlog against the agreed level of service also escalates, exceeding $25 million by the end of the period. This reflects the growing demand for high-quality open space and recreation facilities across the LGA, which cannot be met under existing funding.

In contrast, the preferred rate increase option provides the additional resources required to eliminate the Cost to Satisfactory (CTS) backlog by 2026/27. The backlog against the agreed service level also reduces steadily over the period, ensuring assets are maintained closer to community expectations.

Community consultation highlights that 73% of ratepayers are at least somewhat supportive of paying increased rates to improve recreational facilities, particularly parks and sportsgrounds. The investment under the preferred scenario enables Council to respond directly to this feedback, improving service levels, ensuring more assets are maintained in good condition, and aligning outcomes with the community's expressed priorities.

Recreational facilities backlog (Base Case – Rate peg)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	409	818	2,227	4,940	8,242	10,688	13,992	15,563	17,001	19,266
Backlog - CTA	6,667	7,076	8,485	11,198	14,500	16,946	20,250	21,821	23,259	25,524
Renewal	6,246	4,033	3,225	2,120	1,709	2,755	2,117	4,118	4,545	4,255
New/upgrade	18,421	10,502	3,874	3,877	2,629	3,066	4,185	6,239	7,063	18,207
Maintenance	8,574	8,874	9,185	9,506	9,839	10,183	10,540	10,908	11,290	11,685

Table 15: Recreational Facilities Backlog, Capital and Maintenance Projections – Base Case ($'000)

Recreational facilities backlog (SRV)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	409	0	0	0	358	713	1,876	1,254	447	413
Backlog - CTA	6,667	5,176	4,638	5,357	6,616	6,971	8,134	7,512	6,705	6,671
Renewal	6,246	5,933	5,173	4,114	3,751	4,846	4,258	6,311	6,790	6,554
New/upgrade	18,421	10,502	3,874	3,877	2,629	3,066	4,185	6,239	7,063	18,207
Maintenance	8,574	8,874	9,185	9,506	9,839	10,183	10,540	10,908	11,290	11,685

Table 16: Recreational Facilities Backlog, Capital and Maintenance Projects – Preferred scenario SRV ($'000)

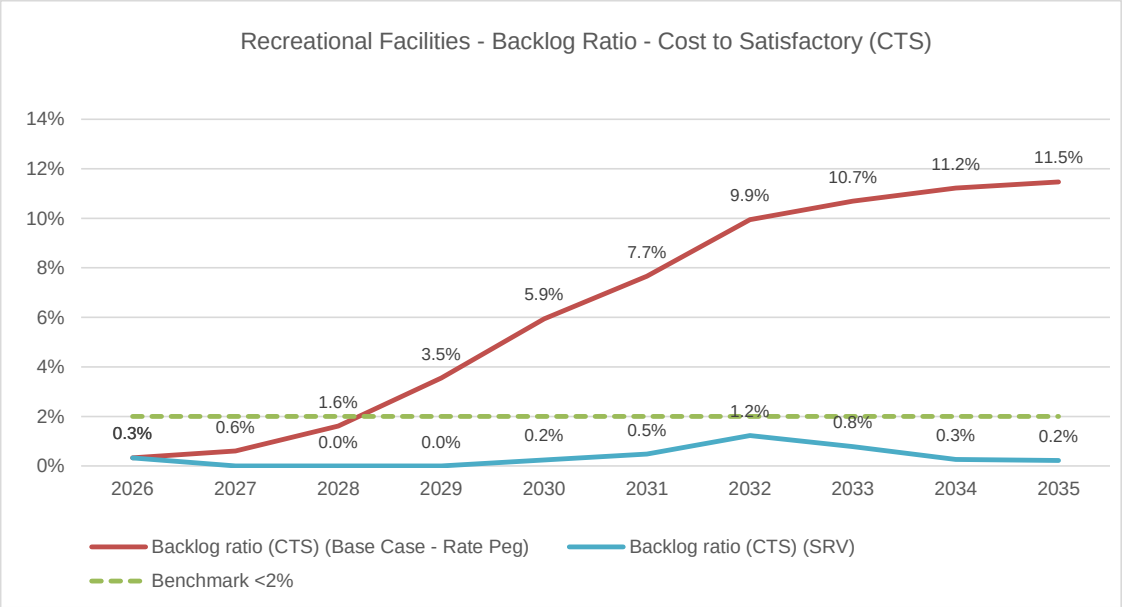

Figure 12: Recreational Facilities Backlog Ratio – Cost to Satisfactory

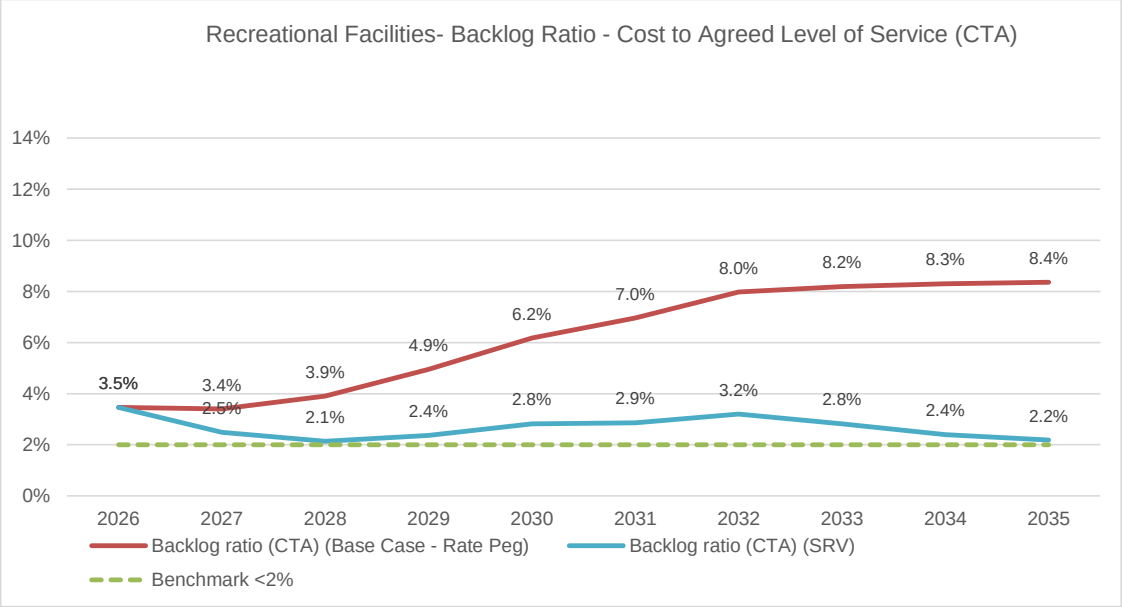

Figure 13: Recreational Facilities Backlog Ratio - Cost to Agreed Level of Service

Buildings

Under the Base Case, the backlog grows significantly, rising from $34.2 million in 2025/26 to $74.6 million by 2034/35 at the satisfactory level, and from $63.2 million to $103.6 million at the agreed level of service.

In contrast, the preferred rate increase scenario reduces the satisfactory level backlog from $34.2 million to $8.1 million by 2034/35. The agreed service level backlog also declines steadily, falling from $63.2 million in 2025/26 to $37.1 million by 2034/35. This reflects increased renewal funding which enables Council to manage the asset base sustainably and address long-term building deficiencies.

Buildings condition review

Council is responsible for some 300 buildings with a gross replacement cost of $207.36 million, ranging from administration buildings through to bus shelters, amenities blocks, libraries, community halls, childcare centers and carparks.

In response to a Financial Sustainability Review recommendation, Council in 2023/24 engaged independent asset consultants to develop a prioritised capital upgrade program for Council's buildings portfolio and to review the Asset Management Plan (AMP) for its building assets.

This review identified that about 53% of the evaluated buildings needed capital upgrades, with recommended treatment options of either refurbishment or knockdown and rebuild.

These buildings typically require works to address:

- Modern accessibility standards, including through the construction of access ramps, disabled toilets and providing sufficient internal access movement space
- The needs of the rising number of female athletes and users, including the provision of separated changing facilities and toilets
- Significant issues with the building's structure or performance, such as waterproofing failure, poor lighting or degraded internal finishes.

The review resulted in development of a 10-year detailed prioritised program of building upgrade works with estimated costs of around $163.5 million over 10 years to modernise Council buildings, with most buildings requiring refurbishment and some requiring a knockdown.

Buildings backlog (Base Case – Rate peg)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	34,167	36,821	41,037	45,375	49,910	54,574	59,369	64,300	69,371	74,585
Backlog - CTA	63,166	65,820	70,036	74,374	78,909	83,573	88,368	93,299	98,370	103,584
Renewal	3,406	2,438	1,135	1,162	1,115	1,142	1,169	1,197	1,226	1,255
New/upgrade	3,731	4,792	7,243	775	740	758	776	795	814	833
Maintenance	5,549	5,743	5,944	6,152	6,367	6,590	6,821	7,059	7,306	7,562

Table 17: Buildings Backlog, Capital and Maintenance Projections – Base Case ($'000)

Buildings backlog (SRV)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	34,167	30,121	27,470	24,775	22,109	19,399	16,643	13,842	10,995	8,101
Backlog - CTA	63,166	59,120	56,469	53,774	51,108	48,398	45,642	42,841	39,994	37,100
Renewal	3,406	9,138	8,002	8,194	8,316	8,516	8,720	8,929	9,144	9,363
New/upgrade	3,731	4,792	7,243	775	740	758	776	795	814	833
Maintenance	5,549	5,743	5,944	6,152	6,367	6,590	6,821	7,059	7,306	7,562

Table 18: Buildings Backlog, Capital and Maintenance Projections – Preferred scenario - SRV ($'000)

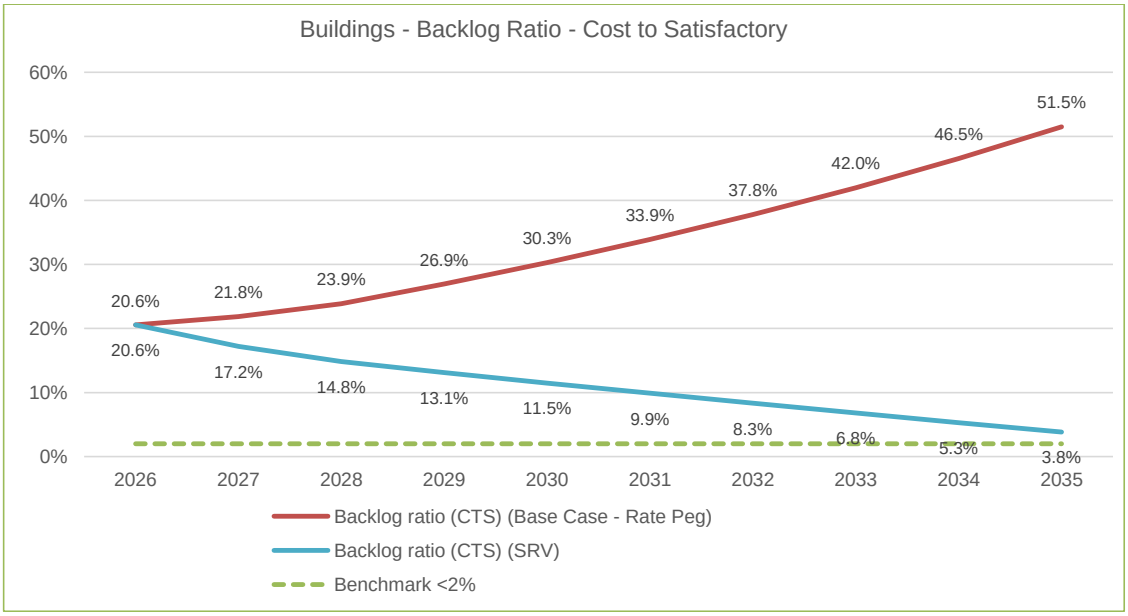

Figure 14: Buildings Backlog Ratio – Cost to Satisfactory

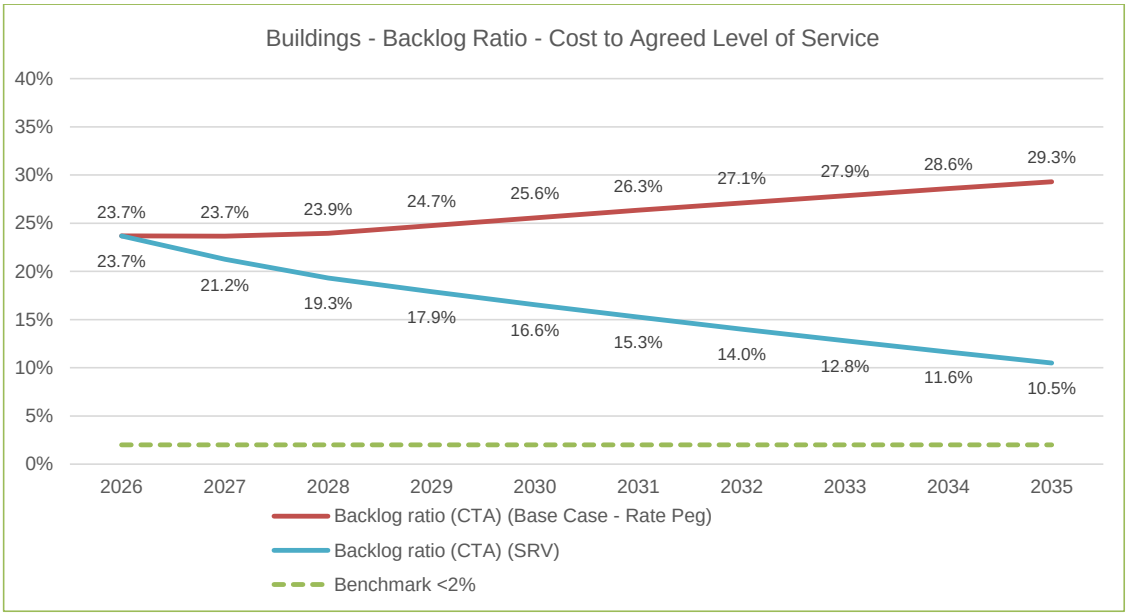

Figure 15: Buildings Backlog Ratio – Cost to Agreed Level of Service

Performance evaluation

To ensure the AMS delivers on the outcomes in a transparent and tangible way, a range of specific and measurable goals have been detailed below:

Action ID	Details	Measure	Due Date
1	Obtain and maintain detailed, reliable condition information for Council-owned assets. Stormwater drainage infrastructure will be assessed with respect to performance, capacity and functionality.	% of asset network with up-to-date condition assessments per asset class	2027/28
2	Re-establish the Asset Management Steering Group	Asset Management Steering Group formally re-established, and meeting schedule implemented	2026/27
3	Develop end-to-end business processes for asset management	Assets planned, delivered, and handed over with complete brief documentation, designs, and QA records	2026/27
4	Review maintenance expenditure for all asset classes	Maintenance expenditure reviewed and benchmarked against asset condition and service levels	2028/29

The Asset Management Strategy proposes the following additional actions to enable the objectives of the Asset Policy and Community Strategic Plan:

	Strategy	Action
1	Long Term Financial Planning.	Regularly update the LTFP
2	Asset Management Plans	Develop and annually review AMPs covering at least 10 years for all major asset classes.
3	Update Long Term Financial Plan to incorporate Asset Management Strategy expenditure projections.	Funding model to provide Council services.
4	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports.	Financial sustainability information is available for Council and the community. Revaluation of the infrastructure assets at the appropriate time (as required)
5	Ensure Council decisions on asset service level performance and cost and "whole of life" cost are made from accurate and current information in the asset register.	Improved decision making and greater value for money.
6	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Service delivery is matched to available resources and operational capabilities.
7	Ensure responsibilities for asset management are identified.	Responsibility for asset management is defined.
8	Implement an Improvement Plan to realise 'core' maturity for the financial and asset management competencies within 2 years.	Improved financial and asset management capacity within Council.
9	Report to Council on development and implementation of Asset Management Strategy, Asset Management Plans and Long-Term Financial Plans.	Oversight of resource allocation and performance.

The approach to assessing performance in relation to asset planning and measurement will be both quantitative and qualitative. This will be monitored through Council's asset management system, asset revaluations, service improvement reviews and management reviews and alignment of asset management

plans to the delivery program and operational plan. Individual asset performance will be measured through conditional rating, and this will be reported through special schedules in Council's financial statements.

Council's IP&R processes allow for performance measures relating to the delivery of infrastructure asset programs are contained in the Delivery Program and Operational Plan and are reported on bi-annually and annually to ensure progress and/or achievements are measured and reported.

The Asset Management Policy outlines Council's asset management framework including its integration with the IP&R framework. The Asset Management Steering Group will allow for monitoring of works in progress, reporting and continual improvement of processes, as well as support whole of council responsibility for asset management.

Future services levels will be determined in consultation with the community. Council periodically undertakes community surveys to determine current satisfaction of services and facilities. Future surveys will be tailored to include asset management and to determine the community's expectations for various asset classes and will be used in the development of delivery programs and asset management plans.

Asset Management Plans

Each major asset class is managed through a dedicated Asset Management Plan (AMP). Each AMP identifies the actions and resources required to provide a defined level of service in a cost-effective manner, and provides long-term projections for asset maintenance, rehabilitation, renewal and replacement, including life cycle costs. In accordance with the IP&R framework and best practice asset management principles, the AMPs expand on the high level Asset Management Strategy and provide further detail on the following:

- current and desired levels of service, informed by community research and expectations, strategic goals and legislative requirements
- current condition and capacity / performance of assets
- asset valuations, financial projections and funding strategies
- demand drivers and forecasts, the impact of changing demand on assets and detailed asset programs to meet future needs
- formal risk assessments (with a focus on critical assets)
- detailed strategies for all phases of the asset lifecycle (e.g. acquisition, operations and maintenance, renewal and replacement and disposal).

The following AMPs are under review:

Road and transport assets

- Covers local roads, kerb & gutter, bridges, car parks, and other associated traffic and transport infrastructure.
- Contains asset condition, renewal programs, traffic management priorities, and forward works programs.

Footpaths

- Addresses the footpath network including concrete, asphalt, and paver paths.
- Documents network coverage, connectivity gaps and safety risks.
- Includes new and renewal construction programs to improve accessibility around schools, train stations, and business centres.

Stormwater drainage

- Covers pipes, pits, culverts, and other stormwater drainage assets.
- Illustrates network capacity, condition grading, backlog assessments, and priority flood mitigation and renewal works.

Parks and recreational assets

- Covers parks, sportsgrounds, playgrounds and associated recreational facilities area
- Documents asset condition, lifecycle costs, usage demand, and future enhancements to meet recreational needs.

Building assets

- Encompasses community halls, libraries, depots, amenities, and other Council-owned buildings.
- Outlines accessibility upgrades, compliance with safety and sustainability standards, and renewal requirements.
- Assesses service level gaps and prioritises investment in high-use facilities.

Contact us

For assistance or information regarding any of Council's services or facilities please contact us. Business hours are Monday to Friday, 8.30 am – 5.00 pm.

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Asset Management Policy

Version Number 5

Adopted: xxxxx

Effective: xxxxx

Asset Management Policy

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Controlled Document Information

Authorisation Details

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Controlled Document Number:	77	**TRIM Record No:**	2025/298410
Controlled Document Type:	Policy		
Controlled Document Name:	Asset Management Policy		
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Department:	Operations		
Distribution:	Internal and External		
Review Period: **Max < 4 years**	3 years	**Next Review Date:**	February 2028
Document Status:	Draft for exhibition		
Approval Type:	Council Resolution		
Version Start Date:	xxxx	**Version End Date:**	xxxx

Related Document Information, Standards & References

Related Legislation	NSW Local Government Act 1993	Provides the legal framework for an effective, efficient, environmentally responsible and open system of local government in NSW. To regulate the relationships between the people and bodies comprising the system, and to encourage and assist the effective participation of local communities in the affairs of local government. Includes the preparation of strategic plans and a long-term financial plan supported by Asset Management Plans for sustainable service delivery.
Related Documents	Community Strategic Plan Workforce Management Strategy Long Term Financial Plan Delivery Program and Operational Plan Asset Management Strategy Fleet Management Policy Asset Management Plans	The policy integrates with Council's Integrated Planning and Reporting documents. The Asset Management Policy guides the asset management strategy, plans and procedures.
Other References	Office of Local Government's Integrated Planning and Reporting Guidelines and Manual Local Government Code of Accounting Practice and Financial Reporting Australian Accounting Standards IPWEA International Infrastructure Management Manual (IIMM) 2015 Australian Standard – Asset Management – Overview, principles, and terminology: AS ISO 55000:2024	The policy was developed in accordance with the Integrated, Planning and Reporting Guidelines and Handbook for Local Government in NSW (September 2021). The accounting standards and code define how our assets are accounted for. The development of the Policy considered the IPWEA IIMM manual and Infrastructure Australia Strategic Policies & Plans.

Version History

Version Number	Version Start Date	Version End Date	Author	Details and Comments
1	04/02/2009	26/08/2014	Deborah Silva	Original
2	26/08/2014	26/06/2018	Vanessa Young	First review
3	27/06/2018	30/06/2025	Parissa Ghanem	Policy revised in line with Integrated Planning & Reporting processes.
4	19/07/2025	July 2029	Gurpreet Grewal and Peter Lichaa	Policy revised in line with Asset Management Strategy and Integrated Planning Guidelines.
5	26/09/2025	tbc	Gurpreet Grewal and Mursaleen Shah	The policy has been revised to address Asset Maturity Audits and Internal Audits.

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Asset Management Policy

Background

The community vision in Ku-ring-gai Council's Community Strategy Plan is:

> *For a thriving and connected community where we balance growth and change with the protection of our natural environment and heritage and work together to ensure a vibrant and inclusive future.*

One of the outcomes in the Community Strategic Plan is that "infrastructure and assets support community need". This Policy aims to support the delivery of this vision and realisation of this outcome.

Purpose

This Policy sets Ku-ring-gai Council's vision, values, intentions and direction for asset management.

It sets out the principles by which the organisation intends to apply asset management to achieve the goals set with the community under our Community Strategic Plan.

Objective

In line with the Community Strategic Plan, the objective of this Policy is to help ensure that:

> *All residents have access to modern and accessible sport, recreational and community facilities that support active lifestyles. The area is connected by a high-quality road and footpath network that supports active transport alternatives. Public transport connects our neighbourhoods and access to Greater Sydney.*

To ensure Council achieves the above objective, Council commits to the following actions:

- Strategically plan, manage and fund public infrastructure and assets to meet the needs of the community, defined levels of service and intergenerational equity.
- Provide, upgrade and maintain open space, recreation and sport facilities to meet the needs of current and future user groups and a growing population.
- Provide, upgrade and maintain community buildings and facilities to meet the needs of current and future user groups and a growing population.
- Provide, upgrade and maintain Ku-ring-gai's local road and footpath network, traffic facilities and other road infrastructure.
- Work with the NSW Government and partners to improve local integrated transport connections, public transport and the regional road network.

Scope

This policy applies to the following Council asset classes[1]:

- Roads and transport assets (including bridges, traffic facilities, kerb and guttering and carparks)
- Footpaths
- Stormwater drainage (including stormwater pits, headwalls, open channels and pipes)
- Recreational facilities (including parks, playgrounds, sports fields and open space)
- Buildings (including land, community and commercial buildings)
- Plant and fleet (including passenger vehicles and operational plant)
- Information technology (including hardware, software and digital equipment).

[1] Note that Council is developing an Asset Plan for plant and fleet (including passenger vehicles and operational plant). Council may also develop Asset Plans for IT and other infrastructure in the future.

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Integrated planning and reporting

The Integrated Planning and Reporting (IP&R) Framework (see Figure 1) provides the overarching strategy, details the specific services, projects and actions that Council plans to undertake, and how they will be resourced. It also provides the framework for monitoring and reporting on delivery and performance.

The Asset Management Policy and framework provides the detailed, evidence-based plans and governance arrangements for managing the assets necessary to deliver these objectives.

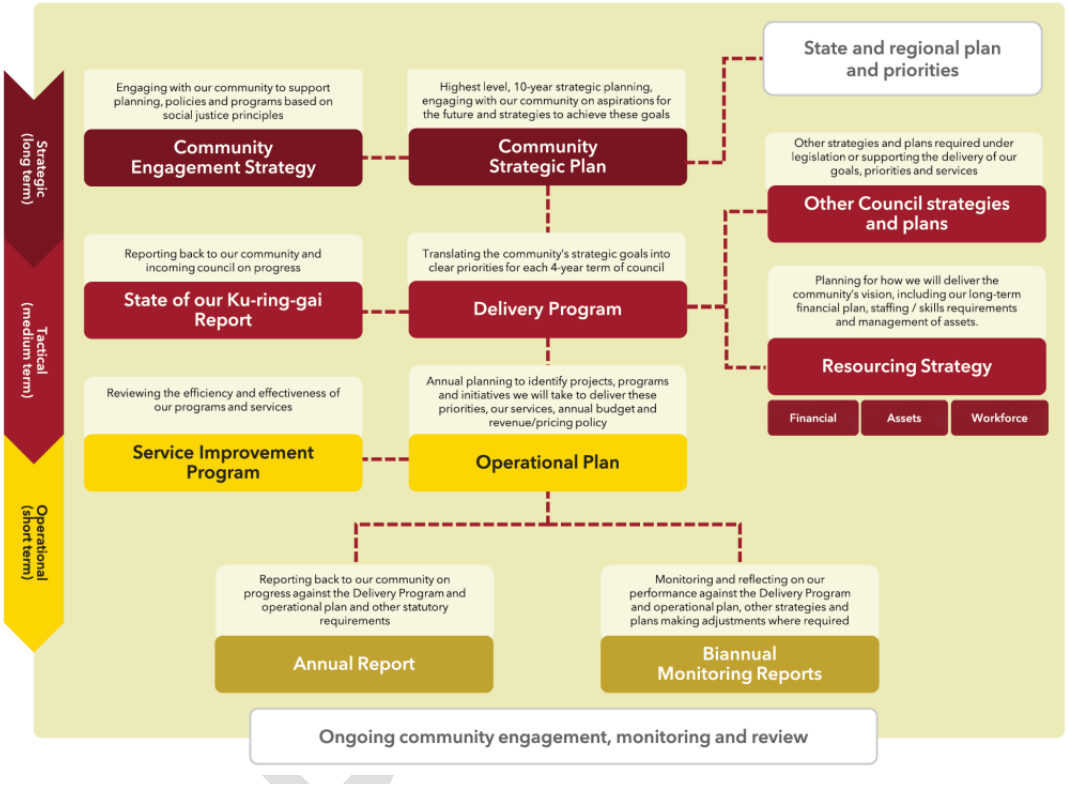

Figure 1: Ku-ring-gai Council's integrated and planning reporting framework

Responsibilities

The following key roles and responsibilities are identified in the management of this policy:

Council (Elected Body)

- Providing stewardship for assets owned and/or controlled by Council.
- Adopting the Asset Management Policy and Asset Management Strategy (AMS) and monitoring outcomes through regular IP&R reporting.
- Considering the impact of financial and service level decisions on Council's assets
- Authorising resources for asset management activities in the Delivery Program and Operational Plan (DP&OP).
- Determining new asset provision and maintenance activities in the DP&OP.

General Manager

- Ensuring implementation of asset management practices and procedures including reporting on the status and effectiveness of asset management within the Council.
- Allocating resources to implement the AMS, Asset Management Plans (AMPs) and relevant programs, projects and actions in the Operational Plan.

Directors

- Developing and implementing maintenance and capital works programs in accordance with the Integrated Planning and Reporting documents
- Ensuring compliance with Levels of Service (LoS), budget management and risk frameworks.
- Embedding asset management in business processes.
- Identifying and managing lifecycle risks.

Staff

- Ensuring that individual asset management responsibilities are identified in relevant staff position descriptions.
- Managing infrastructure assets in consideration of long term sustainability
- Ensuring that actions identified in the Asset Management Strategy are completed within timeframes
- Applying asset management practices in day-to-day operations.
- Maintaining accurate asset data and contribute to reporting.

Asset Management Steering Group

The Asset Management Steering Group provides advice to Council on the development of the asset management framework, promotes whole-of-Council decision making and promotes whole-of-life costing of infrastructure assets. Additionally, the group is responsible for the promotion, education of Asset Management and provide recommendation on the major programs, capital works program, review maintenance and provide advice on the allocation of funds. The Asset Management Steering Group includes representatives from the Finance and Assets and Technical Services Teams and is responsible for:

- Reviewing the Asset Management Policy, Asset Management Strategy (AMS) and Asset Management Plans
- Providing advice on aligning Asset Management Framework, Asset Policy and Asset Management Strategy with the Long-Term Financial Plan (LTFP) and Community Strategic Plan
- Monitoring the implementation of Asset Management Policy, AMS and AMPs
- Developing and reviewing relevant policies, processes and practices to ensure assets are managed effectively

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- Ensuring that asset information is captured and updated into asset registers in Asset Management Information System (AMIS)
- Operating within an agreed Terms of Reference.

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The Asset Management Steering Group will oversee the implementation and promotion of the asset management decision and reporting framework as outlined below.

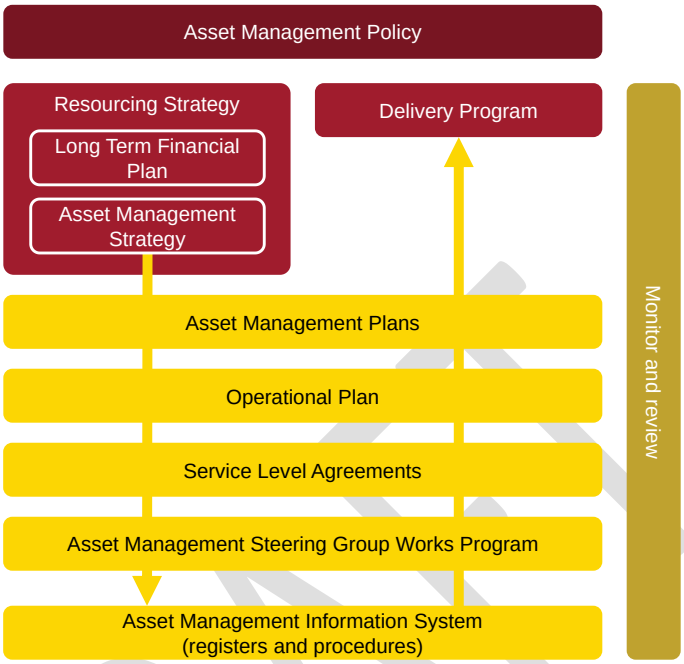

Figure 2: Asset management decision and reporting framework

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Policy Statement

Asset Management Strategy

Council's AMS is intended to deliver on Council's Asset Management Policy. The AMS adopts a whole-of-Council and a whole-of-life approach to asset management.

Whole-of-Council approach to asset management

To achieve asset management best practices, industry standards and guidelines have been adopted with a requirement to ensure the assets are planned, created, operated, inspected, renewed and disposed of in accordance with Council's service delivery priorities.

This requires a whole-of-Council approach and commitment to strategic asset management for infrastructure (fixed) assets as well as information technology, security, plant, fleet and environmental (green) assets.

Whole-of-life cost when acquiring assets

Whole of life cost will be the basis of decision-making by Council in the acquisition of new assets specifically considering the implications for maintenance and renewal budgets.

Council's assets will be utilised to their optimum potential to maximise usage and economic performance. An inspection regime, and condition-rating will be used to ensure agreed service levels, intervention methods, and renewal priorities can be determined across all asset classes.

Asset management principles

The organisation's sustainable service delivery requirements will be met by adequately providing for the long-term planning, financing, operation, maintenance, renewal, upgrade, and disposal of assets. This is to be accomplished by ensuring that:

- all relevant legislative requirements together with the five (5) Outcomes contained within the Community Strategic Plan are considered in asset management
- the AMS outlines the implementation of systematic asset management and appropriate best practice consistent with statutory compliance (such as work health and safety), quality assurance (such as ISO 9001) and enterprise risk management (based ISO31000).
- the AMPs are aligned with this policy, and are informed by community consultation, technical and financial planning and reporting.
- levels of service (LoS) are developed and defined in each AMP, and these inform annual budget allocations.
- inspection programs are developed for each asset class and regular inspections are carried out to maintain the agreed Level of Service and identify asset renewal priorities be provided within the Asset Management Plans
- assets are managed, valued, and accounted for in accordance with appropriate best practice
- future service levels and new assets are determined in consultation with the community
- renewal programs are developed based on service levels, conditions and risk
- future life cycle costs are reported and considered in all decisions relating to new services and assets and upgrading existing services and assets
- an organisational culture is promoted whereby all employees with asset management responsibilities are provided the necessary training and professional development
- the required operation capabilities and resources are provided and asset management responsibilities are effectively allocated.

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Asset Management Framework

Council commits that it will manage its assets through an Asset Management Framework aligned to ISO 55000. This framework consists of the following elements:

Leadership provides commitment to manage assets in accordance with the **Asset Management Policy** (this document). This commitment from the leadership is documented in this policy. Additionally, this Policy also defines the leadership and allocate responsibilities various within Ku Ring Gai Council with respect to Asset Management.

Planning provides for the development of the AMS and AMPs for key asset classes and actions necessary to realise Outcomes of the Community Strategic Plan. Council's AMS and AMPs cover a minimum timeframe of ten (10) years. Each project bid for new asset and ongoing renewal program are tested against the Outcome(s) of the Community Strategic Plan and Asset Management outcomes. The assessment includes benefit and cost of the project in line with the Outcomes of the CSP, Asset Risk and Whole of Asset Life consideration. The assessed bids are referred to the Asset Steering Committee for technical consideration and referred to the GMD and Council (Leadership) for a decision.

Support provide for necessary resources, qualifications and communication enabling decisions based on life cycle management of assets. The support include:

- TechOne - for asset register and related data such as condition assessments, financials etc.),
- Council's website – key records are publicly available i.e. Asset Management Strategy
- SMEC & GeoCortex – geographic information system (GIS) used to monitor assets,
- NAMS+ - an online toolkit for effective asset management planning
- InfoCouncil – Council and GMD minutes affecting Assets are communicated to stakeholders
- HP Contents Manager – Document control, including legal and regulatory compliance.

Operation Council's Decision Framework provide a process for the decision making. The overall criteria and context are provided in the Asset Management Policy and Asset Management Strategy. The Strategy provides an Asset Management Plan for each class of Asset and identifies the reasons for the strategic context of the decision. At operational level Asset Management Plans contain decision criteria for each class of assets. Council uses International Infrastructure Management Manual (IIMM) for roll out of the Asset Management Framework. The adequacy and suitability of the framework is reviewed through outsourcing of independent review. The recommendations of the review are implemented through management of change. The changes are reported for approval to GMD and or Council.

Performance evaluation is achieved through monitoring of delivery and recorded in TechOne. Additionally, performance evaluation is measured through asset revaluations, community surveys, service reviews, management reviews of the framework, quarterly budget review, annual financial statements, IPR reporting annually and end of term reporting. The IPNR monitoring is achieved by aligning AMPs to the DP&OP, monitoring expenditure and delivery of works funded within the DP&OP. Asset performance is measured through condition rating and reported annually through the Special Schedule Report on Infrastructure Assets in the annual Financial Statements. Delivery performance within the DP&OP is measured through the Project Steering Committee. This committee will monitor Works in Progress (WIP) and refers future investments and deferral to future financial years to the Asset Steering Committee for consideration. **Condition assessments** are performed regularly, and useful lives are updated in Council's asset register. The condition rating methodology considers risk. Valuation and expenditure on infrastructure, property, plant and equipment is a key audit issue and risk (as identified in the annual engagement plan) for external auditors and is subject to extensive testing.

Policy implementation

Council's assets will be managed in the most cost-effective manner, driven by defined service levels and performance standards. This will require ongoing assessment of the following key issues:

- Customer and community expectations

- Strategic and corporate goals
- Long term financial model
- Legislative requirements
- Corporate and Asset Risk

This should be achieved through the asset management framework.

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Definitions

Term	Definition
Asset	An item owned, controlled, or managed by Council that has economic value and enables services to be delivered. Assets are recognised when it is probable that future benefits will be obtained, and the cost or value can be reliably measured. Non-current assets are those expected to provide services for more than 12 months.
Asset life cycle	The sequence of stages in an asset's existence, from initial planning and acquisition, through use, maintenance and renewal to disposal. Used to determine depreciation and renewal planning.
Asset Management	The coordinated process of planning, acquiring, operating, maintaining, renewing and disposing of assets so that service delivery objectives are achieved in a cost-effective and sustainable way (aligned with ISO 55000 and Code of Accounting Practice).
Asset Management Information System (AMIS)	The integrated system (software, data and processes) used to record, store and manage asset data for accounting, valuation, condition and decision-making purposes. Supports statutory reporting (asset register) and long-term financial planning. Council uses TechOne as AMIS.
Asset Management Plan (AMP)	A long-term plan (10+ years) for a specific class of assets that identifies service standards, projected demand, life cycle management, risks, renewal forecasts and financial requirements (Code of Accounting Practice, OPWEA IIMM).
Asset Management Policy	A formal statement adopted by Council outlining the principles, responsibilities and objectives for managing assets consistently with statutory accounting requirements and community outcomes.
Asset Management Strategy	A medium to long-term strategy demonstrating how asset management objectives and practices will be implemented to achieve the goals of the Community Strategic Plan. The Asset Management Strategy is a component of the Resourcing Strategy.
Asset register	The Corporate listing of Council's assets that records acquisition date, original cost, accumulated depreciation, revalued amount, condition, and useful life, in accordance with AASB 116 and the Code of Accounting Practice. Council use**s** TechOne software as Asset Register.
Infrastructure asset	A physical, non-current asset that provides essential community services, usually forming part of a network system (e.g. roads, drainage, bridges, footpaths). Recognised as non-current assets with useful lives typically greater than 12 months.
Level of service (LoS)	The defined quality, quantity and reliability of a service or activity against which performance can be measured. The measurable standard of service provided by an asset, defined in terms of quality, quantity, reliability, responsiveness, environmental impact and cost. Used for asset valuation, depreciation, and renewal forecasts. Level of Service is generally provided in Asset Management Plans and measured through Quarterly, Annual, **and** Council's end of term report.
Asset Life	Period when asset is created to asset end of life. These asset life records are included in Council's Asset Register contained in TechOne.
Life cycle management	Applying asset management over stages of an asset during its life. Life cycle is managed through Council's Asset Management Plans.

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Management Systems	Set of interacting elements of Ku Ring Gai Council to establish Policies, and Processes to achieve Outcomes contained within the Community Strategic Plan.
Critical assets	Asset having potential to significantly impact the achievement of the Outcomes of the Community Strategic Plan. These assets are identified in Council's Asset Management Strategy.
Whole-of-life cost	The total cost of an asset over its useful life, including acquisition, operation, maintenance, renewal and disposal. Recognised in financial models to ensure sustainable funding. Council uses Whole of Life Cost when making decisions about Acquiring, Operating and Retiring Assets.
Long-Term Financial Plan (LTFP)	A statutory 10-year plan that projects Council's financial position, including the funding of assets, liabilities, and service delivery as part of the Integrated Planning & Reporting (IP&R) framework.
Delivery Program and Operational Plan	Council's statutory plans under the NSW Integrated Planning and Reporting (IP&R) framework. The Delivery Program is a four-year plan setting medium-term priorities, while the Operational Plan is the one-year plan that details the annual projects, budgets and activities to deliver those priorities, including asset operation, maintenance and renewal.
Resourcing Strategy	The long-term strategy (minimum 10 years) consisting of the Long Term Financial Plan (LTFP), Asset Management Strategy (AMS) including Asset Management Plans and Workforce Management Strategy (WMS) (NSW IP&R framework).
Risk Management	The coordinated activities to direct and control an organisation with regard to risk. Council use Enterprise Risk Management consistent with ISO 31000 and the Code of Accounting Practice when making decisions.
Useful life of an asset	The period over which an asset is expected to provide service or economic benefit. Useful life is estimated at acquisition/revaluation and forms the basis of depreciation (AASB 116).
Stakeholder	Interested party, for this document, it is internal teams with Council, Councillors, other tiers of government and the community. Personal or organisation that can affect, be affected by, or perceived itself to be affected by a decision of activity.
Leadership	General Manager and Directors (GMD) along with elected Council
Sustainability	State of an Asset System, including environmental, social and economic aspects, in which the needs of the present are met without compromising the ability of future generation to meet their own needs.
Framework	Structure of processes and specification designed to support the accomplishment of specific task such as Decision-Making Framework in Asset Management
Performance	Measurable result as reported through annual financial statements, condition rating, IPNR annual and end of term reporting against specified criteria.

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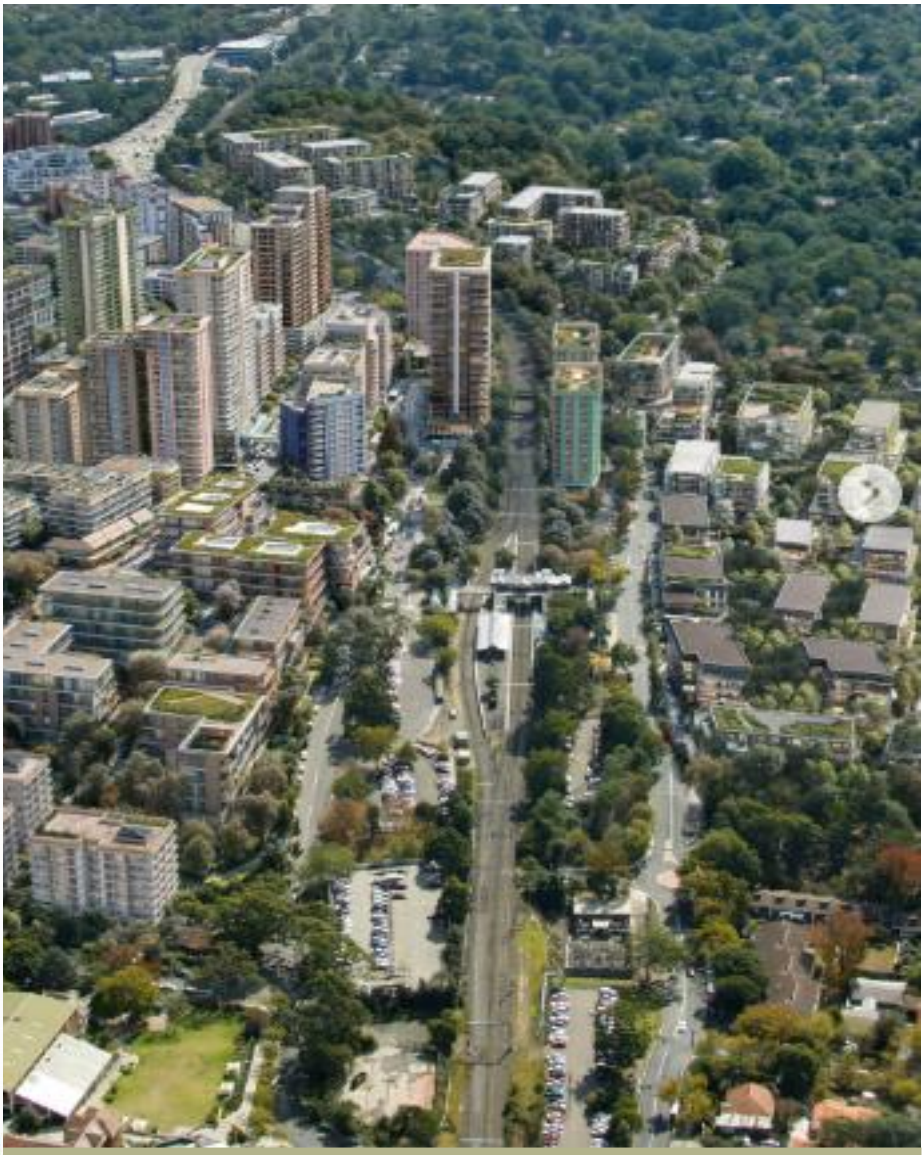

Ku·ring·gai Council

SERVIENDO GUBERNO

Road and Transport Asset Management Plan

Document Control: Version History

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	December 2016	Initial Draft	S.Bunting	S.Bunting	S.Bunting
2	March 2025	Substantive changes to the Asset Management Plan.	P.Lichaa	P.Lichaa	P.Lichaa
3	September 2025	Substantive changes to the Asset Management Plan with future actions and various funding scenarios	G.Grewal	M.Shah	P.Lichaa
4	November 2025	Revision and alignment to IPR	G.Grewal/ND	M.Shah	

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1 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This asset management plan details information about Road and Transport infrastructure assets including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

Assets included in this document include Council's road and transport infrastructure such as Roads, Roads Surface & Pavement, Kerb & gutter, Carparks, Bridges, Other Road assets (Traffic Facilities – Traffic & Transport).

1.2 Asset Description

Council's key role in the provision of Transport Infrastructure assets is to provide safe and accessible ways to move, connecting people and places. This includes vehicle transportation and active transport modes such as walking and cycling. Transport is a vital component in the lives of the Bayside community. It connects us with jobs, education, healthcare, shopping, recreation opportunities and goods and services. The transport network is comprised of the following assets:

Asset Type	Dimension/Quantity
Sealed Roads Surface	484 km
Sealed Roads Pavement	484 km
Bulk Earthworks	484 km
Carparks	107
Kerb and Gutter	791km
Bridges	75
Other Roads Structures (Including Traffic Facilities)	-

These assets have significant value estimated at $790 million (2024-2025).

1.3 Levels of Service

Current funding levels are not sufficient to maintain existing road and transport services at the current standard. With increasing community expectations for improved performance, Council cannot deliver all required renewals and upgrades. Based on the current projected budget, a significant backlog of ageing roads and related assets will remain, and upgrades may not be achievable.

At present, 10-15% of the road and transport network is in poor or very poor condition, creating a manageable backlog of renewal works. Demand for new infrastructure and upgrades cannot be met while this backlog is maintained under current funding levels.

Additional funding is therefore required to reduce the backlog and improve service levels. Council has developed scenarios under the Special Rate Variation (SRV), which provides an additional $1.6 million per year for transport infrastructure. This uplift will support increased renewals, backlog reduction, and targeted upgrades to improve system capacity and resilience against extreme weather.

The forecast funding in this AMP is based on deliberating multiple modelling scenarios informing the 10-year long-term financial budget, in line with the guiding principles of best practice asset management. Based on the scenarios considered, Council has allocated funds through its Long-Term Financial Plan (LTFP) to maintain Council's Infrastructure assets.

Council has identified a critical funding shortfall for traffic and transport assets, including Disability Standard for Accessible Public Transport (DSAPT) compliance for bus stops. Priority safety works including roundabouts, median islands, and wombat crossings are unfunded in the Base Case, Without the SRV funding these works will not be undertaken.

1.4 Future Demand

Future demand for services will be driven by population growth, residential and commercial development, rising construction costs, technological advances, and the NSW Government's Transport Oriented Development (TOD) policy.

TOD areas around Roseville, Lindfield, Killara, and Gordon could accommodate up to an additional 24,500 new dwellings over 15 years, significantly increasing pedestrian activity and demand for footpaths, cycleways, and drainage infrastructure. At the same time, rising labour and material costs will reduce the capacity to deliver new and renewal works, creating risks of service backlogs.

To manage these pressures, Council will focus on a mix of strategies: managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

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Demand management practices for Council's road and transport infrastructure asset include:

- Improved traffic facilities and traffic management.
- Improved parking management.
- Improved technology for conducting condition surveys.
- Energy efficient and more environmentally friendly equipment e.g. street lighting

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The projected outlays required to deliver the services outlined in this Asset Management Plan – including operations, maintenance, renewal, upgrade, and new assets is estimated at $303 million over the 10-year planning period, averaging $30 million per year.

1.6 Financial Summary

1.6.1 What we will do

The anticipated available funding for road and transport infrastructure projected over a 10-year period is provided below.



Projected Operating and Capital Expenditure

Figure Values are in current (real) dollars.

We plan to provide Road and Transport services for the following:

- $32 million on Maintenance
- $156 million on Renewal / Replacement
- $114 million on New or upgraded facilities

within the 10-year planning period.

1.6.2 Managing the Risks

Our present funding levels are insufficient to continue to manage risks in the medium term. There are risks associated with providing the service and not being able to complete all identified activities and projects. The major risk identified is failure of the pipe/culvert structure supporting a road corridor or a significant building structure. The main risk consequences are:

- Safety to human health.
- Damage to Council's reputation.
- Property damage.
- Environmental incident.
- Significantly large repair cost.
- Damage to Council's reputation.
- Rising costs of managing infrastructure.
- Meeting Community expectations for services.
- Providing the most appropriate and affordable infrastructure for the community.

There are risks associated with providing the service and not being able to complete all identified activities and projects.

Council will manage these risks within available funding by:

- Manage the existing infrastructure
- Manage the existing infrastructure.
- Manage the expansion of any additional infrastructure based on the priorities established in the Community Plan.
- Seek additional funding if required

Should the SRV is not approved, Council may continue to deliver existing Level of Service and consider reducing to remain sustainable in the long term.

1.7 Asset Management Practices

Our Framework to manage assets include:

- Enterprise Asset Management and Financials modules of the Technology One CiA system.
- ESRI ArcGIS geodatabase.
- Asset Management Steering Group
- GMD and Council making strategic

Key assumptions made in this AMP are:

- Asset registers are accurate and complete.
- Useful lives and predictive modelling are correct, however as further data and condition for assets is collected, they will be revised to best represent the transport network.
- Current levels of service reflect the current community needs.
- No known legislative changes or other influences that will impact on or demand a change in level of service and associated funding throughout the period of the plan.

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- Operation and Maintenance budgets in the 10-year financial plan already allow for price escalation in subsequent years. Assets requiring renewal are identified from either the asset register or an alternative method.
- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal.
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge. The Asset Register or condition modelling system was used to forecast the renewal lifecycle costs for this AM Plan. This AM Plan is based on a medium level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels.
- Improving our efficiency in operating, maintaining, renewing and replacing existing assets to optimise life cycle costs.
- Identifying and managing risks associated with providing services from infrastructure.
- Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure.
- Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs.
- Consulting with the community to ensure that systems services and costs meet community needs and are affordable.
- Developing partnership with other bodies, where available to provide services.
- Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

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2 INTRODUCTION

2.1 Background

Ku-ring-gai Council provides reasonable road and transport services with a replacement value of $789.9 million (2024-2025) spread across the Local Government Area (LGA). This asset management plan communicates the actions required for the responsive management of its road and transport assets, compliance with regulatory requirements, and funding needed to provide the appropriate levels of service over a 10-year planning period.

This plan aligns with the Asset Management Strategy 2025-2035 and covers a 10-year planning period. Some figures within the plan extend beyond the 10-year planning period and are for the purpose of projecting asset management challenges beyond the life of the plan.

The infrastructure assets covered by this asset management plan are shown in Table 2-1. These assets are used to provide a road and transport services within the LGA.

Asset Type	Dimension/Quantity	Gross Replacement Value
Sealed Roads Surface	484 km	$ 113,366,208
Sealed Roads Pavement	484 km	$282,214,182
Bulk Earthworks	484 km	$91,002,136
Carparks	107	$25,017,042
Kerb and Gutter	791km	$225,715,516
Bridges	75	$23,680,650
Other Roads Structures (Including Traffic Facilities)	-	$28,937,505
Total		**$789,933,239**

Table 2-1 - Assets covered by this Plan

The asset management plan is to be read with Ku-ring-gai Council's planning documents, including:

- Ku-ring-gai 2035 Community Strategic Plan
- Asset Management Policy and Asset Management Strategy 2025-2035
- Workforce Management Strategy 2025 – 2035
- Long Term Financial Plan 2025 – 2035

This Asset Management Plan is prepared under the direction of Council's vision, mission, goals and objectives and the Council strategic planning framework is driven by the Council Plan (Community Strategic Plan 2035)

2.1.1 Ku-ring-gai 2035 Community Strategic Plan

The Long-Term Community Plan for Ku-ring-gai Council is outlined in "Ku-ring-gai 2035 Community Strategic Plan." This document is a vision that has been developed to take local action to ensure our area and its people can respond in a positive and constructive way to the challenges ahead. Global changes have local impacts and we have a shared responsibility to work towards addressing these at the community level.

The Ku-ring-gai 2035 Community Strategic Plan:

- identifies the community's priorities and aspirations for the future
- outlines strategies to achieve identified goals and the levels of service the community expects
- highlights the responsibilities of Council and those of other agencies and groups.

Ku-ring-gai: Growing together:

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

The plan has been developed using five themes to deliver the outcomes. These themes are:

- Our unique natural environment is protected and enhanced
- Sustainable urban growth and change
- Infrastructure and assets support community needs
- An inclusive, connected and safe community
- Leadership and service excellence

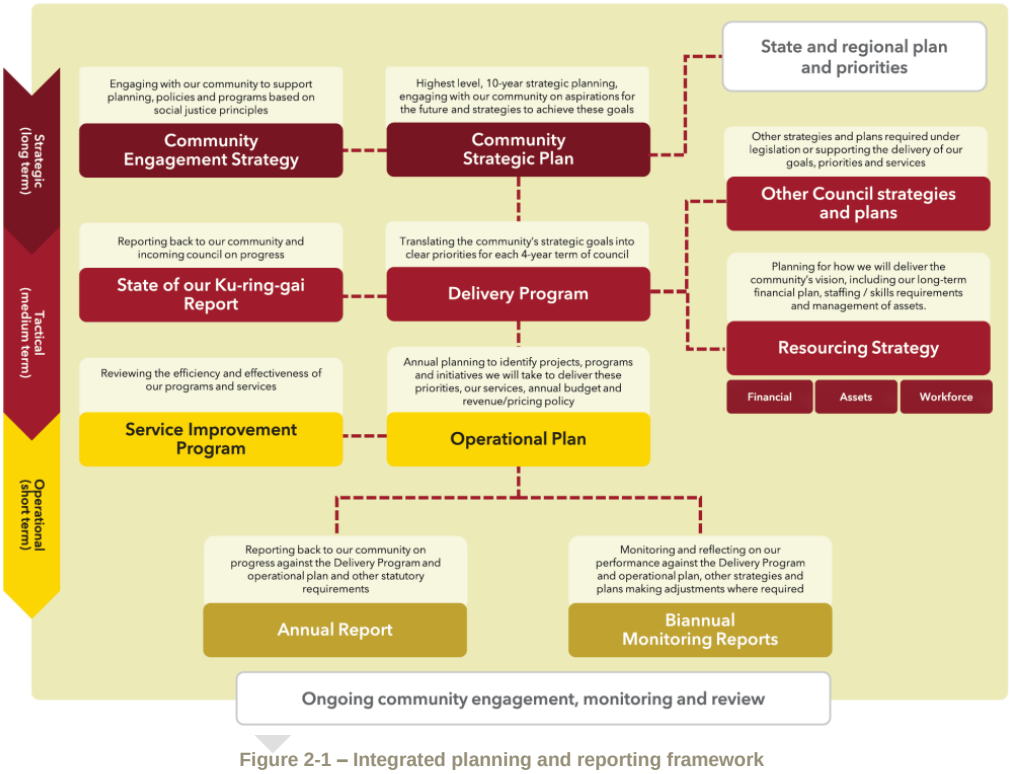

Figure 2-1 – Integrated planning and reporting framework

2.1.2 Asset Management Strategy 2025-2035

Council's Asset Management Strategy Outlines Council's guiding principles regarding asset management and planning. The policy confirms Council's commitment to asset management. The policy indicates that Council has a number of Asset Management Principles in managing its asset portfolio:

- an Asset Management Strategy exists for implementing systematic asset management and appropriate best practice throughout Council
- all relevant legislative requirements together with social, political, and economic environments are to be taken into account in asset management

- the Asset Management Plans are developed and updated for each asset class. The plans are informed by community consultation and financial planning and reporting
- an inspection process will be developed for each asset class to ensure agreed service levels are maintained and to identify asset renewal priorities
- service levels will be developed and defined in each Asset Management Plan. The service levels will form the basis of annual budget estimates
- future service levels will be determined in consultation with the community
- renewal plans will be developed based on service levels, condition, and risk
- future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading existing services and assets.

Council's Asset Management Strategy establishes framework, strategies and processes required to improve and support the management of assets to enable Council to deliver upon the strategies and achieve the desired outcomes set by the Community Strategic Plan

2.2 Key Stakeholders

Key stakeholders are the groups of people who have an interest in the responsible management of Council's infrastructure assets. Table 2.2 below identifies key stakeholders and their role in the management of Council's assets.

Stakeholder	Role
Councillors (Elected members)	• To provide stewardship for assets owned and/or controlled by Council • To adopt the Asset Management Policy and Asset Management Strategy and monitor their outcomes regularly through IP&R reporting. • Authorise resources for asset management activities in the Delivery Program and Operational Plan • Determine new asset provision and maintenance activities in the Delivery Program and Operational Plan
General Manager	• Ensure implementation of asset management practices and procedure including reporting on the status and effectiveness of asset management within the Council's.
Directors and Managers	• Allocate resources to implement Asset Management Plans (AMPs), Asset Management Strategy, Delivery Programs, and Operational Plans. • Ensure compliance with Level of Service (LoS), allocated budgets, and risk frameworks. • Embed asset management in business processes. • Identify and manage lifecycle risks.
Asset Management Steering Group	The Asset Management Steering Group is made up of representatives from Finance and Technical Services and is responsible for: • Reviewing the Asset Management Policy and Asset Management Strategy and ensuring integration with the Long-Term Financial Plan and other Integrated Planning & Reporting documents • Monitoring the implementation of Asset Management Policy, Strategy and Plans • Developing and reviewing processes and practices to ensure assets are managed effectively • Ensuring that asset information is captured and updated into asset registers • Operating within an agreed 'Terms of Reference'.
Manager of Assets & Technical Services	• Management of works and budgets
Coordinator Engineering Assets	• Supervision of infrastructure network
Public Utility Providers	• Coordinate with Council for infrastructure access and integration. • Ensure utility works align with asset protection and renewal strategies.
Community	• End users of Council's asset network
Council Staff	• Apply asset management practices in day-to-day operations. • Maintain accurate asset data and contribute to reporting.

Stakeholder	Role
State / Federal Government	• Provide funding, regulatory frameworks, and strategic direction for infrastructure assets. • Collaborate with Council on compliance, grants, and shared responsibilities.
Community / Emergency Services / Businesses	• End users of Council's asset network. • Provide feedback on service levels, participate in consultation, and rely on infrastructure for mobility, safety, and economic activity.
Maintenance Personnel (contractors)	• To ensure provision of the required/agreed level of maintenance services for assets.

Table 2-2 - Stakeholders

2.3 Goals and Objectives

Our goal in managing our assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.
- Improving the quality of the asset network.
- Improving access to public transport.
- Providing accessibility for pedestrians and other road users

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided
- Risk Management
- Future demand – how this will impact on future service delivery and how this is to be met
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service
- Financial summary – what funds are required to provide the defined services
- Asset management practices – how we manage provision of the services
- Monitoring – how the plan will be monitored to ensure objectives are met
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000 [2]

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology

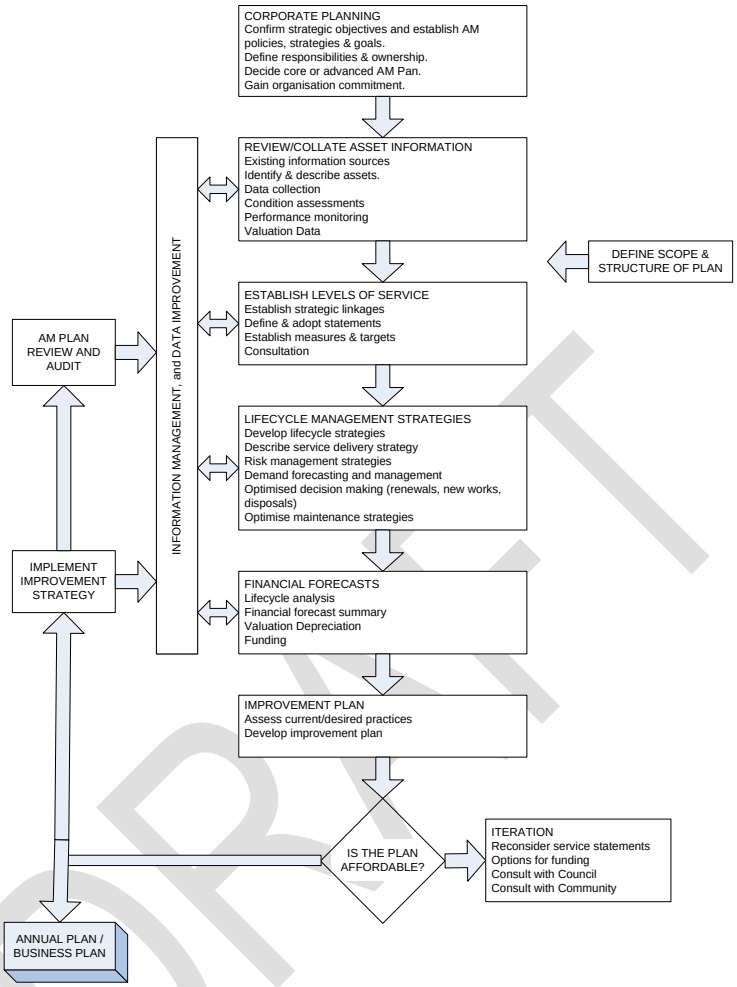

Figure 2-2 – Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

2.4 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual[3]. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

3 IPWEA, 2015, IIMM.

3 LEVELS OF SERVICE (LOS)

3.1 Customer Research and Expectations

This asset management plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the asset management plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

In 2024, Council surveyed community attitudes and perceptions regarding Council's delivery of a broad selection of services and facilities. Key objectives of the research were to:

- Assess and establish the community's priorities and satisfaction in relation to a broad selection of Council's external services and facilities
- Identify the community's overall level of satisfaction with Council's performance
- Identify community priorities for the Ku-ring-gai local government area
- Explore and understand resident experiences contacting Council
- Identify the community's level of agreement with statements regarding the Ku-ring-gai local government area.

Overall Satisfaction		Communication	
84% of Ku-ring-gai residents are at least somewhat satisfied with the performance of Council over the last 12 months		80% of Ku-ring-gai residents are at least somewhat satisfied the level of communication Council currently has with the community	
Quality of Life		**Unique Character**	
99% of residents rate their quality of life as good, very good or excellent		79% of residents believe it is important/very important for Council to maintain Ku-ring-gai's unique visual character and identity	
Drivers of Overall Satisfaction			
Satisfaction with the level of communication	Council's consultation and engagement with the community	Long term planning for the area	Development compatible with the local area

Table 3-1 - Community AttitudeSurvey

Community satisfaction information is used in developing the Strategic Plan and in the allocation of resources in the budget.

Some of the key priorities identified for the next 10 years that relate to the management of the road and transport network that resulted from the community engagement undertaken for the "Ku-ring-gai 2035 Community Strategic Plan" included:

- making it easier and safer to move around Ku-ring-gai
- effects of population growth and change – on infrastructure, services and facilities
- addressing the needs of older residents
- providing and maintaining infrastructure and facilities – roads, footpaths, drainage, public toilets, etc
- improving access to public transport

As part of an independent online survey conducted between December 2024 and March 2025, residents were asked to rank 16 issues in order of priority. The condition of local roads was identified as the highest priority (95%), highlighting the importance the community places on Council maintaining its road network.

Figure 3-1 below reflects the 2024 Community Research survey shows that road and transport assets is one of the main priorities for people living in Ku-ring-gai.

Community Satisfaction Survey Results				
Service Area	**Service / Facility**	**Importance (T2 Box)**	**Satisfaction (T3 Box)**	**Performance Gap**
Council Leadership and Engagement	Long term planning for the Ku-ring-gai area	91%	63%	29%
Council Leadership and Engagement	Council's consultation and engagement with the community	85%	68%	17%
Assets, Infrastructure & Facilities	Condition of Local Roads	95%	66%	29%
Traffic Management	Access to public transport and managing traffic	87%	88%	-1%

Figure 3-1 Community Survey Research (April 2024) - Performance Gap

Source: Background Paper Ku-ring-gai -Community Feedback Report

The 2024 Community Research survey shows that roads and transport infrastructure are among the most critical issues for residents of Ku-ring-gai. When asked about the condition of local roads, 95% of residents said it is important to them, an increase from 92% in 2021. However, only 66% of residents are satisfied with the current condition, down from 71% in 2021. This leaves a 29% gap between importance and satisfaction — the largest performance gap across all Council services. Compared to other Sydney metropolitan councils, Ku-ring-gai residents place above-average importance on road condition but are below average in satisfaction, reflecting concerns with safety, ride quality, and long-term maintenance.

- Other transport-related facilities also feature prominently in the survey results:
- Traffic management: 87% of residents rated this as important, with 72% satisfaction, leaving a 14% gap.
- Commuter parking: 77% importance, 64% satisfaction, creating a 13% gap.
- Cycleways, walking tracks, and footpaths: 72% importance and 76% satisfaction, showing no gap and indicating strong community support for further provision.

These results indicate that while core road condition remains the most pressing concern, residents also expect Council to invest in supporting transport infrastructure such as traffic facilities, parking, and active transport links.

In summary, residents clearly value safe and reliable roads alongside well-managed transport facilities. Satisfaction levels for road condition have declined since 2021, widening the gap between community expectations and service delivery. Roads and transport assets are therefore a key factor shaping community perceptions of Council's overall performance and require ongoing investment to address these gaps.

This asset management plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the asset management plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service

3.2 Strategic and Corporate Goals Alignment

This asset management plan is prepared under the direction of the Council's vision, mission, goals and objectives.

Our mission is:

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

Strategic goals have been set by the Council. The relevant goals and objectives and how these are addressed in this asset management plan are summarised in the following table.

Strategy A1– Community Strategic Plan **Strategically plan, manage and fund public infrastructure and assets to meet the needs of the community, defined levels of service and intergenerational equity.**						
Reference	**Description**	**Responsible Officer**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
A1.2 Assets are managed in accordance with asset management plans and agreed service standards. **Lead: Manager Assets and Technical Services**	**A1.2.1**: Programs to upgrade, renew and maintain infrastructure and assets are developed in accordance with adopted Asset Management Plan, including capital works programs.	Manager Assets and Technical Services	✓	✓	✓	✓
	A1.2.2: Asset Management Plans are reviewed to align with the Resourcing Strategy.	Manager Assets and Technical Services	✓	✓	✓	✓
	A1.2.3: Plan, design and deliver projects and assets in line with Council's Project Management Framework to ensure best practice in project delivery.	Manager Project Services	✓	✓	✓	✓
	A1.2.4: Deliver adopted Road and Carparks Capital Works Programs on time and within budget.	Manager Project Services	✓	✓	✓	✓
	A1.2.5: Deliver adopted Stormwater Drainage Capital Works Programs on time and within budget.	Manager Project Services	✓	✓	✓	✓
A4: Provide, upgrade and maintain Ku-ring-gai's local road and footpath network, traffic facilities and other road infrastructure.	**A4.2.1**: Obtain endorsement and approval from the Ku-ring-gai Traffic Committee and Council for new or upgraded traffic and pedestrian facilities at identified sites and secure funding.	Manager Traffic and Transport Services	✓	✓	✓	✓
	A4.2.2: Support monthly meetings of the Ku-ring-gai Traffic Committee or as required.	Manager Traffic and Transport Services	✓	✓	✓	✓
	A4.2.3: Deliver road safety education programs and initiatives to the community	Manager Traffic and Transport Services	✓	✓	✓	✓
A5: Work with the NSW government and partners to improve local	**A5.1.2**: Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements to allocated budget.	Manager Assets and Technical Services	✓	✓	✓	✓

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Strategy A1– Community Strategic Plan Strategically plan, manage and fund public infrastructure and assets to meet the needs of the community, defined levels of service and intergenerational equity.						
Reference	**Description**	**Responsible Officer**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
integrated transport connections, public transport and the regional road network.	**A5.3.3**: Continue to implement the 10-year Traffic and Transport Program	Manager Traffic and Transport Services	✓	✓	✓	✓

Table 3-2 – Strategic Goals and Operational Outcomes

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3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a Long-Term Financial Plan supported by Asset Management Plans for sustainable service delivery
Australian Accounting Standard AASB116	Reporting on asset condition and consumption to Councillors, management and the community
Roads Act	Sets out the role, purpose, responsibilities and powers of local governments relating to the management and control of drainage assets
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work
Protection of the Environment Administration Act 1991	The objects of this Act are as follows: a) to constitute the Environment Protection Authority b) to provide integrated administration for environment protection c) to require the Authority to perform particular tasks in relation to the quality of the environment, environmental audit and reports on the state of the environment
Local Government Amendment (Planning and Reporting) Act 2009	Local Government Amendment (Planning and Reporting) Act 2009 includes the preparation of a long term financial plan supported by asset management plans for sustainable service delivery
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements
Plant Protection Act 1989	This act sets out requirements in respect to Flora Protection
Environmental Protection Act 1994	This act sets out requirements in respect to environmental protection
Rivers and Foreshores Improvements Act, 1948	An Act to provide for the carrying out of works for the removal of obstructions from and the improvement of rivers and foreshores and the prevention of erosion of lands by tidal and non-tidal waters
Protection of the Environment Operations Act 1997	Council is required to exercise due diligence to avoid environmental impact and among others are required to develop operations emergency plans and due diligence plans to ensure that procedures are in place to prevent or minimise pollution.
Native Vegetation Act 2003	This Act regulates the clearing of native vegetation on all land in NSW, except for excluded land listed in Schedule 1 of the Act. The Act outlines what landowners can and cannot do in clearing native vegetation.
Road Transport (General) Act 2005	Provides for the administration and enforcement of road transport legislation, including vehicle use and safety.
Road Transport (Safety and Traffic Management) Act 1999	Facilitates nationally consistent road rules and governs traffic safety, control devices, and enforcement.

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Legislation	Requirement
NSW Road Rules 2008	Ensures uniformity of road rules across Australia, guiding safe and consistent use of transport infrastructure.
Building Code of Australia (BCA)	Sets minimum standards for safety, health, amenity, and sustainability in infrastructure design and construction.
Crown Lands Act 1989	Regulates asset development and leasing on Crown Land, relevant for transport corridors and public infrastructure.
Public Works Act 1912	Sets out the role of Council in the planning and construction of new assets.
Rural Fires Act, 1997	An Act to establish the NSW Rural Fire Service and define its functions; to make provision for the prevention, mitigation and suppression of rural fires. Under the terms of this Act Council is required to mitigate any fire that emanate from bushland.
Local Government (General) Amendment (Stormwater) Regulation 2006 under the Local Government Act 1993	The object of this Regulation is to amend the Local Government (General) Regulation 2005: a) to prescribe the maximum amount that may be charged by a Council for the provision of stormwater management services, and b) to provide that certain information regarding stormwater management service is to be included in a Council's draft management plan, and c) to provide that a Council's annual report is to include certain information relating to the provision of stormwater management services. This Regulation is made under the Local Government Act 1993, including sections 403 (1), 428 (2) (r), 496A and 748 (the general regulation- making power).
Water Management Act 2000	The objects of this Act are to provide for the sustainable and integrated management of the water sources of the State for the benefit of both present and future generations and, in particular: a) to apply the principles of ecologically sustainable development, and b) to protect, enhance and restore water sources, their associated ecosystems, ecological processes and biological diversity and their water quality, and c) to recognise and foster the significant social and economic benefits to the State that result from the sustainable and efficient use of water, including: i. benefits to the environment, and ii. benefits to urban communities, agriculture, fisheries, industry and recreation, and iii. benefits to culture and heritage, and iv. benefits to the Aboriginal people in relation to their spiritual, social, customary and economic use of land and water, to recognise the role of the community, as a partner in managing the environment.

Table 3-3 - Legislative Requirements

3.4 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

Quality	How good is the service … *what is the condition or quality of the service?*
Function	Is it suitable for its intended purpose …. *Is it the right service?*
Capacity/Use	Is the service over or under used … *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Table 3-4 and Table 3-5. Table 3-4 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These organisational measures provide a balance in comparison to the customer perception that may be more subjective.

Key Performance Measure	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years
Roads Service Objective:				
Quality	Provide sealed road with smooth ride appropriate to road type and speed limits.	Survey of road pavement condition.	90% of Road pavements in condition 3 or better	Maintain and improve the percentage
Safety	Provide roadways free from hazards.	Number of road accidents annual RMS accident reports.	tbc	The three-year rolling average of total accidents decreases
Responsiveness	Be responsive to the needs of the road and transport asset users.	Number customer requests received.	80%	90% of requests are completed within Council's service charter
Affordability	Council maintains its assets.	Asset maintenance ratio, measured by actual maintenance expenditure. Required maintenance expenditure.	89.93%	100%
Asset Condition	Assets are maintained in a satisfactory condition.	Backlog ratio (estimated cost to bring asset to a satisfactory condition/written down value of the assets).	2.5%	<2%
Kerb & Gutter Service Objective:				
Quality	Provide kerb and gutter in a good condition and fit for purpose	Survey of kerb and gutter asset condition	93% is currently in condition 3	Transition 93% of condition 3 kerb /gutter back into condition 1 or 2
Responsiveness	Be responsive to the needs of the road and transport asset users	Number customer requests received	85%	90% of requests are completed within Council's service charter
Affordability	Council maintains its assets	Asset maintenance ratio, measured by (actual maintenance expenditure. Required maintenance expenditure)	89.93%	100%
Asset Condition	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	0.55%	Maintain <2%
Bridges Service Objective:				
Quality	Provide bridge assets are in a good condition and fit for purpose	Survey of bridge asset condition	90%	100% of bridge assets in condition 3 or better
Responsiveness	Be responsive to the needs of the	Number customer requests received	90%	95% of requests are completed within

Key Performance Measure	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years
	road and transport asset users			Council's service charter
Affordability	Council maintains its assets	Asset maintenance ratio, measured by (actual maintenance expenditure. Required maintenance expenditure)	89.93%	100%
Asset Condition	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	3.7%	<2%
Car Parks, Road Structures				
Quality	Provide carpark assets are in a good condition and fit for purpose	Survey of bridge asset condition	95.41%	100% of bridge assets in condition 3 or better
Responsiveness	Be responsive to the needs of the road and transport asset users	Number customer requests received	85%	95% of requests are completed within Council's service charter
Affordability	Council maintains its assets	Asset maintenance ratio, measured by (actual maintenance expenditure. Required maintenance expenditure)	89.93%	100%
Asset Condition	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to bring asset to a satisfactory condition / written down value of the assets)	4.59%	<2%
Infrastructure Asset Renewal	Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	58.39%	>100%

Table 3-4 - Customer Level of Service

3.5 Technical Levels of Service

Technical Levels of Service are long term, tactical tools developed to measure, monitor, and manage functions of service over time regarding quality of assets managed, quantities of assets contributed or constructed, operational and capital expenditure.

These technical measures relate to the allocation of resources to service activities that the Organisation undertakes to best achieve the desired community outcomes and demonstrate effective Organisational performance.

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.

- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. footpath patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. footpath reconstruction, road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road/ existing footpath, transition existing asphalt footpath to concrete, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.[4]

Table 3-5 shows the technical levels of service expected to be provided under this asset management plan. The 'Desired' position in the table documents the position being recommended in this plan.

[Krg Staff to review and define the Technical Levels of Service if possible]

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations & Maintenance				
	Infrastructure meets the needs of users.	Respond to CRMs within SLA timeframe.	75% CRMs resolved within SLA time frame.	85% CRMs resolved within SLA time frame.
	Infrastructure is kept at serviceable condition.			Satisfied with current Performance.
		Budget	**$2,672,000**	**$4,140,000**
Renewal	Infrastructure meets the needs of users.			
		Budget	**$8,494,000**	**$8,895,000**
Upgrade	Infrastructure meets the needs of users.			
		Budget	**$2,826,000**	
Acquisitions	Network upgrade to reduce traffic incident			Maintain current approach and create a 10-year program for flood impact reduction program
		Budget	**$0**	**$1,700,000**
Disposal	End of useful life	Damaged beyond repair	Minimal function	
		Budget	**$0**	**$0**

Table 3-5 - Technical Levels of Service

It is important to monitor the service levels provided regularly as these will change. The current performance is influences by work efficiencies and technology, and customer priorities will change over time. Review and

4 IPWEA, 2015, IIMM, p 2|28.

establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

4 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4-1.

4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4-1.

Demand drivers	Present position	Projection	Impact on services
Population	124,659 (2021)	Projected 171,200 by 2036	Additional demand for new infrastructure will increase life cycle costs of the Park and Recreational asset group
Increased unit rates through inflation	Current costs	Increase in unit rates for infrastructure works	Increase in unit rates for material and labour will impact on future capital and maintenance programs and potential reduction in new and upgraded footpaths
Technological change	Management systems to monitor performance and change	Advanced systems that improve performance monitoring and predict renewal and maintenance timing more accurately	Improve programs and schedules of prioritisation work based on more accurate data
Transport Oriented Development (TOD)	In May 2024 NSW State Government introduced TOD policy. This policy proposed multi-storey apartment developments for areas within 400m of stations (Roseville, Lindfield, Killara, Gordon). Council has provided an alternative scenario that was approved in November 2025 by the NSW State Government.	Increased urban consolidation around railway stations, higher density housing, and development activity	The impact of TODs is yet to be fully understood however, it is generally accepted that in there will be: • Greater demand for Road renewal, footpaths, pedestrian access, traffic facilities, cycleways and public domain infrastructure in station precincts • Increased stormwater runoff and drainage needs in higher density areas • Pressure on heritage, tree canopy and public open space

Table 4-1 - Demand Drivers, Projections and Impact on Services

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Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices, and environmental awareness. Another consideration is the change in transport mode from private ownership to public transport and an increase in cycling which also affects the demand on stormwater services.

Suburb	Streets impacted by the TODs Area
Gordon	Pacific Highway; Park Avenue; St Johns Avenue; Wade Lane; Moree Street; McIntyre Street; Dumaresq Street; Fitzsimons Lane; Merriwa Street; Werona Avenue (south); Henry Street (north)
Killara	Pacific Highway; Werona Avenue; Lorne Avenue; Marian Street; Spencer Road; Powell Street; Stanhope Road; Lynwood Avenue (west end); Buckingham Road (south end)
Lindfield	Pacific Highway; Lindfield Avenue; Tryon Road; Bent Street; Shirley Road; Treatts Road; Nelson Road; Highfield Road; Havilah Road; Gladstone Parade; Milray Street (south end)
Roseville	Pacific Highway; Hill Street; Clanville Road; Lord Street; Victoria Street; Boundary Street (north); Maclaurin Parade; Larkin Street; Barcoo Street (east end); William Street

Table 4-2 - Streets Impacted by TOD

TOD precincts will generate the greatest increase in pedestrian demand. To align infrastructure delivery with this growth, Council will apply priority directly to TOD-affected streets. This approach ensures that footpaths around train stations, schools, and business districts in TOD precincts are delivered first. Developer contributions will also be directed to these locations to help offset lifecycle cost impacts on Council's budgets and programs.

4.4 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4-3 Further opportunities will be developed in future revisions of this asset management plan.

Demand Driver	Impact on Services	Demand Management Plan
Population	Additional demand for new infrastructure will increase life cycle costs of the Park and Recreational asset group	Increase acquisition from both public and private sources: Council and private developers
Increased unit rates through inflation	Increase in unit rates for material and labour will impact on future capital and maintenance programs and potential reduction in new and upgraded footpaths	Prepare for cost increase, and consider alternative design to reduce cost
Technological change	Improve programs and schedules of prioritisation work based on more accurate data	Prioritise investment in road and transport infrastructure around TOD areas.
Transport Oriented Development (TOD)	The impact of TODs is yet to be fully understood however, it is generally accepted that in there will be: • Greater demand for Road renewal, footpaths, pedestrian access, traffic facilities, cycleways and public domain infrastructure in station precincts • Increased stormwater runoff and drainage needs in higher density areas	Investigate & choose design and construction methods using new technology

Demand Driver	Impact on Services	Demand Management Plan
	Pressure on heritage, tree canopy and public open space	
Transport Infrastructure quality and function	Traffic facilities and traffic management	Traffic facilities and traffic management schemes will be investigated and implemented where appropriate to manage increased traffic and through traffic on residential streets.
	Public transport	Council will continue to advocate for improved main road/traffic routes through the LGA and for improved and more efficient public transport.
	Parking	Council will manage parking through an approved parking management strategy which will be reviewed.

Table 4-3 - Demand Management Plan Summary

4.5 Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated, or constructed.

Acquiring new assets will commit Council to ongoing operations, maintenance, and renewal costs for the period that the service provided from the asset is required. These future costs are identified and considered in developing forecasts of future operations, maintenance, and renewal costs for inclusion in the long-term financial plan.

4.6 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk. How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum, we consider how to manage our existing assets given potential climate change impacts for our region. Risk and opportunities identified to date are shown below in Table 4.4.

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Extreme wet weather conditions	High intensity storm events	Existing system could not convey high volume of surface water, flash flooding	Upgrade existing system, and regular maintenance to keep exiting system on best performance
Flooding	Extreme weather events such as flooding continue to worsen.	Low lying areas may be subject to water ingress due to flooding.	Provide measures in place to protect assets such as sand bagging. Develop a plan to evacuate building occupants safely.

Table 4-4 - Managing the Impact of Climate Change on Assets and Services

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Table 4-5 below, summarises some asset climate change resilience opportunities.

New Asset Description	Climate Change Impact on these Assets	Build Resilience in New Works
tba	tba	tba

Table 4-5 –Asset Resilience to Climate Change

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AMP.

5 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate stormwater assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1 State of the Assets

5.1.1 Physical parameters

Council's road network is broken up into road segments to enable efficient management of its road pavement assets. Segments vary in length but generally run from intersection to intersection. Currently Council has 3,034 road segments to manage. Each segment is of a known age, pavement type, surface type and current condition. Each road segment is broken into two components being seal or surface and the pavement asset. Council undertakes a regular mechanical inspection of the road asset (approximately every 4 years). A simple assessment numbering scheme (1 - "Excellent/V Good" to 5 - "Failed") has been applied for both the surface and the pavement assets.

Council's kerb & gutter network is broken up into segments to enable efficient management of its assets. Segments vary in length but generally run from intersection to intersection. Currently Council has 6,644 segments to manage. Each segment is of a known age, surface type and current condition. Council undertakes an irregular/as required visual inspection of the kerb & gutter asset.

Council's bridge network is broken up into components including decking, piling, piers, abutments, bearings, girders and railings to enable efficient management of its assets. Currently Council has 59 Bridges and 415 other road assets to manage. Each bridge is of a known age, surface type and current condition. Council undertakes an irregular / as required visual inspection of the bridge asset.

The assets covered by this asset management plan are shown in Table 5-1.

Asset Type	Dimension/Quantity	Gross Replacement Value
Sealed Roads Surface	484 km	$ 113,366,208
Sealed Roads Pavement	484 km	$282,214,182
Bulk Earthworks	484 km	$91,002,136
Carparks	107	$25,017,042
Kerb and Gutter	791km	$225,715,516
Bridges	75	$23,680,650
Other Roads Structures (Including Traffic Facilities)	-	$28,937,505
Total		**$789,933,239**

Table 5-1 – Road and Transport Asset Network Summary

5.1.2 Asset Capacity and Performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5-2.

Service Deficiency	Location
TBC	TBC

Table 5-2 – Known Service Performance Deficiencies

5.1.3 Asset Hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Asset Hierarchy	Service Level Objective

Table 5-3 – Asset Hierarchy

5.2 Asset Condition

Condition is measured using a 1 – 5 grading system (IPWEA, 2015, IIMM) as detailed below in Table 5-3 It is important that a consistent approach is used in reporting asset performance enabling effective decision making. A finer grading system may be used at a more specific level, however, for reporting in the AMP, results are translated to a 1 – 5 grading scale for ease of communication.

The condition profile of the assets is shown in Figure 5-1.

Condition Rating	Condition	Descriptor	Guide	Approximate Remaining Life as a % of Total Life	Mean % age residual life
1	Excellent	Sound physical condition. Asset likely to perform adequately without major work.	Normal maintenance required.	>86	95
2	Good	Acceptable physical condition, minimal short term risk of failure.	Normal maintenance plus minor repairs required (to 5% or less of the asset).	65 to 85	80
3	Satisfactory	Deterioration evident, failure in the short term unlikely. Minor components need replacement or repair now but asset still functions safely.	Significant maintenance and/or repairs required (10-20% of the asset).	41 to 64	55
4	Poor	Deterioration of the asset if evident and failure is possible in the short term. No immediate risk to health and safety.	Significant renewal required (20-40% of the asset).	10 to 40	35
5	Very Poor	Failed or failure is imminent or there is significant deterioration of the asset. Health and safety hazards exist which present a possible risk to public safety.	Over 50% of the asset requires renewal.	<10	5

Table 5-4 – Condition Grading System

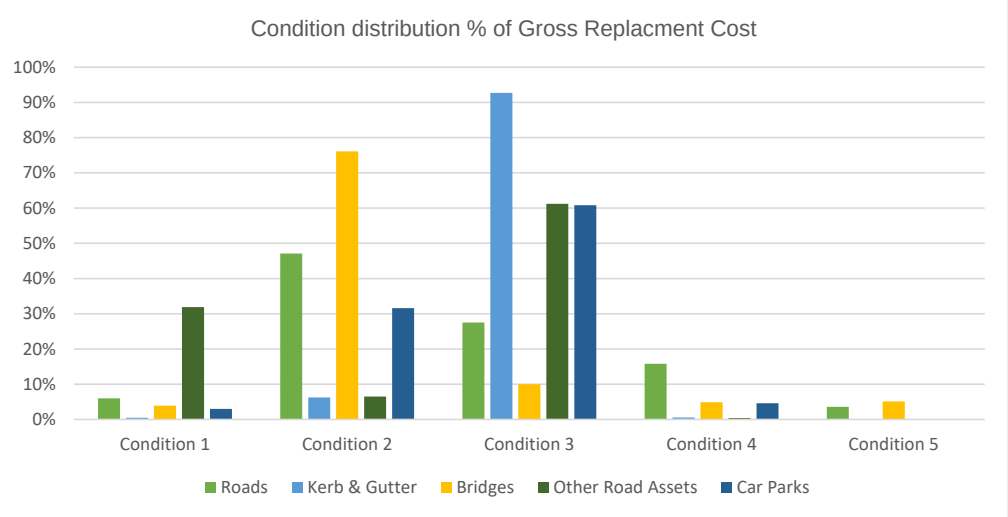

Figure 5-1 - Asset Condition Profile

Condition Index	Roads	Kerb & Gutter	Bridges	Other Road Assets	Car Parks	Roads
1 (Excellent)	6.0%	0.5%	3.9%	31.9%	3.0%	47.1%
2 (Good)	47.1%	6.3%	76.1%	6.5%	31.6%	27.5%
3 (Satisfactory)	27.5%	92.7%	10.0%	61.2%	60.8%	15.8%
4 (Poor)	15.8%	0.6%	4.9%	0.4%	4.6%	3.6%
5 (Failed)	3.6%	0.0%	5.1%	0.0%	0.0%	100.0%

Table 5-5 – Condition Distribution Summary

5.2.1 Road Condition

The condition of the Road network is shown in Table 5-6 below.

Condition	Gross Replacement Cost	Percent
1	$23,823,000	6.0%
2	$187,010,550	47.1%
3	$109,188,750	27.5%
4	$62,733,900	15.8%
5	$14,293,800	3.6%
Total	**$397,050,000**	**100.0%**

Table 5-6 – Road Network Condition Summary

5.2.2 Kerb & Gutter Condition

The condition of the Kerb & Gutter network is shown in Table 5-7 Below

Condition	Gross Replacement Cost	Percent
1	$1,004,092	0.49%
2	$13,227,846	6.25%
3	$210,882,761	92.68%
4	$1,195,921	0.56%
5	$51,380	0.02%
Total	**$226,362,000**	**100.0%**

Table 5-7 – Kerb & Gutter Condition Summary

5.2.3 Bridges Condition

The condition of the Bridge network is shown in Table 5-8.

Condition	Gross Replacement Cost	Percent
1	$923,559	3.9%
2	$18,021,241	76.1%
3	$2,368,100	10.0%
4	$1,160,369	4.9%
5	$1,207,731	5.1%
Total	**$23,681,000**	**100.0%**

Table 5-8 – Bridges Condition Summary

5.2.4 Car Parks Condition

The condition of the Car Parks network is shown in Table 5-9.

Condition	Gross Replacement Cost	Percent
1	$753,330	3.0%
2	$7,935,076	31.6%
3	$15,267,488	60.8%
4	$1,155,106	4.6%
5	$0	0.0%
Total	**$25,111,000**	**100.0%**

Table 5-9 – Car Parks Condition Summary

5.2.5 Other Road Assets Condition

The condition of Other Road Assets is shown in Table 5-10.

Condition	Gross Replacement Cost	Percent
1	$111,254,121	31.9%
2	$22,669,335	6.5%
3	$213,440,508	61.2%
4	$1,395,036	0.4%
5	$0	0.0%
Total	**$348,759,000**	**100.0%**

Table 5-10 – Other Road Assets Condition Summary

5.3 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include pipe and pit inspections and cleaning, unblocking.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pit repairs, pipe and pit jet cleaning, and minor pipe repair works.

Maintenance does not increase the service potential of the asset, it keeps it in good condition, slows down deterioration, delays necessary renewals and ensures the asset achieves its expected useful life.

The last few financial years details of Council's operational and maintenance expenditure (actuals) on road and transport assets is shown in Table 5-11

Item	2023/24	2024/25	2025/26
Road & Kerb & Gutter Operations and Maintenance	$ 1,375,000	$ 1,423,000	$ 1,473,000

Item	2023/24	2024/25	2025/26
Other Road Structure, Carparks & Bridges Operations and Maintenance	$1,297,000	$1,342,000	$1,389,000
Total	**$2,672,000**	**$2,765,000**	**$2,862,000**

Table 5-11 - Maintenance Expenditure Trends

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and highlighted in this Asset Management Plan.

5.3.1 Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Table 5-12 and Table 5-13. Note that all costs are shown in current financial year (2025-26) dollar values (i.e. real values).

Roads, Kerb & Gutter $'000	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Required Maintenance	$1,423	$1,473	$1,524	$1,578	$1,633	$1,690	$1,749	$1,811	$1,874	$1,940	$1,423
Actual Maintenance	$1,423	$1,473	$1,524	$1,578	$1,633	$1,690	$1,749	$1,811	$1,874	$1,940	$1,423
Maintenance Shortfall	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Table 5-12 - Projected Operations and Maintenance Expenditure for Roads, Kerbs & Gutter

Car Parks, Bridges, Other Road Assets $'000	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Required Maintenance	$1,423	$1,473	$1,524	$1,578	$1,633	$1,690	$1,749	$1,811	$1,874	$1,940	$1,423
Actual Maintenance	$1,423	$1,473	$1,524	$1,578	$1,633	$1,690	$1,749	$1,811	$1,874	$1,940	$1,423
Maintenance Shortfall	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Table 5-13 - Projected Operations and Maintenance Expenditure for Car parks, bridges, and other road assets

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the risk management section of this plan.

Maintenance is funded from the operating budget. This is further discussed in Section 8.

5.4 Renewal / Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5-14.

Asset Type	Component	Useful Life
Local Roads	Surface	35
Local Roads	Pavement	105
Kerb/Gutter	Concrete	110
Traffic Facilities	Varies	Varies
Bridges	Road Concrete Bridges	100

Table 5-14 Useful Lives for Road and Transport Assets

5.4.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge or culvert that is no longer structurally sound), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. serviceability of a pipe).[5]

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 5-15.

Criteria	Weighting
Likelihood of Damage	10%
Consequences of Damage	30%
Total Cost of Works	10%
Number of Complaints	20%
Effectiveness of Works Proposed	10%
Current Condition of Existing Asset	20%
Total	**100%**

Table 5-15 - Renewal and Replacement Priority Ranking Criteria

Renewal will be undertaken using 'low-cost' renewal methods where practical or value for money outcomes. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost. Examples of low-cost renewal include resealing rather than rehabilitation of the road.

5 IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

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Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 8.

5.5 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5-16, together with estimated annual savings from not having to fund operations and maintenance of the assets.

Currently, no assets have been identified for disposal.

Asset	Reason for Disposal	Timing	Disposal Expenditure	Operations & Maintenance Annual Savings
nil			0	0

Table 5-16 - Assets Identified for Disposal

6 CREATION / ACQUISITION / UPGRADE PLAN

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan but only to the extent of the available funds. In general, there will be assets contributed/donated to Council from development. However, it is not possible to predict the quantity of contributed assets and their value. Table 6-1 contains a list of the current Acquisition and Upgrade Projects for Traffic and Transport:

Project	Estimate ($)
Construction of bus stops across the LGA to ensure compliance with Disability Discrimination Act (DDA) standards (over 10 years)	$7,100,000.00
Construction of dedicated right-turn bays on both legs of the Archbold Road intersection to reduce congestion, improve traffic flow, and enhance safety for turning vehicles.	$800,000.00
Widening of the existing asphalt footpath between Hastings Road and Bangalla Street to improve pedestrian capacity, accessibility, and connectivity to key local destinations and train station	$600,000.00
Installation of new traffic signals at the offset intersection of Clanville Road and Carnarvon Road to improve intersection safety, regulate vehicle movements, and support pedestrian crossing demand.	$1,500,000.00
Installation of a new TSM-standard concrete median near Ryde Road to improve road safety, manage traffic turning movements, and reduce the risk of collisions.	$200,000.00
Upgrade of the existing roundabout at the intersection with Highfield and Moore Avenues to improve traffic flow, address safety concerns, and accommodate heavy vehicle turning movements.	$500,000.00
Construction of a new roundabout at Trafalgar Avenue to improve intersection safety, reduce crash risk, and moderate vehicle speeds in the local road network.	$500,000.00
Installation of a new pedestrian crossing below the overpass to improve safe access between residential areas and nearby recreational facilities.	$200,000.00
Turramurra Avenue / Boomerang Street – Construction of a peanut-shaped roundabout to improve intersection control, reduce traffic conflicts, and provide safer pedestrian crossing opportunities.	$500,000.00
Construction of a new roundabout at Roland Avenue to improve intersection	$500,000.00

efficiency, enhance safety, and moderate vehicle speeds.	
Replacement of the existing pedestrian refuge at Winchester Avenue with a raised wombat crossing to improve pedestrian safety, visibility, and accessibility.	$400,000.00
Installation of a new wombat crossing between Austral Avenue and Bent Street to improve pedestrian connectivity and enhance safety near local schools and shops.	$400,000.00
Construction of an at-grade pedestrian crossing at Fitzsimons Lane to enhance connectivity and pedestrian priority in the town centre precinct.	$250,000.00
Installation of a wombat crossing with cyclist facilities at Kissing Point Road to improve active transport infrastructure and provide a safer link for school children and cyclists.	$400,000.00
Replacement of the existing pedestrian refuge between Kintore Avenue and Braeside Street to enhance pedestrian safety and comply with updated accessibility standards.	$200,000.00
Replacement of the existing at-grade pedestrian crossing at the rail underpass with a raised wombat crossing to improve pedestrian priority and safety near the station.	$400,000.00
Upgrade of pedestrian refuges at Lucinda Avenue and Ada Avenue to provide wider, more accessible crossings and improve pedestrian safety.	$500,000.00
Installation of a raised wombat crossing at the Tryon Road intersection to improve pedestrian safety and calm vehicle speeds in the residential area.	$400,000.00
Installation of a wombat crossing at Ryde Road to improve pedestrian connections to bus stops and schools while moderating vehicle speeds.	$400,000.00
Replacement of the pedestrian refuge island at Edward Street with an at-grade crossing to improve safety and accessibility for local residents and school children.	$300,000.00
Installation of pedestrian fencing outside North Turramurra Public School to improve student safety by directing pedestrian movement to designated crossing points.	$100,000.00
Construction of a pedestrian crossing at Woodside Avenue, including a permanent refuge island, and replacement of the temporary rubber roundabout with a permanent solution.	$750,000.00
Installation of pedestrian fencing outside Turramurra Public School to improve safety by guiding students towards formalised crossing points.	$100,000.00
Construction of new public toilet facilities to service park users, improve accessibility, and support community sporting activities in the reserve.	$300,000.00
Installation of new floodlighting for the main arena to enhance usability for evening events, community activities, and sporting fixtures.	$700,000.00
Completion of unfunded Masterplan elements, including new pedestrian pathway lighting, upgraded paths, new storage sheds, and modern BBQ/picnic facilities to enhance recreational use.	$1,500,000.00
Implementation of remaining Masterplan upgrades, including relocation of tennis courts, improvements to sports fields, and carpark upgrades to increase recreational capacity and safety.	$2,000,000.00
Delivery of unfunded Masterplan works, including upgraded paths, new fencing, improved amenities, installation of shelters, BBQ facilities, new seating, signage, LED lighting, and resurfacing of the car park, along with enhancement of the memorial space.	$1,500,000.00
Installation of new sportsfield lighting to improve evening usage, provide energy-efficient illumination, and support community sporting activities.	$250,000.00
Installation of new wayfinding and trackhead signage across Ku-ring-gai's walking track network to improve navigation, safety, and user experience.	$600,000.00
Installation of sportsfield lighting to enable evening use of the oval and support increased community sporting demand.	$250,000.00
Upgrade of the walking track including surface improvements and construction of a new pedestrian bridge to improve accessibility and resilience to flooding.	$1,500,000.00
Cycleway crossing to Macquarie Park (Ku-ring-gai funding component estimated,	$4,000,000.00

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would require similar contribution from Ryde Council and NPWS)	
Completion of unfunded Masterplan works, including carpark upgrades, improved pathways and access, and refurbishment of existing amenities to enhance park usability.	$1,200,000.00

Table 6-1 Acquisition and Upgrade Projects

6.1.1 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Figure 6-1 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade / expansion / new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs ***required*** to achieve lowest lifecycle costs. The gap between the required expenditure and budgeted expenditure has informed the discussion on achieving the balance between services, costs, and risk to achieve the best value outcome.

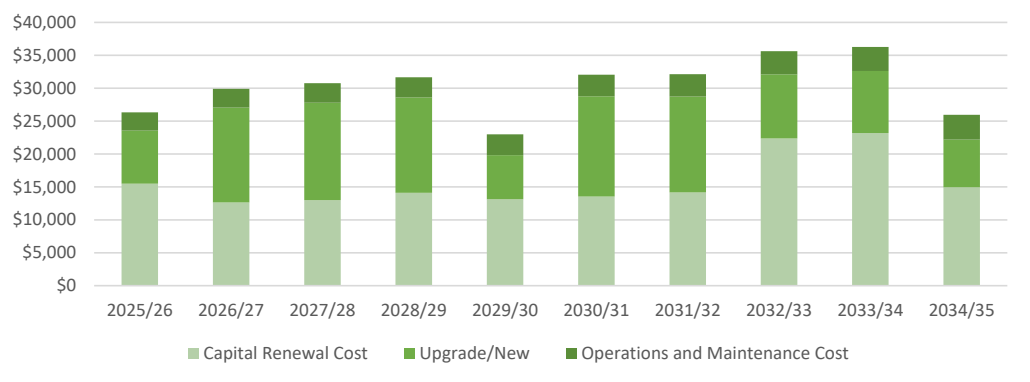

Figure 6-1 - Projected Operating and Capital Expenditure for Road and Transport Assets

Year	Capital Renewal Cost ($,000)	Upgrade/New ($,000)	Operations and Maintenance Cost ($,000)
2025/26	$15,490	$8,073	$2,765
2026/27	$12,641	$14,407	$2,862
2027/28	$13,005	$14,789	$2,962
2028/29	$14,116	$14,478	$3,066
2029/30	$13,131	$6,695	$3,173
2030/31	$13,543	$15,230	$3,284
2031/32	$14,165	$14,566	$3,399
2032/33	$22,379	$9,733	$3,519
2033/34	$23,187	$9,434	$3,642
2034/35	$14,947	$7,238	$3,770

Table 6-2 – Summary Asset Expenditure for Road and Transport Assets

7 RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[6].

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

7.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Critical assets are those assets where the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. The following assets are essential for Council's operations and are considered critical assets:

The risks associated with these assets include public health and safety, business continuity and emergencies. With the revision of the current suite of asset management plans, further investigation of critical assets and the required maintenance strategies will be developed.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

Critical Asset	Failure Mode	Impact
Road Bridges	• Structural deterioration, bearing failure, scour/erosion, deck collapse	• Loss of access, detour requirements, major safety risk, isolation of communities, significant economic/social disruption
Eastern Arterial Road	• Pavement failure, slip/embankment failure, flooding, heavy vehicle rutting	• Regional traffic disruption, congestion, reduced freight movement, emergency access delays
Fox Valley Road	• Pavement deformation, drainage failure, landslip in sections	• Reduced access to hospitals/schools, safety hazards, traffic delays, restricted bus routes
Lady Game Drive	• Pavement failure, shoulder collapse, tree fall, flooding	• Reduced access to national park, safety risks, detours, reduced network efficiency
Horace Street	• Pavement fatigue, subgrade failure, utility trench settlement	• Localised traffic delays, safety hazards for cyclists/pedestrians, reduced LOS
Rohini Street	• Pavement rutting, intersection failure, high-traffic load deterioration	• Major congestion, impact on public transport reliability, business access disruption
Birdwood Avenue	• Pavement failure, poor drainage causing surface defects	• School zone congestion, pedestrian safety risk, slower travel speeds

6 ISO 31000:2018, p 2

Critical Asset	Failure Mode	Impact
Archbold Road	• Pavement cracking, tree-root uplift, drainage issues	• Reduced corridor reliability, localised flooding, increased crash risk
Link Road	• Pavement fatigue, surface stripping	• Reduced access to key community facilities, safety hazards, increased maintenance demand
Killeaton Road	• Subsurface water damage, pavement deformation	• Restricted access to major sports facilities and schools, heightened risk during wet weather
Burns Road	• Pavement failure, shoulder erosion, drainage blockage	• Network congestion, increased crash risk, reduced bus route reliability
Eastern Road	• Surface cracking, pavement fatigue, tree-root intrusion	• Reduced LOS, school zone safety risks, bus service delays
Junction Road	• Pavement rutting, intersection stress failure	• Traffic delays, increased crash risk, reduced efficiency of collector road network
The Comenarra Parkway	• Pavement shear, geotechnical movement, drainage failure	• Significant congestion, reduced freight and bus movement, regional network disruption

Table 7-1 - Critical Assets

7.2 Risk Assessment

The risk management process used in this project is shown in Figure 7-1 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2018.

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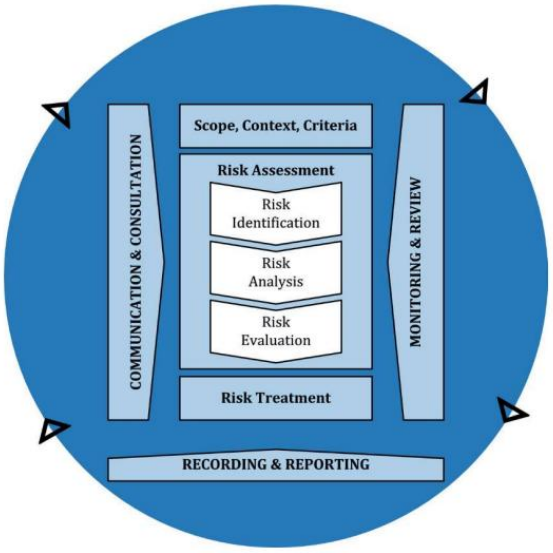

Figure 7-1 - Risk Management Process – Abridged

Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk, and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 7-2.

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Road & Transport Assets	Deteriorating condition of existing assets	Very High	Develop ongoing asset condition inspection strategy for all asset classes.	Medium	Staff time and Capital Works.
	Increasing annual costs to maintain assets and infrastructure capacity/condition	Very High	Establish Asset Inspectors, continue development, and implement preventative and scheduled maintenance.	Low	Staff time and Capital Works.
	Failure to comply with changes in planning and environmental requirements	Medium	Stay informed and respond proactively to meet requirements.	Low	Staff time and Capital Works.

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
	Effects of climate change	Medium	Implement Adaptation Plan and Resilience Assessments. Integrate into Asset Management Planning and works programs. Promote environmentally responsible practices (e.g. pavement recycling, material re-use). Ensure climate change impacts on roads are reviewed and considered.	Medium	Staff time and Capital Works.

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.

Table 7-2- Critical Risks and Treatment Plans

Risk Event / Details	Likelihood	Consequence	Risk	Roads	Footpaths	Kerb & Gutter	Other Assets	Existing Controls	Are controls Adequate (Y/N)	Actions Required	Due Date
Rates base unable to sustain customer/ community wants	Likely	Major	VH	✓	✓	✓	✓	Council has budgeted to maintain an asset renewal ratio in excess of 100% as part of the LTFP 2015/16 – 2036/37	Y	Develop capital works prioritisation model to ensure that Council achieves best value from its capital works programs.	2025/26
Changing service levels	Likely	Major	H	✓	✓	✓	✓	Community consultation through Council's overarching strategic plan. Community Panel Forums held in 2012 and the resulting revised current Service Levels to roads assets.	N	Ongoing community consultation including community satisfaction surveys and measurement and reporting on asset-based service levels.	Ongoing
Unable to meet future demand requirements based on current assets and infrastructure capacity and condition	Possible	Major	H	✓	✓	✓	✓	Limited demand analysis undertaken to date.	N	Major demand management issue will be the availability of parking for residents and commuter. Develop an ongoing parking strategy for Council	2026/27
Natural disaster or events including severe storms,	Likely	Major	H	✓	✓	✓	✓	Local Emergency Management Plans and Emergency Management Committee at a	Y	Further establish, prepare, practice and promote emergency responses through multi-party agencies.	Ongoing

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Risk Event / Details	Likelihood	Consequence	Risk	Roads	Footpaths	Kerb & Gutter	Other Assets	Existing Controls	Are controls Adequate (Y/N)	Actions Required	Due Date
flooding and tidal surge								local and district level.		Support SES and communicate through the community.	
Deterioration of infrastructure leading to failure or collapse	Possible	Major	VH	✓	✓	✓	✓	Full network assessment of road assets undertaken in 2025	N	Undertake network inspection to monitor condition. Include prioritised risk assessments in planning and implementation processes.	Ongoing
Declining customer satisfaction levels	Possible	Major	H	✓	✓	✓	✓	Current 2012 Customer/ Community Satisfaction Survey undertaken identifying specific areas over the full range of assets and services.	N	Council has allocated funds to asset renewal the development of a capital renewal prioritisation model will ensure that council gets best value from the funding allocation.	2026/27
Not maintaining a sustainable approach to assets and infrastructure	Possible	Major	H	✓	✓	✓	✓	Council has allocated sufficient funds to ensure 100% renewal ratios over the life of the LTFP. This will ensure that asset condition is maintained and improved.	N	Council should develop a road maintenance strategy to ensure appropriate allocation of funds between renewal and maintenance expenditure	Ongoing
Limited budget availability to maintain and renew existing assets and infrastructure	Possible	Major	VH	✓	✓	✓	✓	Council has allocated sufficient funds to ensure 100% renewal ratios over the life of the LTFP. This will ensure that asset condition is maintained and improved.	Y		
Increases in discretionary spending (not maintenance and renewals of existing assets and infrastructure)	Possible	Major	H	✓	✓	✓	✓	Limited controls.	N	Develop capital works prioritisation model to ensure that Council achieves best value from its capital works programs.	2025/26

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Risk Event / Details	Likelihood	Consequence	Risk	Roads	Footpaths	Kerb & Gutter	Other Assets	Existing Controls	Are controls Adequate (Y/N)	Actions Required	Due Date
Not fully funding maintenance and renewals based on condition and performance requirements	Possible	Major	H	✓	✓	✓	✓	Council has allocated sufficient funds to ensure 100% renewal ratios over the life of the LTFP. This will ensure that asset condition is maintained and improved.	N	Establish priorities noting that optimum times for maintenance treatment and renewal will compound and condition of assets deteriorate if full funding of assets (to required standard) is not met.	2026
Failure to meet legislative requirements in relation to various assets groups	Possible	Major	H	✓	✓	✓	✓	Existing obligations for infrastructure under Council's care and control.	Y	Maintain existing obligations for all asset groups.	Ongoing
Changes to Standards and Codes	Possible	Major	H	✓	✓	✓	✓	Limited controls.	N	Ensure suitably qualified staff and ongoing training as required.	Ongoing
Reduction of Federal and State Agency funding for maintaining infrastructure	Possible	Major	VH	✓	✓	✓	✓	Limited control as externally provided.	N	Source, seek and lobby for Federal and State funding including grant opportunities through various state and federal agencies and programs.	Ongoing

Table 7-3- Road and Transport Risk Assessment Table

7.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This may be included in future iterations of the Asset Management Plan.

7.4 Service and Risk Trade-Offs

The decisions made in adopting this Asset Management Plan are based on the objective to achieve the optimum benefits from the available resources. Without additional funding outlined in the SRV, there are some capital projects that are unable to be undertaken within the next 10 years.

These include:

- Traffic and Transport Project enhancing road safety

7.4.1 Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Damage to Infrastructure
- Damage to private properties
- Injury to people (road users, residents, visitors etc.).

7.4.2 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Catastrophic – death, huge financial loss, loss in community trust
- Major – extensive injuries, loss of production capability, major financial loss
- Moderate – medical treatment required, high financial loss
- Minor – minor injury, medium financial loss

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

8 FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

The provision of adequate financial resources ensures that Council's road and transport assets are appropriately managed and preserved. Financial provisions below requirements impact directly on community development and if prolonged, results in substantial needs for "catch up" expenditure imposed on the community in the future. Additionally, deferred renewal results in increased and escalating reactive maintenance as aged assets deteriorate at increasing rates.

To ensure responsible and sustainable stewardship of our assets, we are committed to balancing our community's needs and aspirations with what is affordable for ratepayers.

Making decisions about funding our road and transport assets requires ongoing balancing of service levels, risk, and the need to adequately maintain and renew assets. Our aim is to achieve long-term asset sustainability

8.1.1 Asset Valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at fair value cost.

Gross Replacement Cost	$517,200,290
Accumulated Depreciation	$231,910,420
Net Carrying Amount	$270,351,366
Annual Depreciation	$4,416,194

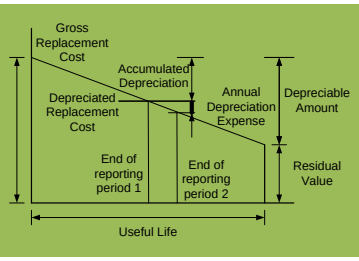

Figure 8-1 – Asset Valuations

8.1.2 Valuation Forecasts

Asset values are forecast to increase as additional road and transport assets are added.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts. To keep the existing assets in good or fair condition, additional Renewal budget in the 10-year plan should be increased.

8.1.3 Sustainability of service delivery

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- asset renewal funding ratio, and
- The Financial Plan budgeted expenditures/projected expenditure (over 10 years of the planning period).

8.1.4 Our asset investment strategies / financial deliberations

To achieve the financial objectives outlined in the Long-Term Financial Plan, Council is faced with an infrastructure funding gap, with renewal and maintenance needs exceeding the resources available under the current funding structure. To address this challenge, Council has considered a range of options.

The financial deliberations have considered a 10-year planning period and are described in Table 8-1 Funding Options.

Scenario Option	Description
Do nothing (Base Case, rate peg only)	The Base Case scenario identifies and models the necessary funding required each year to deliver the current levels of service for the asset portfolio over a 10-year period. Continuing with the base case means accepting ongoing underfunding. This would result in further asset deterioration, rising maintenance costs, an increasing infrastructure backlog and declining community service levels. Over time, this approach creates greater long-term liabilities and risks.
Reduce Level of Services (LoS)	Continuing with the base case means accepting ongoing underfunding. This would result in further asset deterioration, rising maintenance costs, an increasing infrastructure backlog and declining community service levels. Over time, this approach creates greater long-term liabilities and risks.
Special Rate Variation (SRV)	This scenario models the impact on asset performance if Council were to invest based on the SRV planned funding allocation projected over a 10-year period. The introduction of a Special Rate Variation (SRV) provides a sustainable funding source dedicated to addressing the ongoing infrastructure gap. This investment will allow Council to: • fund a proactive renewal program across all asset classes • maintain the Building and Infrastructure Asset Renewal Ratio at greater than 100% • reduce reliance on costly reactive maintenance • reduce civil liability and risk • ensure long-term financial sustainability while continuing to deliver valued community services.

Table 8-1- Funding Options

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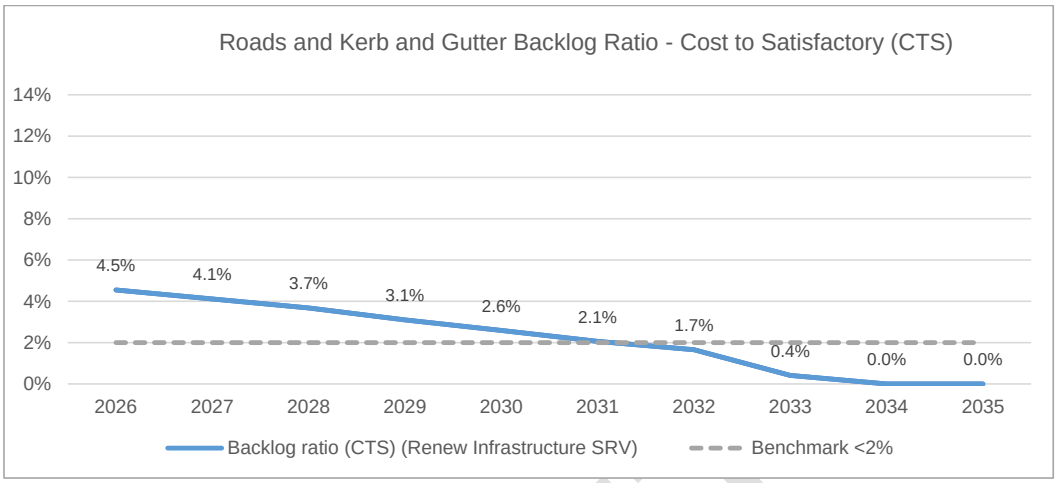

Figure 8-2: Roads, and Kerb & Gutter Backlog Ratio – Cost to Satisfactory

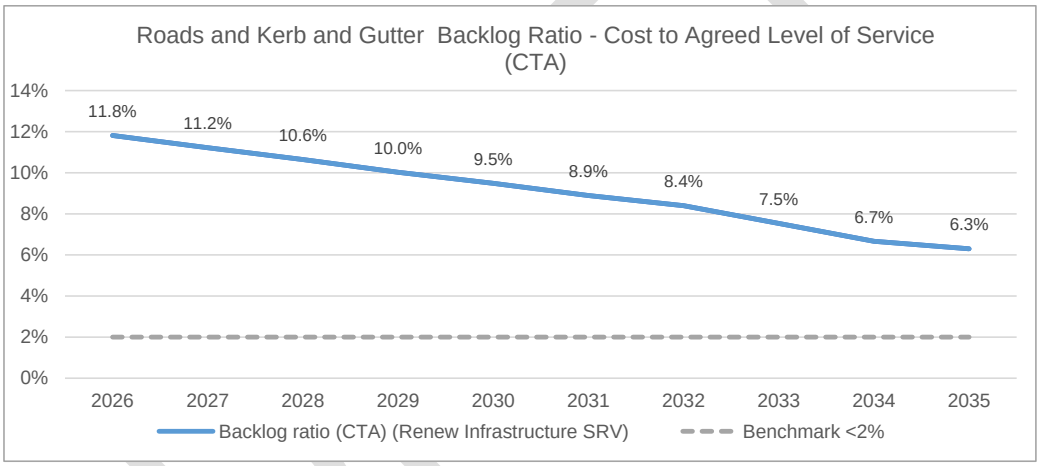

Figure 8-3: Roads, and Kerb & Gutter Backlog Ratio – Cost to Agreed Level of Service

Financial analysis undertaken confirms that only the SRV option provides sufficient resources to close the infrastructure funding gap while maintaining service delivery. Unlike the other options, the SRV:

- directly aligns funding with the scale of identified renewal needs
- minimises long-term costs by addressing renewal backlogs now, rather than allowing deterioration to accelerate
- preserves existing service levels without requiring large-scale cuts to community programs or assets
- provides a structured, transparent and sustainable funding approach consistent with the Office of Local Government's financial sustainability benchmarks

In summary, the SRV is the only response option that enables Council to meet renewal requirements, address the infrastructure backlog, and continue delivering safe, reliable and fit-for-purpose assets for the community.

8.2 Integration with the Long-Term Financial Plan

To ensure the resources needed to manage our assets are provided in our financial planning instruments, integration of the Asset Management Strategy and the Financial Plan is critical.

The balance between maintaining and renewing our assets and accommodating funding for improvement and growth is a constant challenge – underfunding the renewal of an asset can lead to lower levels of service and deferring an important asset upgrade can mean that the asset is no longer fit-for-purpose.

This AMP has considered a number of options linked to Community Levels of Service. The adopted expenditure included in this AMP is consistent with our affordability after considering these scenarios.

All funding requirements identified for each asset portfolio have been allocated in the Long-Term Financial Plan. This will require future monitoring and further analysis as new asset information becomes available such as updated asset condition data. Funding requirements may potentially change, which will require adjustment to the Long-Term Financial Plan.

Key financial assumptions made in the investment analysis are:

Assumption
Forecast expenditure 2025 to 2035 for Acquisitions and Renewals taken from current LTFP and Project bids. This is a list of council acquisition and capital renewal projects with approved funding that are scheduled to proceed between 2025 and 2035 (i.e. council's delivery program
Forecast expenditure 2030 to 2035 for Acquisitions is extrapolated based on forecast trend for the ???
Forecast expenditure 2025 to 2035 for Operations and Maintenance is based on data from Ku Ring Gai council 'Special Schedule No.7' which reports Operation and Maintenance expenditure on Infrastructure Assets. The figures used for both Operation and Maintenance costs are the annual amount charged for Assets for the Financial Year 2023/24
Asset registers are as accurate and complete as possible at this time. The most recent condition assessment was undertaken in financial year 2024-2025
Current levels of service reflect the current community needs
No known legislative changes or other influences that will impact on, or demand a change in level of service and associated funding throughout the period of the plan
Operation and Maintenance budgets in the 10-year financial plan already allow for price escalation in subsequent years.
Register condition represents current actual condition of road and transport assets. Council will continue to carry out a condition program of works to improve the accuracy of the Asset Register.
Asset values and dimensions are correct. Asset values and dimensions have significant effects on resources required to operate, maintain, and renew these assets.
The estimates used for current rates of renewal will remain constant at current 2025 values for the next 10 year and possible increase in renewal costs may reduce level of works budgeted with possible reduction in the road and transport infrastructure service level.

Table 8-2- Key Assumptions made in AM Plan and Risks of Change

8.3 Forecast Funding Requirements

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is $ 18.9 million on average per year.

The proposed (budget) operations, maintenance and renewal funding is $30.369 on average per year giving a 10-year surplus funding of $117,600 per year. This indicates that 102% of the forecast costs needed to provide the services documented in this asset management plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing infrastructure services in a sustainable manner requires careful alignment of service levels, risks, projected expenditures, and financing. The target is to achieve a financial indicator of approximately 1.0 in the early years of the Asset Management Plan and maintain this balance across the 10-year life of the Long-Term Financial Plan.

8.3.1 Projected expenditures for long term financial plan

The road network backlog can already be eliminated under the Base Case scenario without additional SRV funding. The cost to bring the network to a satisfactory standard fall from $16.9 million in 2025/26 to zero by 2033, showing a clear pathway to sustainability within existing funding. For this reason, this asset class has not been nominated for Special Rate Variation (SRV) funding.

The backlog for road structures, car parks and bridges is projected to be managed effectively, with the CTS backlog eliminated by 2033. The backlog against the agreed service level is also expected to be addressed by 2033/34 and then maintained at a sustainable level. As a result, this asset class does not require additional funding through the SRV.

However, Council has identified a critical funding shortfall for traffic and transport assets, including Disability Standard for Accessible Public Transport (DSAPT) compliance for bus stops. Priority safety works including roundabouts, median islands, and wombat crossings are unfunded in the Base Case, despite being recognised as essential. Under the preferred rate increase scenario, an additional $1.7 million per year is allocated to deliver these upgrades. This investment addresses the current funding gap and enables Council to implement targeted road safety improvements across the LGA

Tables below present the projected capital and maintenance expenditure, along with backlog forecasts for the preferred SRV option over the next ten years. These backlog projections are based on the reported Cost to Satisfactory (CTS).

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	$16,860	$15,611	$14,245	$12,234	$10,951	$10,762	$10,552	$2,661	$0	$520
Backlog - CTA	$77,038	$75,629	$74,405	$72,629	$72,265	$72,076	$71,866	$63,975	$55,809	$56,399
Renewal	$15,490	$12,641	$13,005	$14,116	$13,131	$13,543	$14,165	$22,379	$23,187	$14,947
New/upgrade	$8,073	$14,407	$14,789	$14,478	$6,695	$15,230	$14,566	$9,733	$9,434	$7,238
Maintenance	$2,765	$2,862	$2,962	$3,066	$3,173	$3,284	$3,399	$3,519	$3,642	$3,770
Total Expenditure	**$26,328**	**$29,910**	**$30,756**	**$31,660**	**$22,999**	**$32,057**	**$32,130**	**$35,631**	**$36,263**	**$25,955**

Table 8-3- Projected Expenditures Preferred Scenario - SRV for Long Term Financial Plan ($000)

8.3.2 Forecast Reliability and Confidence

The expenditure and valuations projections in this Asset Management Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale[7] in accordance with Table 8-4.

Confidence Grade	Description
A – Very High	Data based on sound records, procedures, investigations, and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B - High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C - Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%

7 IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

D - Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E – Very Low	None or very little data held.

Table 8-4 - Data Confidence Grading System

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered to be “Medium”. The estimated confidence level for and reliability of data used in this AMP is shown below in Table 8.5.

Data	Confidence Assessment	Comment
Demand drivers	Medium	Based on external data, subject to change with policy and demographics.
Growth projections	Medium	Reliable short term, less certain long term.
Acquisition forecast	High	Strong evidence from adopted plans and studies.
Operation forecast	High	Well supported by historic costs and budgets.
Maintenance forecast	High	Based on detailed past expenditure and service data.
Renewal forecast • Asset values • Asset useful lives • Condition modelling	High Medium Medium Medium	??
Disposal forecast	Medium	Data is based on sound records and analysis

Table 8-5 - Data Confidence Grading System

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9 PLAN IMPROVEMENT AND MONITORING

9.1 Status of Asset Management Practices[8]

9.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is the Enterprise Asset Management and Financials modules of the TechnologyOne CiA system.

Council implemented TechnologyOne as its financial system. This system contains a works and assets module in which work orders or tasks can be raised and costing tracked against a particular asset category.

9.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is the Enterprise Asset Management module of the TechnologyOne CiA system and the ESRI ArcGIS geodatabase.

9.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 9-1.

Task	Responsibility	Resources Required	Timeline
Continue and increase annual CCTV inspections.	Engineering Assets	Budget	Ongoing
Establish a strategic asset management framework for all infrastructure assets.	Engineering Assets	Asset Engineer	To be confirmed
Review and improvement of maintenance practices.	Infrastructure Services	Coordinator Maintenance	Ongoing
Review of road and transport network condition	Engineering Assets	Asset Engineer	Ongoing
Review of Useful Lives	Engineering Assets	Manager/ Director Engineering Services	Ongoing
Review of condition inspection practices and frequency	Technical Services	Asset Engineer / External contractor	Ongoing
Review data sets for completeness and accuracy particularly kerb & gutter assets	Engineering Assets	Asset Engineer	To be confirmed
Review Economic Lives used for all Infrastructure Assets	Engineering Services	Manager/ Director Engineering Services	Ongoing
Review methodology for determining remaining life, with detail assessment for assets requiring renewal in the medium term (10-20 years)	Technical Services	Asset Engineer / External contractor	Ongoing
Standardise expenditure reporting to be consistent with infrastructure categories and report in terms of expenditure type (Operations, Maintenance, Renewal, Upgrade	Technical Services	Asset Engineer / External contractor	Ongoing

8 ISO 55000 (Asset Management System)

or Expansion). A high confidence level on the expenditure breakdown will be essential for improving the next Asset Management Plans.			
Determine procedures for maintaining the Asset Register	Technical Services	Asset Engineer / External contractor	Ongoing
Work with the finance department to include all transport asset expenditure under identifiable categories in particular separate out car park expenditure from other assets	Technical Services	Asset Engineer / External contractor	Ongoing

Table 9-1 – Improvement Plan

9.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels, risks, forecast costs, proposed budgets, and/or resources available to provide those services as a result of budget decisions.

The Asset Management Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The Asset Management Plan has a life of 4 years and is due for complete revision and updating within four years of each Council election.

9.4 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans
- The Asset Renewal Funding Ratio achieving the target (this target is often 90 – 100%).

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11 APPENDICES

Appendix A: Projected 10 year long-term investment plan (The estimates for individual projects may vary without a change to the total allocation for the respective year)

Year	Capital Renewal Cost ($,000)	Upgrade/New ($,000)	Operations and Maintenance Cost ($,000)	Total Annual Cost ($,000)
2025/26	$15,490	$8,073	$2,765	**$26,328**
2026/27	$12,641	$14,407	$2,862	**$29,910**
2027/28	$13,005	$14,789	$2,962	**$30,756**
2028/29	$14,116	$14,478	$3,066	**$31,660**
2029/30	$13,131	$6,695	$3,173	**$22,999**
2030/31	$13,543	$15,230	$3,284	**$32,057**
2031/32	$14,165	$14,566	$3,399	**$32,130**
2032/33	$22,379	$9,733	$3,519	**$35,631**
2033/34	$23,187	$9,434	$3,642	**$36,263**
2034/35	$14,947	$7,238	$3,770	**$25,955**
Grand Total	**$156,604**	**$114,643**	**$32,442**	**$303,689**

Table A-1 – Total Projected 10 year long-term investment plan

Roads, Kerb & Gutter	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Renewal	$11,597	$10,663	$11,122	$12,097	$12,264	$12,648	$12,717	$16,678	$17,335	$13,778
New/upgrade	$1,089	$6,829	$6,416	$5,247	$2,270	$9,808	$7,219	$1,460	$1,602	$799
Maintenance	$1,423	$1,473	$1,524	$1,578	$1,633	$1,690	$1,749	$1,811	$1,874	$1,940
Total Expenditure	**$14,109**	**$18,965**	**$19,062**	**$18,922**	**$16,167**	**$24,146**	**$21,685**	**$19,949**	**$20,811**	**$16,517**

Car parks, road structures and bridges	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Renewal	$3,893	$1,978	$1,883	$2,019	$867	$895	$1,448	$5,701	$5,852	$1,169
New/upgrade	$6,984	$7,578	$8,373	$9,231	$4,425	$5,422	$7,347	$8,273	$7,832	$6,439
Maintenance	$1,342	$1,389	$1,438	$1,488	$1,540	$1,594	$1,650	$1,708	$1,768	$1,830
Total Expenditure	**$12,219**	**$10,945**	**$11,694**	**$12,738**	**$6,832**	**$7,911**	**$10,445**	**$15,682**	**$15,452**	**$9,438**

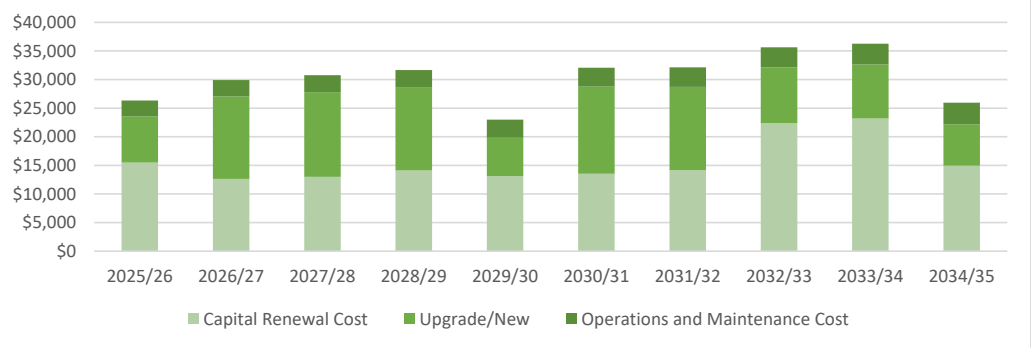

Figure 10 year Roads and Transport Funding Plan

Appendix B: Projected 10-year long-term Road (The estimates and timing for individual project may vary without a change to the total allocation for the respective financial year)

Street Name	Suburb	Description	Cost	Financial Year Delivery
MONASH AVENUE	EAST KILLARA	SPRINGDALE ROAD to NO 2 FBDY	$500,000	2027
MONASH AVENUE	EAST KILLARA	NO 2 FBDY to CUL-DE-SAC	$105,585	2027
VERNON STREET	SOUTH TURRAMURRA	CAMBRIDGE STREET to END	$851,506	2027
VERNON STREET	SOUTH TURRAMURRA	CHISHOLM STREET to CAMBRIDGE STREET	$52,740	2027
BRAESIDE STREET	WAHROONGA	NO 120 FBDY to EASTERN ROAD	$720,000	2027
BRAESIDE STREET	WAHROONGA	NO 120 FBDY to WESTBROOK AVE	$180,000	2027
CHILTON PARADE	WAHROONGA	DAVIDSON AVENUE to YOUNG STREET	$276,000	2027
HALCYON AVE	WAHROONGA	Chilton Parade to Billyard Avenue	$813,600	2027
LARBERT AVE	WAHROONGA	Halcyon Avenue to Cul-De-Sac	$306,000	2027
BELTANA PL	WAHROONGA	WONGALEE AVE TO END	$100,000	2027
FINLAY ROAD	WARRAWEE	PACIFIL HWY TO HN4	$161,632	2027
ROSEVILLE AVENUE	ROSEVILLE	GERALD AVE to ARCHBOLD ROAD	$422,187	2027
WONGALEE AVE	WAHROONGA	EURONG ST TO BELTANA PL	$245,371	2027
ASHBURTON AVENUE	SOUTH TURRAMURRA	NO 26 FBDY to CUL-DE-SAC	$120,000	2027
COONANBARRA ROAD	WAHROONGA	KILLAWARRA PL FK+12M to CUL-DE-SAC	$85,000	2027
HESPERUS STREET	PYMBLE	NO 9 FBDY - 16 M to GREENWAY DRIVE	$100,599	2027
LEUNA AVENUE	WAHROONGA	THE BROADWAY to MORONA AVENUE	$114,703	2027
MOONA PARADE	WAHROONGA	NO 8 FBDY to KALLANG PD	$80,000	2027
MOONA PARADE	WAHROONGA	THE BROADWAY to Kallange Pde	$548,280	2027
CATALPA CR	Turramurra	Kissing Point Road to Barellan Ave	$950,000	2027
ROTHWELL ROAD	TURRAMURRA	KISSING POINT RD (L) to CUL-DE-SAC	$100,000	2027
SEYMOUR CLOSE	WAHROONGA	FOX VALLEY RD to CUL-DE-SAC	$100,000	2027

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TANDERRA STREET	WAHROONGA	ADA AVENUE to AMAROO AVENUE	$15,000	2027
TERRIGAL AVENUE	TURRAMURRA	WARRAGAL ROAD to WAMBOOL STREET	$100,000	2027
WONGALEE AVENUE	WAHROONGA	EURONG STREET to BELTANA PLACE	$135,000	2027
BLOOMSBURY AVENUE	PYMBLE	PACIFIC HIGHWAY to # 3 FB	$150,000	2027
MOREE STREET	GORDON	NO 42 FBDY to VALE STREET	$150,000	2027
MOREE STREET	GORDON	PACIFIC HIGHWAY to NO 19 FBDY	$170,000	2027
PARNELL STREET	EAST KILLARA	SAIALA RD to BARRIE STREET	$117,528	2027
PEARSON AVENUE	GORDON	CARLOTTA AVENUE to MT WILLIAM STREET	$155,459	2027
ROSEDALE ROAD	GORDON	KHARTOUM AVENUE to PARK AVENUE	$199,614	2027
SAIALA ROAD	EAST KILLARA	REDFIELD RD (RIGHT) to PARNELL ST	$141,665	2027
SAIALA ROAD	EAST KILLARA	REDFIELD RD (RIGHT) to PARNELL ST	$141,665	2027
WILTON CLOSE	GORDON	HIGHLANDS AVENUE to CUL-DE-SAC	$29,341	2027
EDENBOROUGH ROAD	LINDFIELD	BENT STREET to DEAD END	$80,000	2027
LIGHTCLIFF AVENUE	LINDFIELD	TRYON ROAD to END AT NO 18 NBDY	$158,048	2027
ROBINSON STREET	EAST LINDFIELD	NO 71 NBDY to BARDIA PL	$100,000	2027
STRICKLAND AVENUE	LINDFIELD	BRIDGE to BRIDGE	$75,000	2027
TRYON ROAD	LINDFIELD	HOWARD STREET to NO 61 FBDY	$150,000	2027
TRYON ROAD	LINDFIELD	NO 61 FBDY to ARCHBOLD ROAD	$300,000	2027
WESTBOURNE ROAD	LINDFIELD	NO 3 FBDY to ORTONA ROAD	$200,000	2027
WESTBOURNE ROAD	LINDFIELD	PACIFIC HIGHWAY to NO 3 FBDY	$185,000	2027
MURRUA ROAD	NORTH TURRAMURRA	BOBBBIN RD TO St Columbans Green	$853,600	2027
STANHOPE ROAD	KILLARA	GARNET STREET to REDGUM AVE	$405,873	2028
STANHOPE ROAD	KILLARA	SPRINGDALE ROAD to GARNET STREET	$679,450	2028

DRAFT

TAYLOR AVENUE	TURRAMURRA	WARATAH ROAD to END	$400,854	2028
HAVILAH LANE	LINDFIELD	HAVILAH ROAD to NW BDY OF CAR PARK	$79,749	2028
HAVILAH ROAD	LINDFIELD	PACIFIC HWY to LINDFIELD AV (L)	$130,245	2028
ST JOHNS AVENUE	GORDON	NO 110 FBDY to NO 147 FBDY	$302,691	2028
LINDFIELD AVENUE	LINDFIELD	RUSSELL AVENUE to STRICKLAND AVENUE	$409,321	2028
LINDFIELD AVENUE	LINDFIELD	TRYON ROAD to RUSSELL AVENUE	$245,346	2028
WOLSELEY ROAD	LINDFIELD	TREATTS ROAD to ELEHAM ROAD	$246,523	2028
DALLAS PLACE	ST IVES	WOODBURY ROAD to CUL-DE-SAC	$54,636	2028
DORSET DRIVE	ST IVES	END AT NO 46 NBDY to MIRI COURT	$97,676	2028
DOUGLAS STREET	ST IVES	NO 96 FBDY+2M to NO 104 FBDY	$177,025	2028
DOUGLAS STREET	ST IVES	CAMBOURNE AV to DEAD END	$100,440	2028
DOUGLAS STREET	ST IVES	ACRON ROAD (L) to NO 96 FBDY+2M	$120,221	2028
GREVILLEA AVENUE	ST IVES	1ST PIT (L) + 15 M to NO 21 FB- 34 M C/S	$81,636	2028
KILLEATON STREET	ST IVES	NO 105 FBDY to YARRABUNG ROAD	$128,800	2028
KILLEATON STREET	ST IVES	MONA VALE ROAD to NO 105 FBDY	$181,785	2028
LAWSON ROAD	ST IVES	CATHERINE STREET to END OF TWAY	$54,607	2028
MERRIVALE ROAD	PYMBLE	NO 12 FBDY to SELWYN STREET	$104,447	2028
MERRIVALE ROAD	PYMBLE	TELEGRAPH ROAD to Selwyn St	$395,646	2028
MUNGARRA AVENUE	ST IVES	KAROOM AVE to WARRIMOO AVENUE	$316,297	2028
MUNGARRA AVENUE	ST IVES	CARBEEN AVENUE to KAROOM AVE	$578,093	2028
MYRTLE PLACE	ST IVES	GARRICK ROAD to CUL-DE-SAC	$104,075	2028
NICHOLSON AVENUE	ST IVES	EASTERN ARTERIAL RD to NO 34 FBDY	$90,067	2028
NICHOLSON AVENUE	ST IVES	MOORHOUSE AVE (WEST) to BARRA BRUI CRESCENT	$86,381	2028
PARK CRESCENT	PYMBLE	ALMA STREET (SW) to POST OFFICE ST	$63,823	2028

DRAFT

POST OFFICE LANE	PYMBLE	POST OFFICE STREET to NO 105 GRANDV NBDY	$35,094	2028
PUTARRI AVENUE	ST IVES	PILDRA AVENUE to ROSEDALE ROAD	$107,805	2028
SHINFIELD AVENUE	ST IVES	MONA VALE ROAD to PILDRA AVE	$206,448	2028
BOUNDARY ROAD	WAHROONGA	HAMPDEN AVENUE to WESTBROOK AVENUE	$60,773	2028
CLISSOLD ROAD	WAHROONGA	CHERRYWOOD AVENUE to DEVON STREET	$91,583	2028
EASTERN ROAD	WAHROONGA	BURNS ROAD to BRAESIDE STREET	$87,060	2028
FOX VALLEY ROAD	WAHROONGA	FIELD PLACE to AMAROO AVE	$28,800	2028
GLENROCK AVENUE	WAHROONGA	CLISSOLD ROAD to CUL-DE-SAC	$73,879	2028
RAILWAY AVENUE	WAHROONGA	REDLEAF AVENUE to MILLEWA AVENUE	$109,028	2028
RESERVOIR ROAD	PYMBLE	PACIFIC HIGHWAY to REAR 19 BANNOCKBURN	$91,131	2028
RESERVOIR ROAD	PYMBLE	NO 23 NBDY to SELWYN STREET	$92,097	2028
RESERVOIR ROAD	PYMBLE	REAR 19 BANNOCKBURN to NO 23 NBDY	$63,528	2028
OBERON CRESCENT	GORDON	STJOHNS AVENUE to CUL-DE-SAC	$91,789	2028
TOROKINA AVENUE	ST IVES	YARRABUNG ROAD to WIRRA CLOSE	$107,831	2028
BOUNDARY STREET	ROSEVILLE CHASE	GRIFFITH AVENUE to NO 250 NB	$186,090	2028
RUSHALL STREET	PYMBLE	BOBBIN HEAD ROAD to BANNOCKBURN ROAD	$243,122	2028
OLIVE LANE	TURRAMURRA	BEND to ROHINI STREET	$150,000	2028
PAGE AVENUE	NORTH WAHROONGA	FADDEN PLACE to CURTIN AVENUE	$85,688	2028
ST JAMES LANE	TURRAMURRA	EASTERN RD to CHERRY STREET	$149,573	2028
WAHROONGA AVENUE	BRAESIDE STREET	EASTERN RD TO WAHROONGA AVE	$329,552	2028
ROLAND AVENUE	WAHROONGA	CAMPBELL DRIVE to END	$127,887	2028
EURONG STREET	WAHROONGA	Wongalee Ave to Morona Ave	$251,326	2028
YANKO ROAD	WEST PYMBLE	CONGHAM ROAD to LOVAT STREET	$476,270	2028

DRAFT

FORSYTH STREET	KILLARA	WERONA AVENUE to LAGONDA AVENUE	$750,000	2028
DOUGLAS STREET	ST IVES	MONA VALE ROAD to HUME AVENUE	$277,673	2028
SADDINGTON STREET	SOUTH TURRAMURRA	Cambridge St to Cul De Sac	$630,261	2028
WALLALONG CRESCENT	WEST PYMBLE	YANKO ROAD (NORTH) APPOLLO Ave	$778,985	2029
WHITEHAVEN STREET	ST IVES	Blackburn St to LINIGEN PL	$396,265	2029
WHITEHAVEN STREET	ST IVES	LINIGEN PL to ROMA ROAD	$160,000	2029
KILLARA AVENUE	KILLARA	PACIFIC HIGHWAY to Stanhope Rd	$804,944	2029
ROSEBERY ROAD	KILLARA	WATTLE STREET to MONTAH AVENUE	$678,127	2029
ROSEBERY ROAD	KILLARA	MONTAH AVENUE to DEAD END AT # 70	$353,191	2029
ST JOHNS AVENUE	GORDON	HN86 FBDY to Doyle Pl	$788,249	2029
COOK ROAD	LINDFIELD	PROVINCIAL ROAD to HIGHFIELD ROAD	$268,013	2029
COOK ROAD	KILLARA	FIDDENS WHARF ROAD to REDBANK ROAD	$644,343	2029
COOK ROAD	KILLARA	REDBANK ROAD to PROVINCIAL ROAD	$290,985	2029
AWATEA ROAD	ST IVES CHASE	WARRIMOO AVENUE to ROBINA STREET	$399,214	2029
AWATEA ROAD	ST IVES CHASE	ROBINA STREET to NO 24 FBDY	$458,425	2029
AWATEA ROAD	ST IVES CHASE	NO 24 FBDY to CUL-DE-SAC	$488,764	2029
DURHAM AVENUE	ST IVES	DENLEY LANE (RIGHT) to DEAD END (EAST)	$257,263	2029
BOOLARONG ROAD	PYMBLE	KORANGI ROAD to MERRIVALE ROAD	$433,324	2029
BRAESIDE STREET	WAHROONGA	NO 47 NBDY to WAHROONGA AV (LEFT)	$120,000	2029
BRAESIDE STREET	WAHROONGA	EASTERN ROAD to NO 67 FBDY	$402,000	2029
BRAESIDE STREET	WAHROONGA	NO 67 FBDY to NO 47 NBDY	$130,000	2029
CLEVELAND STREET	WAHROONGA	MILLEWA AVENUE to BILLYARD AVENUE	$631,980	2029

DRAFT

ENDEAVOUR STREET	WAHROONGA	WESTBROOK AVENUE to END AT NO 6 FB + 3 M	$121,242	2029
HARTLEY CLOSE	NORTH TURRAMURRA	BOBBIN HEAD ROAD to CUL-DE-SAC	$150,000	2029
ILLOURA AVENUE	WAHROONGA	MILLEWA AVE (LEFT) to STUART STREET	$500,556	2029
MURRUA ROAD	NORTH TURRAMURRA	MCTAGGART ROAD to CUL-DE-SAC	$150,000	2029
MOREE STREET	GORDON	PACIFIC HWY TO VALE ST	$373,959	2029
SADDINGTON STREET	SOUTH TURRAMURRA	KISSING POINT RD TO CAMBRIDGE ST	$750,000	2029
LOFBERG ROAD	WEST PYMBLE	SHADDOCK AVENUE to GRAYLING ROAD	$495,922	2030
ADA AVENUE	WAHROONGA	PACIFIC HIGHWAY to MUNDERAH STREET	$375,084	2030
ADA AVENUE	WAHROONGA	MUNDERAH STREET to GILDA AVENUE	$380,305	2030
ASHBURTON AVENUE	SOUTH TURRAMURRA	KOOMBALAH AVENUE to NO18 NBDY (CS)	$107,902	2030
ASHBURTON AVENUE	SOUTH TURRAMURRA	Koombalah ave to Cul De Sac	$434,956	2030
MARJORIE STREET	ROSEVILLE	LOWANA AVE to ARRUNGA AVENUE	$239,060	2030
MARJORIE STREET	ROSEVILLE	TRAFALGAR AVENUE to LOWANA AVE	$151,293	2030
ACRON ROAD	ST IVES	WOODBURY RD (L) to SCOTT PLACE	$435,438	2030
ACRON ROAD	ST IVES	AYRES ROAD to ATHENA AVENUE	$338,392	2030
ACRON ROAD	ST IVES	SCOTT PLACE to AYRES ROAD	$100,000	2030
AVALON STREET	TURRAMURRA	BANNOCKBURN ROAD to END	$328,401	2030
ROHINI STREET	TURRAMURRA	EASTERN ROAD to END AT GATE	$253,329	2030
ASHMORE AVENUE	PYMBLE	BEECHWORTH ROAD to NO 6 FBDY + 10M	$117,536	2030
ASHMORE AVENUE	PYMBLE	NO 6 FBDY + 10M to LAWLEY CRESCENT	$147,662	2030
AULUBA LANE	SOUTH TURRAMURRA	CS FRONT OF SHOPS to KISSING POINT ROAD	$100,000	2030
AULUBA ROAD	SOUTH TURRAMURRA	BALMARINGA AVENUE to CHISHOLM STREET	$188,974	2030
AULUBA ROAD	SOUTH TURRAMURRA	KISSING POINT ROAD to BALMARINGA AVENUE	$119,861	2030

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BORONGA AVENUE	WEST PYMBLE	NO 61 FBDY to BORONGA AV BLK 1	$101,269	2030
BORONGA AVENUE	WEST PYMBLE	HEREFORD PLACE to NO 61 FBDY	$107,769	2030
BORONGA AVENUE	WEST PYMBLE	WALLALONG CRESCENT to BORONGA AV BLK 4	$100,000	2030
BORONGA AVENUE	WEST PYMBLE	BORONGA AV BLK 4 to HEREFORD PLACE	$137,017	2030
WALLALONG CRESCENT	WEST PYMBLE	EDENHOLME STREET to Yanko Rd	$675,987	2030
CARLOTTA AVENUE	GORDON	HIGHLANDS AVENUE to END	$154,675	2030
CARLOTTA AVENUE	GORDON	PEARSON AVENUE to HIGHLANDS AVENUE	$589,214	2030
DUNEBA AVENUE	WEST PYMBLE	NO 27 FBDY to DUNOON AVENUE (R)	$139,339	2030
DUNEBA AVENUE	WEST PYMBLE	KIPARRA STREET to NO 27 FBDY	$137,482	2030
DUNEBA LANE	WEST PYMBLE	DUNEBA AVENUE (STH)R to DUNEBA AVENUE (NTH)R	$85,000	2030
EDWARDS LANE	KILLARA	WATTLE STREET to ARNOLD STREET	$115,746	2030
JINDALEE PLACE	EAST KILLARA	KOOLA AVENUE to END AT NO 7 FBDY	$85,000	2030
WESTBROOK AVENUE	WAHROONGA	BRAESIDE STREET to KINTORE STREET	$492,042	2030
STANHOPE ROAD	KILLARA	Roseberry Rd to CUL-DE-SAC	$879,685	2030
ARCHBOLD ROAD	ROSEVILLE	LORD STREET STH to ADDISON AVENUE	$631,994	2030
BOORABA AVENUE	LINDFIELD	BRADFIELD ROAD to Cul De Sac	$137,014	2030
BOUNDARY STREET	ROSEVILLE CHASE	WARRANE ROAD to GRIFFITH AVENUE	$114,359	2030
BOUNDARY STREET	ROSEVILLE CHASE	CLIVE STREET to WARRANE ROAD	$510,911	2030
BRISBANE AVENUE	EAST LINDFIELD	SYDNEY ROAD to Melbourne Rd	$510,176	2030
DELAWARE AVENUE	ST IVES	JEFFERSON AV NK - 2M to DEAD END	$152,879	2030
JEFFERSON AVENUE	ST IVES	AYRES ROAD to DELAWARE AVENUE	$148,597	2030
BURNS ROAD	WAHROONGA	CLEVELAND STREET to COONANBARRA ROAD	$209,530	2030

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BALFOUR STREET	LINDFIELD	PACIFIC HIGHWAY to BENT STREET	$1,249,596	2031
HILL STREET	ROSEVILLE	LORD STREET to ROSEVILLE AVENUE	$110,419	2031
HILL STREET	ROSEVILLE	END OF MEDIAN to LORD STREET	$112,831	2031
HILL STREET	ROSEVILLE	ROSEVILLE AVENUE to OLIVER ROAD	$117,935	2031
WARRANE ROAD	ROSEVILLE CHASE	BOUNDARY STREET to MALVERN AVENUE	$80,197	2031
WARRANE ROAD	ROSEVILLE CHASE	MALVERN AVENUE to DUNTROON AVENUE	$85,635	2031
WOODFORD LANE	LINDFIELD	BENT STREET to DROVERS WAY	$241,787	2031
DALTON ROAD	ST IVES CHASE	GREENHILL CR to Cul de Sac	$446,139	2031
DALTON ROAD	ST IVES CHASE	WARRIMOO AVENUE to GREENHILL CR	$408,438	2031
HAYLE STREET	ST IVES	NO 18 FBDY to ATHENA AVENUE (NTH)	$141,711	2031
HAYLE STREET	ST IVES	NO 33 NBDY to NO 18 FBDY	$132,308	2031
HAYLE STREET	ST IVES	ATHENA AVENUE (STH) to NO 33 NBDY	$135,689	2031
HORACE STREET	ST IVES	NO 28 FBDY to TOROKINA AVENUE	$253,817	2031
HORACE STREET	ST IVES	STANLEY STREET to NO 28 FBDY	$294,696	2031
BRAESIDE STREET	WAHROONGA	WAHROONGA AVE TO GROSVENOR RD	$1,100,000	2031
TELEGRAPH ROAD	PYMBLE	BUNGALOW AVENUE to MERRIVALE ROAD	$246,110	2031
TELEGRAPH ROAD	PYMBLE	PACIFIC HIGHWAY to BUNGALOW AVENUE	$412,792	2031
BETTOWYND ROAD	PYMBLE	STATION STREET to NITHDALE ST	$604,722	2031
PAUL AVENUE	ST IVES	CATHERINE STREET to NO 32 NBDY	$609,894	2031
MEMORIAL AVENUE	ST IVES CHASE	TOOLANG ROAD to CUL-DE-SAC	$101,826	2031
BETTOWYND ROAD	PYMBLE	NITHDALE ST to SELWYN STREET	$303,169	2031
CURTIN AVENUE	NORTH WAHROONGA	GROSVENOR STREET to NO 14 NBDY	$266,796	2031
FINCHLEY PLACE	TURRAMURRA	BURNS ROAD to CUL-DE-SAC	$141,248	2031

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KATINA STREET	TURRAMURRA	WOLSTEN AVENUE to THE CHASE ROAD	$185,579	2031
MILTON ROAD	NORTH TURRAMURRA	BOBBIN HEAD RD(LEFT) to KEDUMBA CR (RIGHT)	$100,000	2031
MILTON ROAD	NORTH TURRAMURRA	KEDUMBA CR (RIGHT) to MIOWERA ROAD	$119,840	2031
WARRANGI STREET	TURRAMURRA	NO 61 FBDY to BOBBIN HEAD ROAD	$126,245	2031
WOMERAH STREET	TURRAMURRA	NO 2 FBDY to TURUGA STREET	$242,701	2031
WOMERAH STREET	TURRAMURRA	PACIFIC HIGHWAY to NO 2 FBDY	$196,735	2031
BLYTHESWOOD AVENUE	WARRAWEE	MILDRED STREET (R) to BERILDA AVENUE	$249,866	2031
MAHRATTA AVENUE	WAHROONGA	NO 27 FBDY to LUCINDA AV (STH)	$343,657	2031
MAHRATTA AVENUE	WAHROONGA	LUCINDA AV (NTH) to KOORA AVENUE	$244,168	2031
MAHRATTA AVENUE	WAHROONGA	KOORA AVENUE to NO 27 FBDY	$415,334	2031
WARATAH ROAD	TURRAMURRA	BORONIA AVENUE to KATE STREET	$178,717	2031
WARATAH ROAD	TURRAMURRA	TAYLOR AVENUE to MIMOSA ROAD	$100,000	2031
WARRAGAL ROAD	TURRAMURRA	PACIFIC HIGHWAY to BRIDGE	$100,000	2031
WARRAGAL ROAD	TURRAMURRA	BRIDGE to TIMARU STREET	$329,134	2031
SURREY ROAD	TURRAMURRA	THE MALL to SANDFORD ROAD	$111,988	2032
WIRREANDA CLOSE	WARRAWEE	BLYTHESWOOD AVENUE to CUL-DE-SAC	$100,000	2032
WYOMEE AVENUE	WEST PYMBLE	DONCASTER AVENUE to Yarrara Rd	$438,113	2032
TAYLOR AVENUE	TURRAMURRA	WARATAH ROAD to END	$536,311	2032
ROTHERY STREET	GORDON	ELGIN STREET (RIGHT) to DARNLEY STREET	$216,643	2032
STANHOPE ROAD	KILLARA	REDGUM AVE to KARDELLA AVE	$524,378	2032
STANHOPE ROAD	KILLARA	KARDELLA AVE to ROSEBERY ROAD	$155,033	2032
WERONA AVENUE	KILLARA	NORTHCOTE AVENUE to POWELL STREET (L)	$345,754	2032
WERONA AVENUE	KILLARA	ELVA AVENUE to NORTHCOTE AVENUE	$338,225	2032

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WERONA AVENUE	KILLARA	LOCKSLEY AVENUE to ARNOLD STREET	$395,252	2032
WERONA AVENUE	KILLARA	ARNOLD STREET to STANHOPE ROAD (LEFT)	$397,871	2032
CHARLES STREET	KILLARA	FIDDENS WHARF ROAD to QUEBEC AVENUE	$102,954	2032
CHARLES STREET	KILLARA	QUEBEC AVENUE to TERRACE ROAD	$227,664	2032
CHARLES STREET	KILLARA	TERRACE ROAD to CUL-DE-SAC	$119,371	2032
CHARLES STREET	LINDFIELD	BRADFIELD to FIDDENS WHARF ROAD	$175,055	2032
COCUPARA AVENUE	LINDFIELD	NO 25 FBDY to CUL-DE-SAC	$130,496	2032
COCUPARA AVENUE	LINDFIELD	POLDING ROAD to NO 25 FBDY	$145,000	2032
HIGHFIELD LANE	LINDFIELD	PATHWAY (R) to END	$110,000	2032
HIGHFIELD LANE	LINDFIELD	REAR 7 HFIELD R FBDY to PATHWAY (R)	$105,994	2032
HIGHFIELD LANE	LINDFIELD	HIGHFIELD ROAD to REAR 7 HFIELD R FBDY	$129,140	2032
HIGHFIELD ROAD	LINDFIELD	PRIMULA STREET to DORMAN CRESC RIGHT	$199,114	2032
HIGHFIELD ROAD	LINDFIELD	COOK ROAD to IGNATIUS ROAD	$129,045	2032
HIGHFIELD ROAD	LINDFIELD	IGNATIUS ROAD to PRIMULA STREET	$410,761	2032
HIGHFIELD ROAD	LINDFIELD	DORMAN CRESC RIGHT to LADY GAME DRIVE	$139,042	2032
ORTONA ROAD	LINDFIELD	GROSVENOR ROAD to ETON ROAD	$120,000	2032
ORTONA ROAD	LINDFIELD	ETON ROAD to BAYSWATER ROAD	$140,466	2032
SHIRLEY ROAD	ROSEVILLE	TOONGARAH ROAD to ABINGDON ROAD	$130,000	2032
SHIRLEY ROAD	ROSEVILLE	GLEN ROAD to TOONGARAH ROAD	$156,175	2032
STRICKLAND AVENUE	LINDFIELD	BRIDGE to CHELMSFORD AVENUE	$411,562	2032
ACRON ROAD	ST IVES	DOUGLAS STREET to WOODBURY RD (L)	$234,435	2032
ACRON ROAD	ST IVES	FLINDERS AVENUE to DOUGLAS STREET	$110,000	2032
ACRON ROAD	ST IVES	KILLEATON STREET to FLINDERS AVENUE	$125,000	2032

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BANOOL AVENUE	ST IVES	BIMBURRA AVENUE to BROOKFIELD PL	$641,099	2032
BANOOL AVENUE	ST IVES	BROOKFIELD PL to MUDIES ROAD	$332,316	2032
TAYLOR STREET	GORDON	GLENVIEW STREET to END	$130,000	2032
CARCOOLA ROAD	ST IVES	NO 15 FBDY - 3 M to CUL-DE-SAC	$303,152	2032
CARCOOLA ROAD	ST IVES	YARRABUNG ROAD to NO 15 FBDY - 3 M	$373,047	2032
FAIRWAY AVENUE	PYMBLE	NO 10FB-3M to PENTECOST AVENUE	$150,000	2032
LINIGEN PLACE	ST IVES	WHITEHAVEN ST (LEFT) to CUL-DE-SAC	$100,000	2032
MUDIES ROAD	ST IVES	COLLINS RD C/ISL - 6 to COLLINS RD C/ISL + 6	$123,112	2032
MUDIES ROAD	ST IVES	COLLINS RD C/ISL + 6 to BENAROON AVENUE	$141,381	2032
BUNGALOW AVENUE	PYMBLE	TELEGRAPH ROAD to SELWYN STREET	$365,604	2032
BUNGALOW AVENUE	PYMBLE	NO 28 FBDY to SELWYN STREET	$396,686	2032
BUNGALOW AVENUE	PYMBLE	TELEGRAPH ROAD to NO 28 FBDY	$362,559	2032
CUDGEE STREET	TURRAMURRA	THE CHASE ROAD to HN14	$493,864	2033
FAIRLAWN AVENUE	TURRAMURRA	KARLOO STREET to The Chase Rd	$751,319	2033
KARLOO STREET	TURRAMURRA	Bobbin Head Rd to BILLABONG AV (R)	$736,909	2033
WAHROONGA AVENUE	WAHROONGA	BRAESIDE STREET to KINTORE STREET	$46,620	2033
WOLSTEN AVENUE	TURRAMURRA	FAIRLAWN AVENUE to NO 16 FBDY	$528,654	2033
WOLSTEN AVENUE	TURRAMURRA	NO 16 FBDY to KATINA STREET	$536,957	2033
BLYTHESWOOD AVENUE	WARRAWEE	BERILDA AVENUE to MONTEITH STREET	$266,249	2033
BLYTHESWOOD AVENUE	WARRAWEE	WIRREANDA CLOSE to NO 33 NBDY	$226,657	2033
BLYTHESWOOD AVENUE	WARRAWEE	NO 33 NBDY to MILDRED STREET (L)	$576,944	2033
FOX VALLEY ROAD	WAHROONGA	NO 144 FB - 5 to NO 158 NB	$564,342	2033
FOX VALLEY ROAD	WAHROONGA	STRONE AV to NO 144 FB - 5	$450,188	2033

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YANKO ROAD	WEST PYMBLE	RYDE ROAD to KOOLOONA CR (E)	$522,003	2033
YANKO ROAD	WEST PYMBLE	ANDREW AVENUE to WALLALONG CR (E)	$374,819	2033
BURGOYNE STREET	GORDON	RAILWAY CUL-DE-SAC to PEARSON AVENUE	$58,924	2033
BURGOYNE STREET	GORDON	NO 10 FBDY to MINNS ROAD	$135,128	2033
BURGOYNE STREET	GORDON	NO 4 NBDY + 4 M to NO 10 FBDY	$95,395	2033
BURGOYNE STREET	GORDON	PEARSON AVENUE to NO 4 NBDY + 4 M	$91,923	2033
KILLARA AVENUE	KILLARA	NO 19 FBDY to STANHOPE ROAD	$481,734	2033
ROSEBERY ROAD	KILLARA	ROSETTA AVENUE to SPRINGDALE ROAD	$264,711	2033
STANHOPE ROAD	KILLARA	ROSEBERY ROAD to NO 90 FBDY	$285,563	2033
STANHOPE ROAD		Springdale Rd to Redgum	$973,726	2033
WERONA AVENUE	GORDON	MCINTOSH STREET to FORSYTH STREET	$604,064	2033
WERONA AVENUE	KILLARA	FORSYTH STREET to ELVA AVENUE	$212,983	2033
ARRUNGA AVENUE	ROSEVILLE	CLANVILLE ROAD to MARJORIE STREET	$134,735	2033
WARRANGI STREET	TURRAMURRA	TURUGA STREET to BERRILLEE STREET	$178,172	2033
BUNA CLOSE	NORTH TURRAMURRA	HARTLEY CLOSE to CUL-DE-SAC	$150,109	2033
SHIRLEY ROAD	ROSEVILLE	ALSTON WAY to GLEN ROAD	$933,192	2033
STRICKLAND AVENUE	LINDFIELD	STRICKLAND LANE to WAMEA RD	$257,768	2033
STRICKLAND AVENUE	LINDFIELD	CHELMSFORD AVENUE to STRICKLAND LANE (L)	$841,339	2033
WOLSELEY ROAD	LINDFIELD	TREATTS ROAD to ELEHAM ROAD	$451,291	2034
WOLSELEY ROAD	LINDFIELD	ELEHAM ROAD to CUL-DE-SAC (NTH)	$414,180	2034
CRANFORD AVENUE	ST IVES	COLLINS ROAD to MEMORIAL AVENUE	$115,290	2034
CRANFORD AVENUE	ST IVES	MEMORIAL AVENUE to CUL-DE-SAC	$110,000	2034
KENTHURST ROAD	ST IVES	KILLEATON STREET to NO 21 NBDY	$235,809	2034

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KENTHURST ROAD	ST IVES	NO 21 NBDY to DOUGLAS STREET	$238,669	2034
KENTHURST ROAD	ST IVES	NO 53 FBDY to WOODBURY RD FK+5	$261,311	2034
KENTHURST ROAD	ST IVES	DOUGLAS STREET to NO 53 FBDY	$252,690	2034
MONTEREY STREET	ST IVES	HASSEL STREET to CUL-DE-SAC	$190,721	2034
NICHOLSON AVENUE	ST IVES	Eastern Arterial Rd to Barra Brui Cr	$732,441	2034
PARK CRESCENT	PYMBLE	BLK 02/4 to NO 26 FBDY	$130,000	2034
POST OFFICE STREET	PYMBLE	PARK CRESCENT (LEFT) to PACIFIC HIGHWAY	$207,700	2034
WARRIMOO AVENUE	ST IVES CHASE	DALTON ROAD to AWATEA ROAD	$780,113	2034
FAIRLAWN AVENUE	TURRAMURRA	WOLSTEN AVENUE to KARLOO STREET (L)	$670,159	2034
FAIRLAWN AVENUE	TURRAMURRA	NO 9 FBDY to WOLSTEN AVENUE	$475,204	2034
FAIRLAWN AVENUE	TURRAMURRA	BOOMERANG STREET to NO 9 FBDY	$322,857	2034
MIOWERA ROAD	NORTH TURRAMURRA	ALLARA AVENUE to Milton Rd	$774,871	2034
BORAMBIL STREET	WARRAWEE	PACIFIC HIGHWAY to NO 6 FBDY	$211,082	2034
BORAMBIL STREET	WARRAWEE	NO 6 FBDY to PED BDGE N EDGE-15 M	$155,356	2034
HEYDON AVENUE	WARRAWEE	EULBERTIE AVENUE to YOSEFA AVENUE	$140,000	2034
HEYDON AVENUE	WARRAWEE	YOSEFA AVENUE to PED BDGE F EDGE+15 M	$156,411	2034
WARRAGAL ROAD	TURRAMURRA	TIMARU STREET to AVOCA ROAD	$612,596	2034
WARRAGAL ROAD	TURRAMURRA	BRIDGE to BRIDGE	$120,000	2034
WARRAGAL ROAD	TURRAMURRA	SWINDON CLOSE to GODFREY AVENUE	$483,167	2034
WARRAGAL ROAD	TURRAMURRA	AVOCA ROAD to SWINDON CLOSE	$434,085	2034
YANKO ROAD	WEST PYMBLE	Kendall St to Wallalong Cr	$1,003,809	2034
ALBANY CRESCENT	EAST KILLARA	KOOLA AVENUE (WEST) to NO 17 FBDY	$249,513	2034

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LAING AVENUE	KILLARA	FORSYTH STREET to CUL-DE-SAC	$125,059	2034
ARNOLD STREET	ARNOLD STREET	NYORA STREET to Rosebery Rd	$475,468	2034
ARTHUR STREET	KILLARA	MCINTOSH STREET to FORSYTH STREET	$245,734	2035
ARTHUR STREET	KILLARA	FORSYTH STREET to NORTHCOTE AVENUE	$126,357	2035
BRUCE AVENUE	KILLARA	NO 25 NTH BDY +5M to GREENGATE ROAD	$114,560	2035
BRUCE AVENUE	KILLARA	PACIFIC HIGHWAY to NO 8A NBDY	$154,981	2035
BRUCE AVENUE	KILLARA	NO 8A NBDY to NO 25 NTH BDY+5M	$136,967	2035
DE BURGH ROAD	KILLARA	LADY GAME DRIVE to BEAUMONT ROAD	$413,964	2035
SPENCER ROAD	KILLARA	PACIFIC HIGHWAY to WARWICK STREET	$628,102	2035
WOODLANDS AVENUE	PYMBLE	MONA VALE ROAD to MACQUARIE RD	$305,732	2035
WOODLANDS AVENUE	PYMBLE	MACQUARIE RD to KULGOA ROAD	$190,270	2035
KOONAWARRA AVENUE	LINDFIELD	NO 23 FBDY to PRIMULA STREET	$144,000	2035
ARCHBOLD ROAD	ROSEVILLE	ADDISON AVENUE to MARGARET STREET	$458,533	2035
CARDIGAN ROAD	ROSEVILLE CHASE	ORMONDE ROAD to DRAIN PIT L + 32	$173,100	2035
CARDIGAN ROAD	ROSEVILLE CHASE	DRAIN PIT L + 32 to ATTUNGA ROAD	$130,713	2035
CLANVILLE ROAD	ROSEVILLE	PACIFIC HIGHWAY to BRIDGE	$100,000	2035
CLANVILLE ROAD	ROSEVILLE	BRIDGE to BRIDGE	$81,404	2035
CLANVILLE ROAD	ROSEVILLE	KELBURN ROAD to TRAFALGAR AVE (L)	$165,447	2035
COMMONWEALTH ROAD	LINDFIELD	PACIFIC HIGHWAY to GRASSMERE ROAD	$145,049	2035
MARJORIE STREET	ROSEVILLE	ARRUNGA AVENUE to PRESTON PLACE NK-10M	$145,702	2035
PRINCE ROAD	KILLARA	FIDDENS WHARF RD(LEF to NO 15 NBDY	$95,000	2035
PRINCE ROAD	KILLARA	NO 15 NBDY to REDBANK RD(MID CURV)	$100,000	2035

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REDBANK ROAD	KILLARA	COOK ROAD to PRINCE RD (MID CURV)	$147,834	2035
ROSEVILLE AVENUE	ROSEVILLE	GERALD AVE to ARCHBOLD ROAD	$461,141	2035
BINNOWEE AVENUE	ST IVES	COLLINS ROAD to CUL-DE-SAC	$108,372	2035
DOUGLAS STREET	ST IVES	NO 93 FBDY to ACRON ROAD (LEFT)	$249,702	2035
DOUGLAS STREET	ST IVES	HUME AVENUE to TAMBU STREET	$430,826	2035
DOUGLAS STREET	ST IVES	TAMBU STREET to NO 93 FBDY	$107,130	2035
MEMORIAL AVENUE	ST IVES	CRANFORD AVE to MUDIES ROAD	$408,460	2035
MERRIVALE ROAD	PYMBLE	FLOREY AVENUE to GREENDALE AVENUE	$227,159	2035
MERRIVALE ROAD	PYMBLE	BOOLARONG RD to CREEK CROSSING	$175,525	2035
MERRIVALE ROAD	PYMBLE	GREENDALE AVENUE to BOOLARONG RD	$125,199	2035
MERRIVALE ROAD	PYMBLE	CREEK CROSSING to PENTECOST AVENUE	$131,959	2035
MERRIVALE ROAD	PYMBLE	STATION ST (RIGHT) to FLOREY AVENUE	$190,575	2035
MOCATTA AVENUE	PYMBLE	KING EDWARD STREET to WELLESLEY ROAD	$137,510	2035
SCOTT PLACE	ST IVES	ACRON ROAD to CUL-DE-SAC	$108,646	2035
WARRIMOO AVENUE	ST IVES CHASE	AWATEA ROAD to GOULD AVENUE	$386,734	2035
BILLYARD AVENUE	WAHROONGA	HALCYON AVENUE to YOUNG STREET	$224,784	2035
BILLYARD AVENUE	WAHROONGA	EASTERN ROAD to HALCYON AVENUE	$358,457	2035
BOOMERANG STREET	TURRAMURRA	BOBBIN HEAD ROAD to NO 12 FB	$211,275	2035
BOOMERANG STREET	TURRAMURRA	NO 12 FB to KU-RING-GAI AVENUE	$227,547	2035
BOOMERANG STREET	TURRAMURRA	KU-RING-GAI AVENUE to TURRAMURRA AVENUE	$428,636	2035
EASTERN ROAD	WAHROONGA	KINTORE STREET to JUNCTION ROAD	$304,850	2035
THE COMENARRA PARKWAY	WAHROONGA	Browns Rd to Lisa Valley Cl	$875,000	2035

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HORACE STREET	ST IVES	TOROKINA AVENUE to AMESBURY AVENUE	$446,824	2035
BOBBIN HEAD ROAD	NORTH TURRAMURRA	Milton Rd to Valley Cl Sth	$1,211,660	2036
SANDFORD ROAD	TURRAMURRA	BANNOCKBURN ROAD to SURREY ROAD	$120,000	2036
SANDFORD ROAD	TURRAMURRA	SURREY ROAD to ADAMS AVENUE	$161,292	2036
SANDFORD ROAD	TURRAMURRA	MURDOCH STREET to END	$111,876	2036
KISSING POINT ROAD	SOUTH TURRAMURRA	Turra St to Vernon St	$953,253	2036
NOLA LANE	ROSEVILLE	CORONA AVENUE to START OF PATHWAY	$136,287	2036
WARATAH ROAD	TURRAMURRA	KATE STREET to TAYLOR AVENUE	$117,350	2036
WARATAH ROAD	TURRAMURRA	BARELLAN AVENUE (L) to NO 13 FBDY	$121,996	2036
WARATAH ROAD	TURRAMURRA	NO 13 FBDY to BORONIA AVENUE	$118,462	2036
YANILLA AVENUE	WAHROONGA	WONGALEE AVENUE to Cul De Sac	$1,006,908	2036
LAGONDA AVENUE	KILLARA	FORSYTH STREET to CUL-DE-SAC	$138,136	2036
LOFBERG ROAD	WEST PYMBLE	NO 61 FBDY to YANKO ROAD	$336,278	2036
LOFBERG ROAD	WEST PYMBLE	GRAYLING ROAD to NO 61 FBDY	$303,845	2036
LOFBERG ROAD	WEST PYMBLE	SHADDOCK AVENUE to GRAYLING ROAD	$321,901	2036
TAYLOR STREET	GORDON	WAUGOOLA STREET to END	$349,595	2036
VALE STREET	GORDON	MOREE STREET to ST JOHNS AV (RIGHT)	$198,461	2036
WERONA AVENUE	GORDON	ROBERT STREET to MCINTOSH STREET	$649,115	2036
WERONA AVENUE	KILLARA	POWELL STREET (L) to MAPLES AVENUE	$425,473	2036
WERONA AVENUE	KILLARA	MAPLES AVENUE to LOCKSLEY AVENUE	$510,368	2036
CAPPER STREET	LINDFIELD	MIDDLE HABOUR ROAD to CHELMSFORD AVENUE	$349,099	2036
ETON ROAD	LINDFIELD	PACIFIC HIGHWAY to ORTONA ROAD	$184,447	2036

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WARANDOO STREET	GORDON	WAUGOOLA ST to CUL-DE-SAC	$100,676	2036
BARDIA PL	EAST LINDFIELD	Robinson St to Cul De Sac	$85,000	2036
HIGHFIELD ROAD	LINDFIELD	NO 36 FDWAY + 4 to COOK ROAD	$458,635	2036
HIGHFIELD ROAD	LINDFIELD	PACIFIC HIGHWAY to WALLACE PARADE	$597,869	2036
HIGHFIELD ROAD	LINDFIELD	WALLACE PARADE to NO 36 FDWAY + 4	$533,960	2036
SYDNEY ROAD	EAST LINDFIELD	WOODLANDS ROAD to CARNARVON ROAD	$153,078	2036
TRYON ROAD	EAST LINDFIELD	ARCHBOLD ROAD to SYDNEY ROAD	$775,079	2036

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Appendix C: Projected 10-year long-term Traffic and Transport (The estimates for individual project may vary without a change to the total allocation for the respective year)

Location	Suburb	Project Description	Value (Est)	Ward	Financial Year
Bus Stop	LGA	Construction of bus stops across the LGA to ensure compliance with Disability Discrimination Act (DDA) standards	$7,100,000.00	LGA	2027 to 2036
Tryon Road	Lindfield	Construction of dedicated right-turn bays on both legs of the Archbold Road intersection to reduce congestion, improve traffic flow, and enhance safety for turning vehicles.	$800,000.00	Roseville	2026/27
Warrawee Avenue	Warrawee	Widening of the existing asphalt footpath between Hastings Road and Bangalla Street to improve pedestrian capacity, accessibility, and connectivity to key local destinations and train station	$600,000.00	Wahroonga	2026/27
Archbold Road	Roseville	Installation of new traffic signals at the offset intersection of Clanville Road and Carnarvon Road to improve intersection safety, regulate vehicle movements, and support pedestrian crossing demand.	$1,500,000.00	Roseville	2027/28
Lady Game Drive	West Pymble	Installation of a new TSM-standard concrete median near Ryde Road to improve road safety, manage traffic turning movements, and reduce the risk of collisions.	$200,000.00	Gordon	2028/29
Lady Game Drive	Lindfield	Upgrade of the existing roundabout at the intersection with Highfield and Moore Avenues to improve traffic flow, address safety concerns, and accommodate heavy vehicle turning movements.	$500,000.00	Roseville	2028/29

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Clanville Road	Roseville	Construction of a new roundabout at Trafalgar Avenue to improve intersection safety, reduce crash risk, and moderate vehicle speeds in the local road network.	$500,000.00	Roseville	2028/29
Dunstan Grove	Lindfield	Installation of a new pedestrian crossing below the overpass to improve safe access between residential areas and nearby recreational facilities.	$200,000.00	Roseville	2029/30
Turramurra Avenue / Boomerang	Turramurra	Turramurra Avenue / Boomerang Street – Construction of a peanut-shaped roundabout to improve intersection control, reduce traffic conflicts, and provide safer pedestrian crossing opportunities.	$500,000.00	Wahroonga	2029/30
Fox Valley Road	Wahroonga	Construction of a new roundabout at Roland Avenue to improve intersection efficiency, enhance safety, and moderate vehicle speeds.	$500,000.00	Comenarra	2029/30
Eton Road	Lindfield	Replacement of the existing pedestrian refuge at Winchester Avenue with a raised wombat crossing to improve pedestrian safety, visibility, and accessibility.	$400,000.00	Roseville	2030/31
Grosvenor Road	Lindfield	Installation of a new wombat crossing between Austral Avenue and Bent Street to improve pedestrian connectivity and enhance safety near local schools and shops.	$400,000.00	Roseville	2030/31
Ridge Street	Gordon	Construction of an at-grade pedestrian crossing at Fitzsimons Lane to enhance connectivity and pedestrian priority in the town centre precinct.	$250,000.00	Gordon	2031/32

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Turra Street	Turramurra	Installation of a wombat crossing with cyclist facilities at Kissing Point Road to improve active transport infrastructure and provide a safer link for school children and cyclists.	$400,000.00	Comenarra	2031/32
Eastern Road	Turramurra	Replacement of the existing pedestrian refuge between Kintore Avenue and Braeside Street to enhance pedestrian safety and comply with updated accessibility standards.	$200,000.00	Wahroonga	2031/32
Avon Road	Pymble	Replacement of the existing at-grade pedestrian crossing at the rail underpass with a raised wombat crossing to improve pedestrian priority and safety near the station.	$400,000.00	Comenarra	2032/33
Fox Valley Road	Wahroonga	Upgrade of pedestrian refuges at Lucinda Avenue and Ada Avenue to provide wider, more accessible crossings and improve pedestrian safety.	$500,000.00	Comenarra	2032/33
Nelson Road	Lindfield	Installation of a raised wombat crossing at the Tryon Road intersection to improve pedestrian safety and calm vehicle speeds in the residential area.	$400,000.00	Roseville	2033/34
Lofberg Road	West Pymble	Installation of a wombat crossing at Ryde Road to improve pedestrian connections to bus stops and schools while moderating vehicle speeds.	$400,000.00	Comenarra	2033/34
Rosedale Road	Gordon	Replacement of the pedestrian refuge island at Edward Street with an at-grade crossing to improve safety and accessibility for local residents and school children.	$300,000.00	Gordon	2034/35
Bobbin Head Road	Turramurra	Installation of pedestrian fencing outside North Turramurra Public School to	$100,000.00	Wahroonga	2034/35

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		improve student safety by directing pedestrian movement to designated crossing points.			
Lindfield Avenue	Lindfield	Construction of a pedestrian crossing at Woodside Avenue, including a permanent refuge island, and replacement of the temporary rubber roundabout with a permanent solution.	$750,000.00	Roseville	2035/36
Kissing Point Road	Turramurra	Installation of pedestrian fencing outside Turramurra Public School to improve safety by guiding students towards formalised crossing points.	$100,000.00	Comenarra	2035/36

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Ku·ring·gai Council

SERVIENDO GUBERNO

Footpaths
Asset Management Plan

Document Control: Version History

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1 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

These assets are used to provide pedestrian mobility to allow the community to access a broad range of services within the Ku-ring-gai Council area.

1.2 Asset Description

These assets include:

The footpath network comprises approximately 376.6 km in length of varying construction materials as shown below:

Material	Length
Asphalt	97.93 km
Concrete	272.7 km
Pavers	2.7 km
Other	1.1 km
TOTAL	376.6 km

These infrastructure assets have significant value estimated at $106 million (2024-2025).

1.3 Levels of Service

Current funding levels are not sufficient to maintain existing services at the current standard. With increasing community demand for new footpaths, Council will not be able to fulfil all requests. Based on the current projected budget, footpaths can only be delivered on one side of every street by approximately 2082.

In addition, the existing network is ageing. Within the next decade, an estimated 20% of footpaths will deteriorate from a satisfactory to an unsatisfactory condition, leading to increased risks such as cracking and trip hazards. At present, the demand for new footpaths cannot be met while also addressing renewal needs within the existing network.

Additional funding is therefore required to address the backlog contained in Report on Infrastructure Assets and forms the basis for the required funding allocation from the Special Rate Variation (SRV).

The forecast funding in this AMP is based on deliberating multiple modelling scenarios informing the 10-year long-term financial budget, in line with the guiding principles of best practice asset management. Based on the scenarios considered, Council has allocated funds through its Long-Term Financial Plan (LTFP) to maintain Council's Transport Infrastructure assets.

The main service consequences are:

- Maintaining pavements free from unacceptable cracks and trip hazards.
- Increasing access suitable for people with disabilities.
- Providing a paved footpath along at least one side of every street within the LGA

1.4 Future Demand

Future demand for services will be driven by population growth, residential and commercial development, rising construction costs, technological advances, and the NSW Government's Transport Oriented Development (TOD) policy.

TOD areas around Roseville, Lindfield, Killara, and Gordon could accommodate up to an additional 24,500 new dwellings over 15 years, significantly increasing pedestrian activity and demand for footpaths, cycleways, and drainage infrastructure. At the same time, rising labour and material costs will reduce the capacity to deliver new and renewal works, creating risks of service backlogs.

To manage these pressures, Council will focus on a mix of strategies: optimising existing assets, securing contributions from developers, adopting innovative designs and materials to offset cost increases, investing in new technologies to improve planning accuracy, and prioritising infrastructure delivery in TOD precincts.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The projected outlays required to deliver the services outlined in this Asset Management Plan – including operations, maintenance, renewal, upgrade, and new assets is estimated at $88.11 million over the 10-year planning period, averaging $8.8 million per year.

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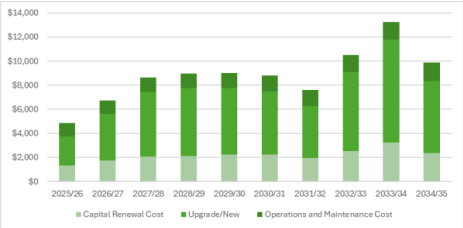
1.6 Financial Summary

1.6.1 What we will do

The anticipated available funding for Footpath assets projected over a 10-year period is provided below.



Projected Operating and Capital Expenditure

Figure Values are in current (real) dollars.

We plan to provide footpath services for the following:

- $12.87 million on Maintenance
- $21.82 million on Renewal / Replacement
- $53.42 million on New Footpaths

within the 10-year planning period.

1.6.2 Managing the Risks

There are risks associated with providing the service and not being able to complete all identified activities and projects.

Council will manage these risks within available funding by:

- Manage the existing infrastructure
- Manage the expansion of any infrastructure based on the priorities established in the Community Strategic Plan.
- Expand infrastructure in a financially responsible manner and as funded in Council's Long Term Financial Plan.
- Seek additional funding if required

Should the SRV is not approved, Council may continue to deliver existing Level of Service and consider reducing to remain sustainable in the long term.

1.7 Asset Management Practices

Our systems to manage assets include:

- Enterprise Asset Management and Financials modules of the Technology One CiA system.
- ESRI ArcGIS geodatabase.
- Asset Management Steering Group
- GMD and Council making strategic

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

1.8 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Review and improvement of asset maintenance practices
- Review and improvement of spatial asset data mapping and analysis
- Review of useful lives
- Establish a strategic asset management system for all infrastructure assets.

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2 INTRODUCTION

2.1 Background

Ku-ring-gai Council has an extensive existing footpath network over 376.6km in length with a replacement value of $106.8 million (2024-2025) spread across the Local Government Area (LGA). This asset management plan communicates the actions required for the responsive management of the footpath assets, compliance with regulatory requirements, and funding needed to provide the appropriate levels of service over a 10-year planning period.

This plan aligns with the Asset Management Strategy 2025-2035 and covers a 10-year planning period. Some figures within the plan extend beyond the 10-year planning period and are for the purpose of projecting asset management challenges beyond the life of the plan.

The infrastructure assets covered by this asset management plan are shown in Table 2-1. These assets are used to provide a pedestrian mobility to allow the community to access a broad range of services within the LGA.

Footpath Type	Length	Replacement Value
Asphalt	97.93 km	$27043000
Concrete	272.7 km	$75,569,000
Pavers	2.7 km	$1,809,000
Other	1.1 km	$2,386,000
TOTAL	**376.6 km**	**$106,810,000**

Table 2-1 - Assets covered by this Plan

The asset management plan is to be read with Ku-ring-gai Council's planning documents, including:

- Ku-ring-gai 2035 Community Strategic Plan
- Asset Management Policy and Asset Management Strategy 2025-2035
- Workforce Management Strategy 2025 – 2035
- Long Term Financial Plan 2025 – 2035

This Asset Management Plan is prepared under the direction of Council's vision, mission, goals and objectives and the Council strategic planning framework is driven by the Council Plan (Community Strategic Plan 2035)

2.1.1 Ku-ring-gai 2035 Community Strategic Plan

The Long-Term Community Plan for Ku-ring-gai Council is outlined in "Ku-ring-gai 2035 Community Strategic Plan." This document is a vision that has been developed to take local action to ensure our area and its people can respond in a positive and constructive way to the challenges ahead. Global changes have local impacts and we have a shared responsibility to work towards addressing these at the community level.

The Ku-ring-gai 2035 Community Strategic Plan:

- identifies the community's priorities and aspirations for the future
- outlines strategies to achieve identified goals and the levels of service the community expects
- highlights the responsibilities of Council and those of other agencies and groups.

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Ku-ring-gai: Growing together:

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

The plan has been developed using five themes to deliver the outcomes. These themes are:

- Our unique natural environment is protected and enhanced
- Sustainable urban growth and change
- Infrastructure and assets support community needs
- An inclusive, connected and safe community
- Leadership and service excellence

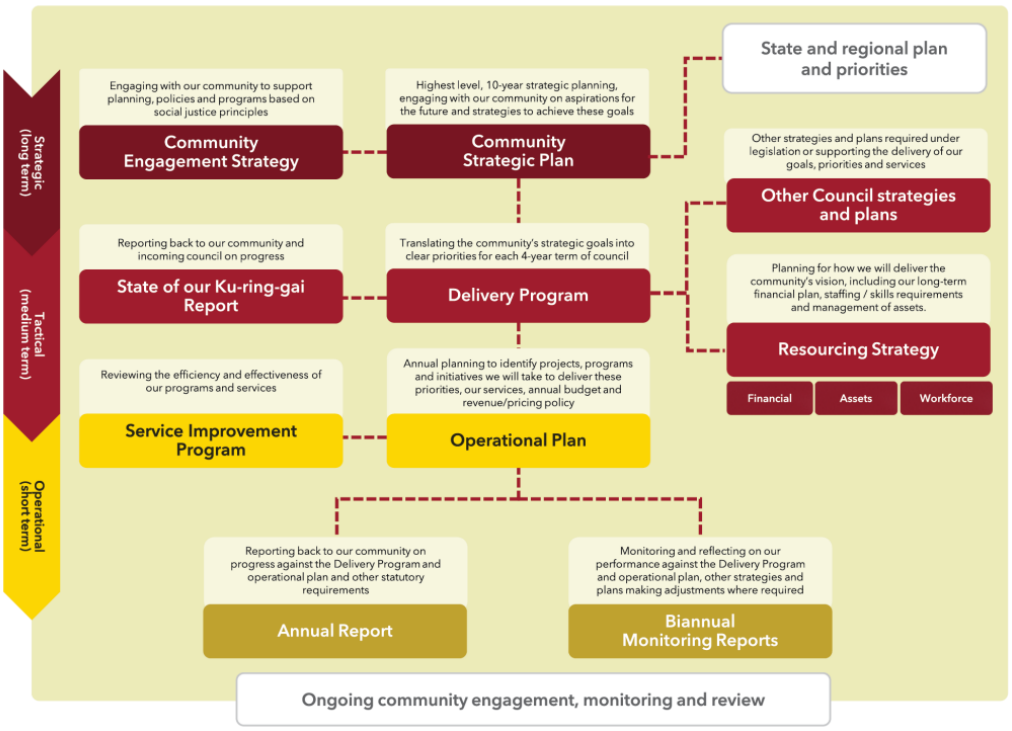

Figure 2-1 – Integrated planning and reporting framework

2.1.2 Asset Management Strategy 2025-2035

Council's Asset Management Strategy Outlines Council's guiding principles regarding asset management and planning. The policy confirms Council's commitment to asset management. The policy indicates that Council has a number of Asset Management Principles in managing its asset portfolio:

- an Asset Management Strategy exists for implementing systematic asset management and appropriate best practice throughout Council
- all relevant legislative requirements together with social, political, and economic environments are to be taken into account in asset management

- the Asset Management Plans are developed and updated for each asset class. The plans are informed by community consultation and financial planning and reporting
- an inspection process will be developed for each asset class to ensure agreed service levels are maintained and to identify asset renewal priorities
- service levels will be developed and defined in each Asset Management Plan. The service levels will form the basis of annual budget estimates
- future service levels will be determined in consultation with the community
- renewal plans will be developed based on service levels, condition, and risk
- future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading existing services and assets.

Council's Asset Management Strategy establishes framework, strategies and processes required to improve and support the management of assets to enable Council to deliver upon the strategies and achieve the desired outcomes set by the Community Strategic Plan

2.2 Key Stakeholders

Key stakeholders are the groups of people who have an interest in the responsible management of Council's infrastructure assets. Table 2.2 below identifies key stakeholders and their role in the management of Council's assets.

Stakeholder	Role
Councillors (Elected members)	• To provide stewardship for assets owned and/or controlled by Council • To adopt the Asset Management Policy and Asset Management Strategy and monitor their outcomes regularly through IP&R reporting. • Authorise resources for asset management activities in the Delivery Program and Operational Plan • Determine new asset provision and maintenance activities in the Delivery Program and Operational Plan
General Manager	• Ensure implementation of asset management practices and procedure including reporting on the status and effectiveness of asset management within the Council's.
Directors and Managers	• Allocate resources to implement Asset Management Plans (AMPs), Asset Management Strategy, Delivery Programs, and Operational Plans. • Ensure compliance with Level of Service (LoS), allocated budgets, and risk frameworks. • Embed asset management in business processes. • Identify and manage lifecycle risks.
Asset Management Steering Group	The Asset Management Steering Group is made up of representatives from Finance and Technical Services and is responsible for: • Reviewing the Asset Management Policy and Asset Management Strategy and ensuring integration with the Long-Term Financial Plan and other Integrated Planning & Reporting documents • Monitoring the implementation of Asset Management Policy, Strategy and Plans • Developing and reviewing processes and practices to ensure assets are managed effectively • Ensuring that asset information is captured and updated into asset registers

Stakeholder	Role
	• Operating within an agreed 'Terms of Reference'.
Community	• End users of Council's asset network
Council Staff	• Apply asset management practices in day-to-day operations. • Maintain accurate asset data and contribute to reporting.
Maintenance Personnel (contractors)	To ensure provision of the required/agreed level of maintenance services for assets.

Table 2-2 - Stakeholders

2.3 Goals and Objectives

Our goal in managing footpath assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of footpath asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.
- Improve the quality of the footpath network
- Improve access to public transport
- Provide accessibility for pedestrians

The footpath program's goals and objectives of providing a complete council wide footpath network are to:

- Identify and locate the streets with no footpath
- Identify and prioritise the areas of importance
- Model the cost and time required to complete the program with differing budget Options
- Develop a proactive footpath program rather than react to ad-hoc residential requests
- Improve the response rates to residents regarding footpath enquiries and requests, and to
- Address the community's priorities

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided
- Risk Management
- Future demand – how this will impact on future service delivery and how this is to be met
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service
- Financial summary – what funds are required to provide the defined services
- Asset management practices – how we manage provision of the services
- Monitoring – how the plan will be monitored to ensure objectives are met

- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000 [2]

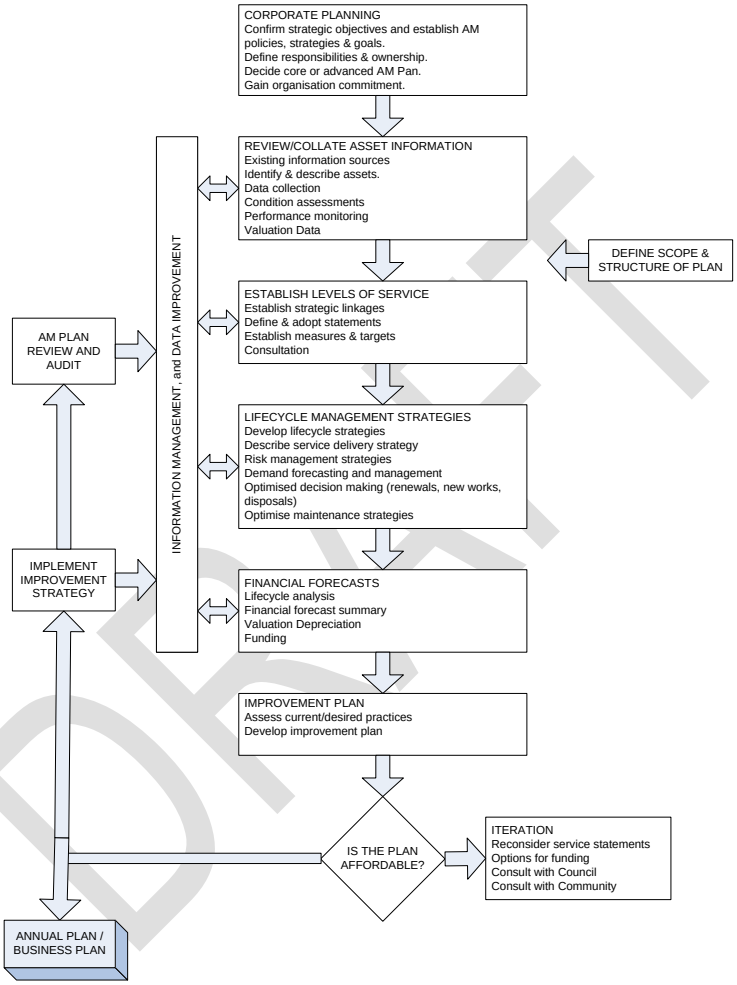

Figure 2-2 – Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

2.4 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual[3]. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology
3 IPWEA, 2015, IIMM.

3 LEVELS OF SERVICE (LOS)

3.1 Customer Research and Expectations

This asset management plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the asset management plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

In 2024, Council surveyed community attitudes and perceptions regarding Council's delivery of a broad selection of services and facilities. Key objectives of the research were to:

- Assess and establish the community's priorities and satisfaction in relation to a broad selection of Council's external services and facilities
- Identify the community's overall level of satisfaction with Council's performance
- Identify community priorities for the Ku-ring-gai local government area
- Explore and understand resident experiences contacting Council
- Identify the community's level of agreement with statements regarding the Ku-ring-gai local government area.

Overall Satisfaction		Communication	
84% of Ku-ring-gai residents are at least somewhat satisfied with the performance of Council over the last 12 months		80% of Ku-ring-gai residents are at least somewhat satisfied the level of communication Council currently has with the community	
Quality of Life		**Unique Character**	
99% of residents rate their quality of life as good, very good or excellent		79% of residents believe it is important/very important for Council to maintain Ku-ring-gai's unique visual character and identity	
Drivers of Overall Satisfaction			
Satisfaction with the level of communication	Council's consultation and engagement with the community	Long term planning for the area	Development compatible with the local area

Table 3-1 - Community AttitudeSurvey

Community satisfaction information is used in developing the Strategic Plan and in the allocation of resources in the budget.

Some of the key priorities identified for the next 10 years that relate to the management of the footpath network that resulted from the community engagement undertaken for the "Ku-ring-gai 2035 Community Strategic Plan" included:

- making it easier and safer to move around Ku-ring-gai
- effects of population growth and change – on infrastructure, services and facilities
- addressing the needs of older residents
- providing and maintaining infrastructure and facilities – roads, footpaths, drainage, public toilets, etc
- improving access to public transport

As part of an independent online survey conducted between December 2024 and March 2025, residents were asked to rank 16 issues in order of priority. Footpaths were identified as the second highest priority (87%), highlighting the importance the community places on Council maintaining its infrastructure assets.

Figure 3-1 below reflects the 2024 Community Research survey shows that footpaths are one of the main priorities for people living in Ku-ring-gai.

When residents were asked about the provision of footpaths, 87% said this is important to them, which is an increase from 83% in 2021. However, only 67% of residents said they are satisfied with the amount of footpaths provided, which is a decrease from 71% in 2021. This means there is a 20% gap between what people expect and what they feel Council is delivering. It is the third largest gap across all Council services. Compared to other Sydney councils, Ku-ring-gai residents place slightly more importance on footpaths but are less satisfied with the results.

The condition of existing footpaths is also highly valued, with 87% of residents rating it as important, up from 80% in 2021. Satisfaction with the condition of footpaths is at 72%, which is slightly lower than the 73% recorded in 2021. This leaves a 15% gap between importance and satisfaction. Again, Ku-ring-gai sits a little below the average satisfaction levels seen in other metropolitan councils.

In summary, residents clearly want more and better-quality footpaths, but satisfaction has slipped since 2021. This shows that footpaths are now a key issue influencing how the community views Council's overall performance.

Community Satisfaction Survey Results				
Service Area	**Service / Facility**	**Importance (T2 Box)**	**Satisfaction (T3 Box)**	**Performance Gap**
Assets, Infrastructure & Facilities	Condition of local roads	95%	66%	29%
Council Leadership and Engagement	Long term planning for the Ku-ring-gai area	91%	63%	29%
Assets, Infrastructure & Facilities	Provision of footpaths in Ku-ring-gai	87%	67%	20%
Council Leadership and Engagement	Council's consultation and engagement with the community	85%	68%	17%
Assets, Infrastructure & Facilities	Condition of existing built footpaths in Ku-ring-gai	87%	72%	15%

Figure 3-1 Community Survey Research (April 2024) - Performance Gap

Source: Background Paper Ku-ring-gai -Community Feedback Report

3.2 Strategic and Corporate Goals Alignment

This asset management plan is prepared under the direction of the Council's vision, mission, goals and objectives.

Our mission is:

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

Strategic goals have been set by the Council. The relevant goals and objectives and how these are addressed in this asset management plan are summarised in the following table.

Strategy A4 – Community Strategic Plan Provide, upgrade and maintain Ku-ring-gai's local road and footpath network, traffic facilities and other road infrastructure						
Reference	**Description**	**Responsible Officer**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Term Achievement A4.1	The footpath network is expanded and maintained to provide improved connectivity, safety, and accessibility.	Lead: Manager Assets & Technical Services	✓	✓	✓	✓
A4.1.1	Deliver programs for infrastructure and asset maintenance management in accordance with the adopted Asset Management Plan.	Manager Assets & Technical Services	✓	✓	✓	✓
A4.1.2	Deliver Council's annual Capital Works Program for new footpaths within the allocated financial year.	Manager Project Services	✓			

Table 3-2 - Goals

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3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a Long-Term Financial Plan supported by Asset Management Plans for sustainable service delivery
Australian Accounting Standard AASB116	Reporting on asset condition and consumption to Councillors, management and the community
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work
Protection of the Environment Administration Act 1991	The objects of this Act are as follows: a) to constitute the Environment Protection Authority b) to provide integrated administration for environment protection c) to require the Authority to perform particular tasks in relation to the quality of the environment, environmental audit and reports on the state of the environment
Local Government Amendment (Planning and Reporting) Act 2009	Local Government Amendment (Planning and Reporting) Act 2009 includes the preparation of a long term financial plan supported by asset management plans for sustainable service delivery
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements
Plant Protection Act 1989	This act sets out requirements in respect to Flora Protection
Environmental Protection Act 1994	This act sets out requirements in respect to environmental protection
Rivers and Foreshores Improvements Act, 1948	An Act to provide for the carrying out of works for the removal of obstructions from and the improvement of rivers and foreshores and the prevention of erosion of lands by tidal and non-tidal waters
Protection of the Environment Operations Act 1997	Council is required to exercise due diligence to avoid environmental impact and among others are required to develop operations emergency plans and due diligence plans to ensure that procedures are in place to prevent or minimise pollution.
Native Vegetation Act 2003	This Act regulates the clearing of native vegetation on all land in NSW, except for excluded land listed in Schedule 1 of the Act. The Act outlines what landowners can and cannot do in clearing native vegetation.
Public Works Act 1912	Sets out the role of Council in the planning and construction of new assets.
Rural Fires Act, 1997	An Act to establish the NSW Rural Fire Service and define its functions; to make provision for the prevention, mitigation and suppression of rural fires. Under the terms of this Act Council is required to mitigate any fire that emanate from bushland.

Table 3-3 - Legislative Requirements

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3.4 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the footpath asset management plan are:

Quality How good is the service … *what is the condition or quality of the service?*

Function Is it suitable for its intended purpose …. *Is it the right service?*

Capacity/Use Is the service over or under used … *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Table 3-4 and Table 3-5. Table 3-4 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These organisational measures provide a balance in comparison to the customer perception that may be more subjective.

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years
Service Objective: *Utilise pedestrian access along streets on a paved and adequate surface free from hazards*				
Quality	Pavement free from cracking and trip hazards	Condition Rating Customer Requests	Medium	Medium
	Confidence Levels		High	Medium
Function	Provide access suitable for disabled persons	Asset Register Condition Rating Customer Requests	Medium	Medium
	Confidence Levels		High	Medium
Capacity and Use	Paved footpath along at least one side of every street	Asset Register Customer Requests	Medium	Medium
	Confidence Levels		High	Medium

Table 3-4 - Customer Level of Service

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3.5 Technical Levels of Service

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. footpath patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. footpath reconstruction, road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road/ existing footpath, transition existing asphalt footpath to concrete, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.[4]

Table 3-5 shows the technical levels of service expected to be provided under this footpath asset management plan. The 'Desired' position in the table documents the position being recommended in this plan.

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations	Inspections	Service Requests	Generally within SLA	Within SLA
	Cleaning	Requests & Schedules	Generally within SLA	Within SLA
Maintenance	Patching	Requests & Schedules	Generally within SLA	Within SLA
	Trip Removal / Milling	Requests & Schedules	Generally within SLA	Within SLA
	Tree Root Removal	Requests & Schedules	Generally within SLA	Within SLA
	Panel Replacement	Requests & Schedules	Generally within SLA	Within SLA
	Budget	**$1,060,000**		
Renewal	Reconstruction	Service Requests, Work Orders, Capital Works Program	On Target with some carry-overs	As per Capital Works Program
	Budget	**$ 727,300**		
Upgrade / New	New Footpath	Service Requests, Work Orders, Capital Works Program	On Target with some carry-overs	As per Capital Works Program
	Budget	**$ 1,483,100**		

Table 3-5 - Technical Levels of Service

It is important to monitor the service levels provided regularly as these will change. The current performance is influences by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

4 IPWEA, 2015, IIMM, p 2|28.

4 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4-1.

4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4-1.

Demand drivers	Present position	Projection	Impact on services
Population	124,659 (2021)	Projected 171,200 by 2036	Additional demand for new infrastructure will increase life cycle costs of the Park and Recreational asset group
Increased unit rates through inflation	Current costs	Increase in unit rates for infrastructure works	Increase in unit rates for material and labour will impact on future capital and maintenance programs and potential reduction in new and upgraded footpaths
Technological change	Management systems to monitor performance and change	Advanced systems that improve performance monitoring and predict renewal and maintenance timing more accurately	Improve programs and schedules of prioritisation work based on more accurate data
Transport Oriented Development (TOD)	In May 2024 NSW State Government introduced TOD policy. This policy proposed multi-storey apartment developments for areas within 400m of stations (Roseville, Lindfield, Killara, Gordon). Council has provided an alternative scenario that was approved in November 2025 by the NSW State Government.	Increased urban consolidation around railway stations, higher density housing, and development activity	The impact of TODs is yet to be fully understood however, it is generally accepted that in there will be: • Greater demand for footpaths, pedestrian access, cycleways and public domain infrastructure in station precincts

Table 4-1 - Demand Drivers, Projections and Impact on Services

4.4 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4-2. Further opportunities will be developed in future revisions of this asset management plan.

Demand Driver	Impact on Services	Demand Management Plan
Population	Additional demand for new infrastructure will increase life cycle costs of the Footpath asset group	Increase acquisition from both public and private sources: Council and private developers
Increased unit rates through inflation	Increase in unit rates for material and labour will impact on future capital and `maintenance programs and potential reduction in new and upgraded footpaths	Prepare for cost increase, and consider alternative design to reduce cost
Technological change	Improve programs and schedules of prioritisation work based on more accurate data	Investigate & choose design and construction methods using new technology
Transport Oriented Development (TOD)	Increased pedestrian traffic and demand in high-density station precincts	Prioritise investment in footpaths, pedestrian connections, cycleways, and drainage infrastructure around TOD areas.

Table 4-2 - Demand Management Plan Summary

4.5 Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated, or constructed. The summary of the cumulative value of additional asset is shown in

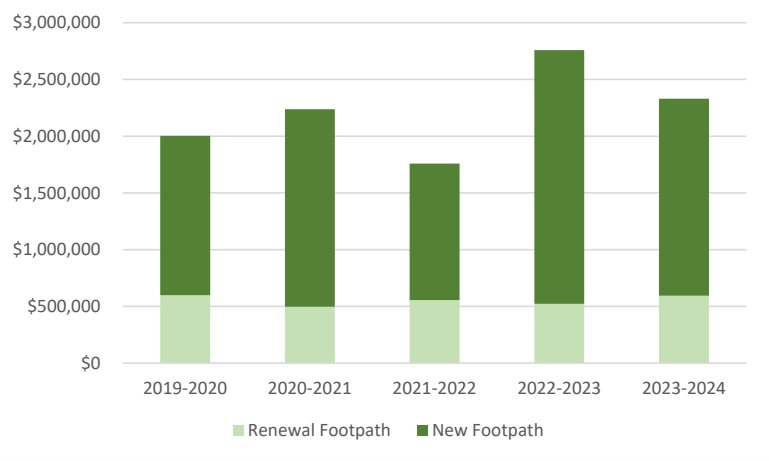

Figure 4-1

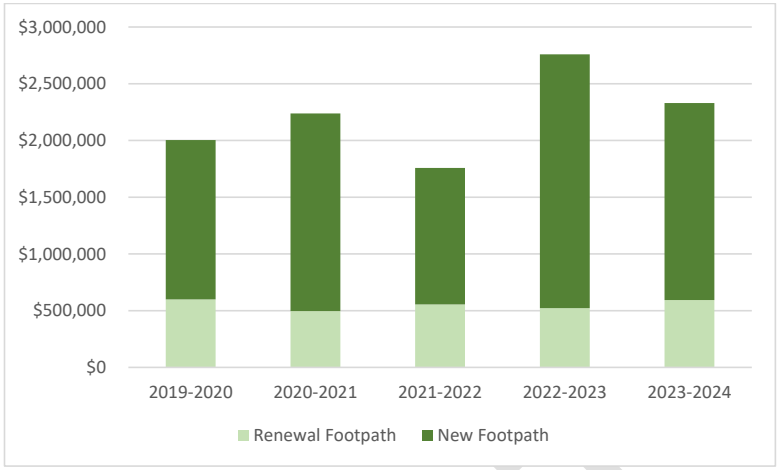

Figure 4-1 – Upgrade and New Assets to meet Demand

Data Source: Ku-ring-gai Council Financial Statements 2019-20 to 2023-24

Constructing new footpath assets will commit the Council to ongoing operations, maintenance, and renewal costs for the period that the service provided from the footpath is required. These future costs are identified and considered in developing forecasts of future operations, maintenance, and renewal costs for inclusion in the long-term financial plan (Refer to Section 6).

4.6 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk. How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum, we consider how to manage our existing assets given potential climate change impacts for our region. Risk and opportunities will be identified in future iterations of this plan.

5 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the footpath assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1 State of the Assets

5.1.1 Physical parameters

There is approximately 376.6 km of footpath assets managed by Council, with around 70% of the network constructed in concrete and 28% in asphalt. Other types of footpath construction, including pavers, account for around 1% of the network. The footpath assets covered by this Asset Management Plan are shown mapped in Figure 5-1 – Footpath Asset Network MapFigure 5-1Figure 5-2 by their construction material and summarised in Table 5-1.

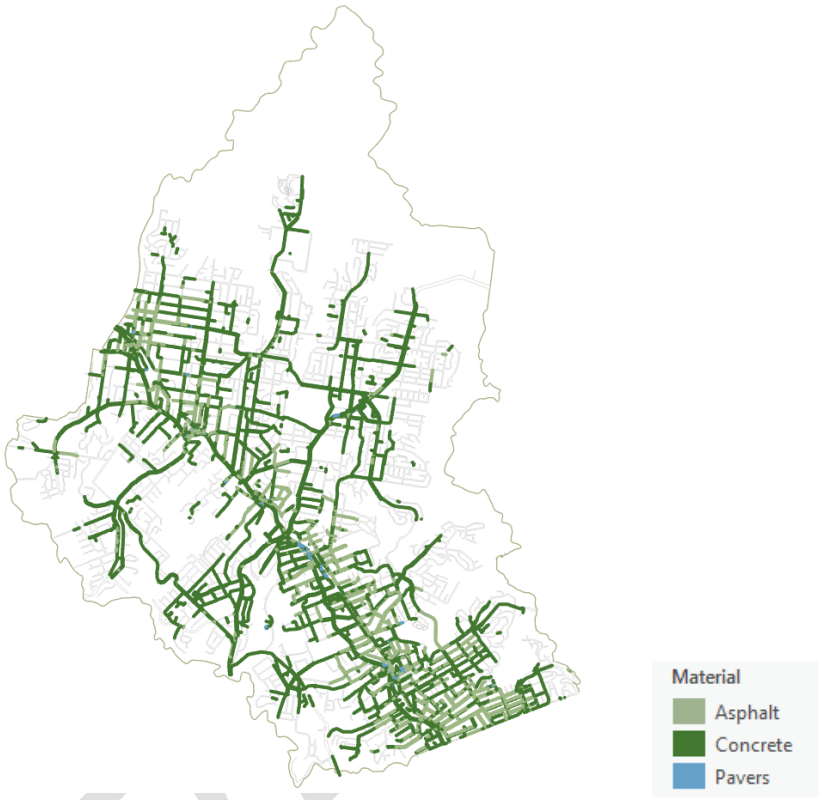

Figure 5-1 – Footpath Asset Network Map

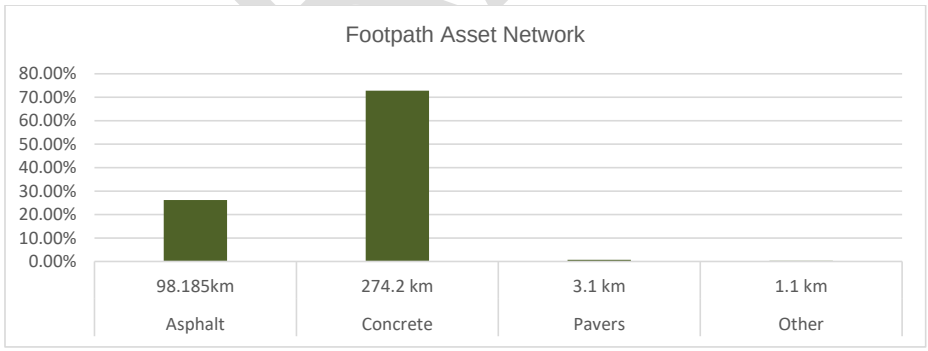

Figure 5-2 – Footpath Asset Network

Footpath Type	Length	Percent
Asphalt	98.185km	26.2%
Concrete	274.2 km	72.8%
Pavers	3.1 km	0.7%

Other	1.1 km	0.3%
Total	**376.6 km**	**100%**

Table 5-1 – Footpath Asset Network Summary

5.2 Asset Condition

The condition of the footpath network is monitored and updated as part of a five-year condition assessment program. Footpaths are also frequently inspected by Council staff and their conditions updated as part of customer requests, authorised road opening work, and Council's capital works program. Council models the footpath defects to determine an overall footpath condition rating for each footpath segment. The condition profile of the footpath assets is shown in Figure 5-4.

Condition	Count	Percent	Length (km)	Area (m^2)	Replacement Cost ($000)
1	4,294	31.66%	123.5	160,412	$33,812,901.45
2	1,684	18.76%	70.4	94961	$20,042,060.40
3	5,586	43.74%	160.6	218477	$46,718,089.90
4	888	5.37%	20.2	28523	$5,735,003.30
5	106	0.47%	1.8	2572	$501,445.15
Total	**12,540**	**100.0%**	**376.6 km**	**504,944.7 m^2**	**$106,809,500.20**

Table 5-2 – Footpath Condition Summary

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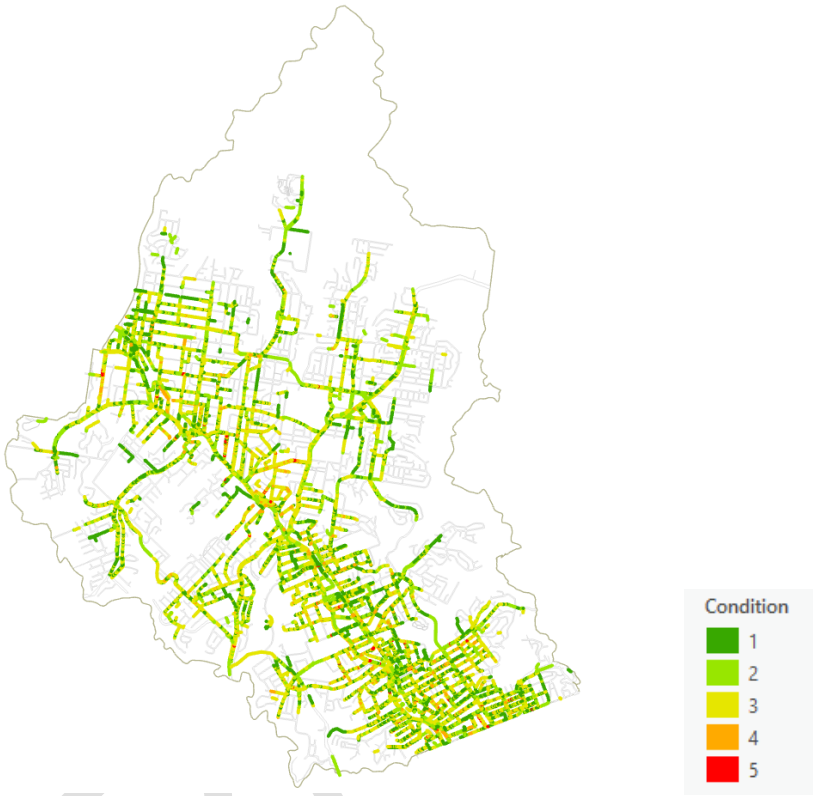

Figure 5-3 – Footpath Condition Profile Map

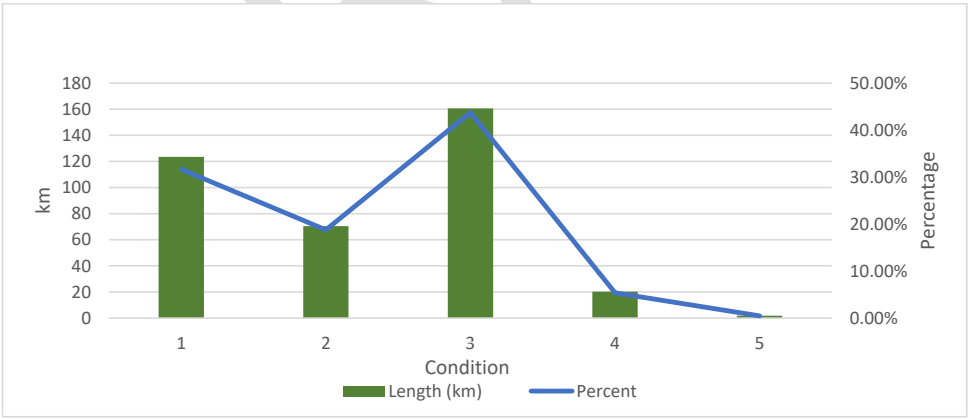

Figure 5-4 - Asset Condition Profile

Condition is measured using a "1" to "5" grading system[5] as detailed in Table 5-3.

5 IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Condition Grading	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

Table 5-3 - Simple Condition Grading Model

5.3 Operations and Maintenance Plan

Operations include regular activities to provide services such as safety and amenity, e.g. inspections and cleaning.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include tree root removal and safety surface repairs.

Maintenance expenditure is shown in Table 5-4

Financial Year	Maintenance Budget $
2024-25 (Previous)	$1,060,000 (Actual)
2025-26 (Current)	$1,097,000
2026-27 (Next)	$ 1,135,000

Table 5-4 - Maintenance Expenditure Trends

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and s highlighted in this Footpath Asset Management Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement and based on a risk management approach.

5.3.1 Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Table 5-5. Note that all costs are shown in current financial year (2025-26) dollar values (i.e. real values).

FOOTPATH $'000	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Required Maintenance	$1,620	$1,697	$1,765	$1,858	$1,955	$2,053	$2,148	$2,231	$2,349	$2,499	$2,613
Actual Maintenance	$1,060	$1,097	$1,135	$1,175	$1,216	$1,259	$1,303	$1,349	$1,396	$1,445	$1,495
Maintenance Shortfall	$560	$600	$630	$683	$739	$794	$845	$882	$953	$1,054	$1,118

Table 5-5 - Projected Operations and Maintenance Expenditure

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the risk management section of this plan.

Maintenance is funded from the operating budget. This is further discussed in Section 8.

5.4 Renewal / Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5-6.

Footpath Type	Useful Life
Concrete	100 years
Asphalt	40 years
Pavers	40 years

Table 5-6 -Useful Lives for Footpath Assets

5.4.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road).6

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the Asset Management Plan as key cost factors,
- Have high operational or maintenance costs, and

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 5-7.

6 IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

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Criteria	Weighting
Likelihood of Damage	10%
Consequences of Damage	30%
Total Cost of Works	10%
Number of Complaints	20%
Effectiveness of Works Proposed	10%
Current Condition of Existing Asset	20%

Table 5-7 - Renewal and Replacement Priority Ranking Criteria

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 8.

5.5 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5-8, together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any costs or revenue gained from asset disposals is accommodated in the long-term financial plan.

Currently, no assets have been identified for disposal without renewal.

Asset	Reason for Disposal	Timing	Disposal Expenditure	Operations & Maintenance Annual Savings
nil			0	0

Table 5-8 - Assets Identified for Disposal

6 CREATION / ACQUISITION / UPGRADE PLAN

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost.

To identify the extent of the LGA that does not have an existing footpath, the missing footpath sections were mapped on both sides of the street. Taking into consideration construction difficult, cost, and logical “missing” connections of existing footpaths, one side of the street was marked as “Proposed” and the other side was marked “Alternate”. This approach has allowed all missing segments to be identified and mapped and for the total length and cost to be calculated for the provision of a footpath on one or both sides of the street.

Table 6-1 below illustrates the extent of missing footpath segments by ward and compares the results for construction on one side versus both sides of the street. The estimated cost to construct footpaths on both sides across the LGA is approximately $209.334 million.

Ward	One Side of the Street		Two Sides of the Street	
	Length (km)	Count	Length (km)	Count
Comenarra	60.9	324	141.5	820
Gordon	42.3	246	110.6	660
Roseville	29.5	171	85.8	532
Saint Ives	71.6	429	156.2	1058
Wahroonga	47.1	276	124.5	789
Total	**251.4 km**	**1446**	**618.6 km**	**3859**

Table 6-1 – Comparison of Proposed Footpath on One and Two Sides of Street

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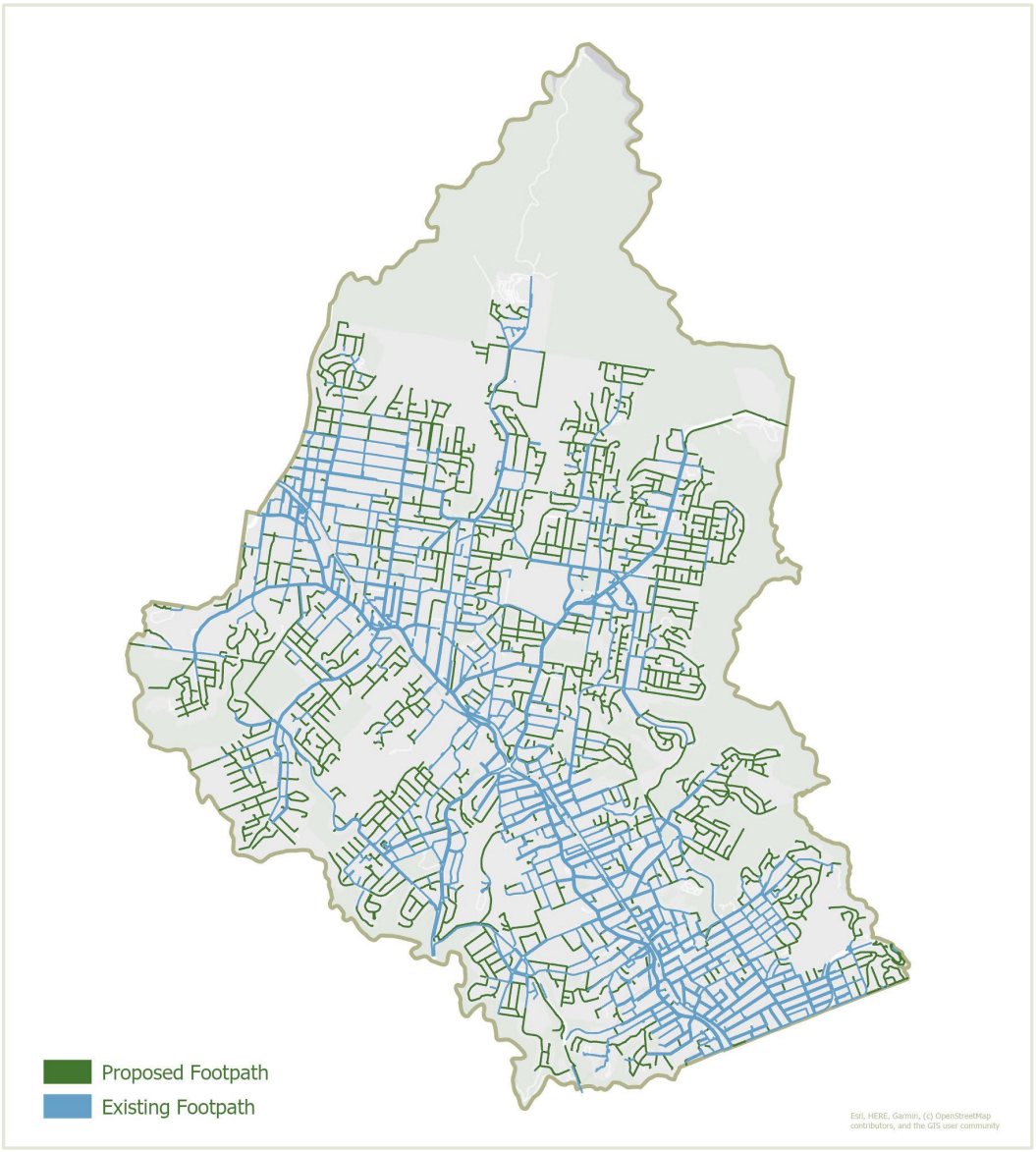

Figure 6-1 – Proposed Footpath Network Map

6.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed below in Section 6.2.

To allow a wider distribution of new footpath construction earlier throughout the council area, the modelling and prioritisation in this Footpath Program Management Plan is based on providing a footpath on one side of the street only. The modelling has nominated a "Proposed" side for the analysis, however the actual side of the street the footpath is constructed may change due to local site factors or by community consultation.

Table 6-2 below lists the length of the proposed footpath construction by ward and the chart in Figure 6-3 illustrates the combined existing and proposed footpath distribution across the wards.

Ward	Proposed (km)	Area of Ward (km^2)
Comenarra	60.9	16.5
Gordon	42.3	13.7
Roseville	29.5	12.1
Saint Ives	71.6	19.4
Wahroonga	47.1	23.6
Total	**251.4 km**	**85.4 km^2**

Table 6-2 – Proposed Footpath Construction Length by Ward

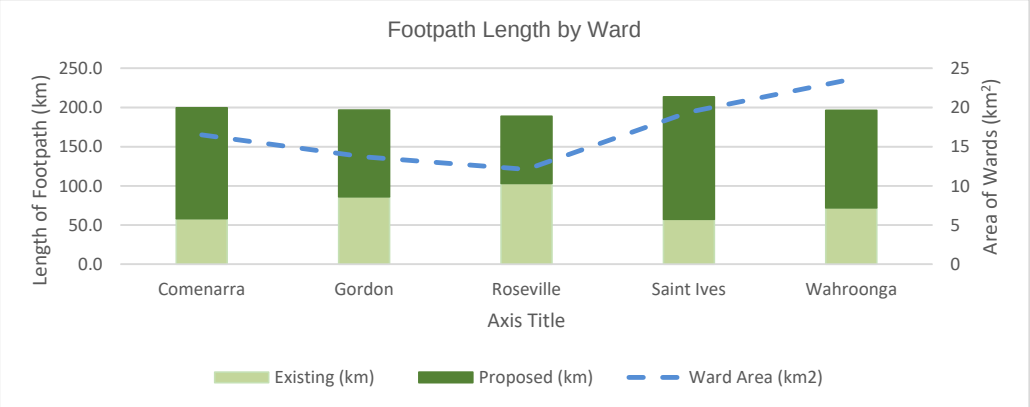

Figure 6-3 – Proposed and Existing Footpath Length by Ward

Ward	Existing (km)	Proposed (km)	Ward Area (km^2)
Comenarra	58.2	141.5	16.5

Ward	Existing (km)	Proposed (km)	Ward Area (km^2)
Gordon	86.1	110.6	13.7
Roseville	103.0	85.8	12.1
Saint Ives	57.4	156.2	19.4
Wahroonga	71.9	124.5	23.6
Total	**376.6**	**618.6 km**	**85.4 km^2**

Table 6-4 – Proposed and Existing Footpath Length by Ward

6.2 Prioritisation

The cost of construction of the proposed footpath network is estimated to be in the tens of millions of dollars and will require the works to be undertaken over many years. To determine a construction program that would be able to address areas of highest need and/or high pedestrian traffic, priority areas have been identified across the council area.

The areas of importance and priority buffer zones have been identified based on the following classifications:

- Business districts – business and local areas identified by the LEP
- Hospitals – Hospitals and nursing homes
- Playgrounds
- Retirement facilities
- Schools – high schools, primary schools, pre-schools, education facilities, and childcare centres
- Transport – train stations and bus routes

In contrast, a limited number of zones have been identified that are lower priority areas, such as cul-de-sacs, that have no through pedestrian traffic.

A prioritisation system has been developed by council that will allow footpaths to be built where the demand would be highest. The prioritisation system involves identifying areas of interest and importance and creating a series of priority buffer zones around these areas. Each priority buffer zone is then assigned a “priority score” with a higher score being allocated to the buffer closest to the place of importance. Each proposed footpath section receives a score that is calculated from the sum of each of the zones the footpath section intersects. Footpaths in low priority zones have points deducted from them.

The construction program uses the calculated score to determine the order of construction. The image shown below in Figure 6-2 represents a 3D visualisation of how the priority buffer zones work using an example of a hospital precinct.

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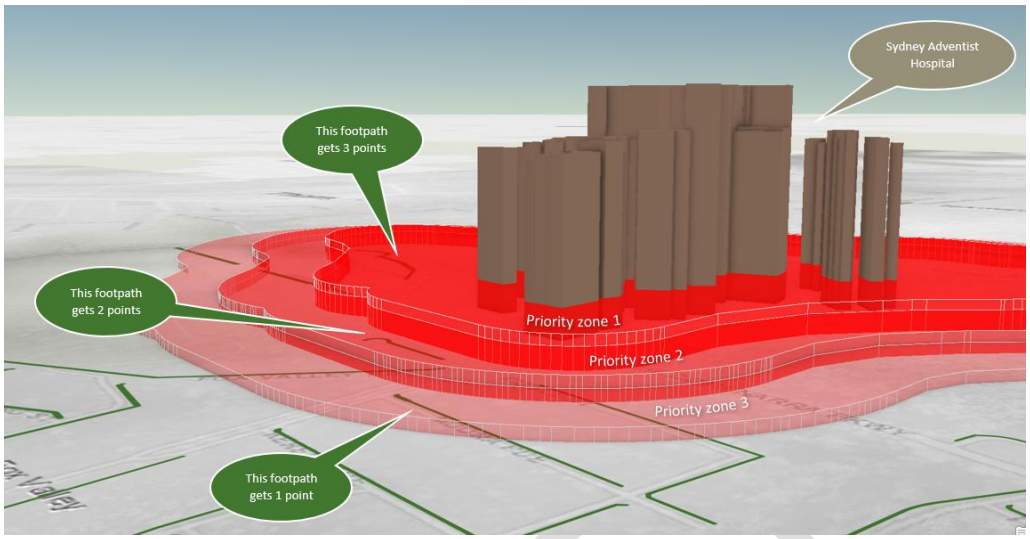

Figure 6-2 – Example of Prioritisation Concept

The points allocated to the priority zones and the distances they apply from the places of interest are defined in the matrix below in Table 6-3

Zone Classification	Zone 1	Zone 2	Zone 3
Business Districts	Within 100m 5 points	100 to 200m 3 points	200 to 300m 1 point
Hospitals & Nursing Homes	Within 100m 3 points	100 to 200m 2 points	200 to 300m 1 point
Playgrounds	Within 200m 3 points	200 to 300m 2 points	300 to 400m 1 point
Sportsgrounds	Within 100m 3 points	100 to 200m 2 points	200 to 300m 1 point
Retirement Facilities	Within 100m 3 points	100 to 200m 2 points	200 to 300m 1 point
Schools	Within 100m 5 points	100 to 200m 3 points	200 to 300m 1 point
Train Stations	Within 100m 5 points	100 to 200m 3 points	200 to 300m 1 point
Bus Routes	Within 15m 3 points	-	-
Low Priority Zones	Within Road Reserve Minus 3 points		

Table 6-3 – Priority Score Classification Matrix

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Each proposed footpath segment is allocated a “Priority Score” which is calculated from the sum of the priority zone score each segment intersects. If a footpath segment intersects more than one zone within a zone classification group, e.g. School Zone 2 and School Zone 3, the score allocated from the zone group is the maximum value of the zones it intersects. In this example, the segment would receive three points – the zone 2 score.

The image shown in Figure 6-3 represents a 3D visualisation of the priority scores projected vertically. The higher the projection, the higher the score.

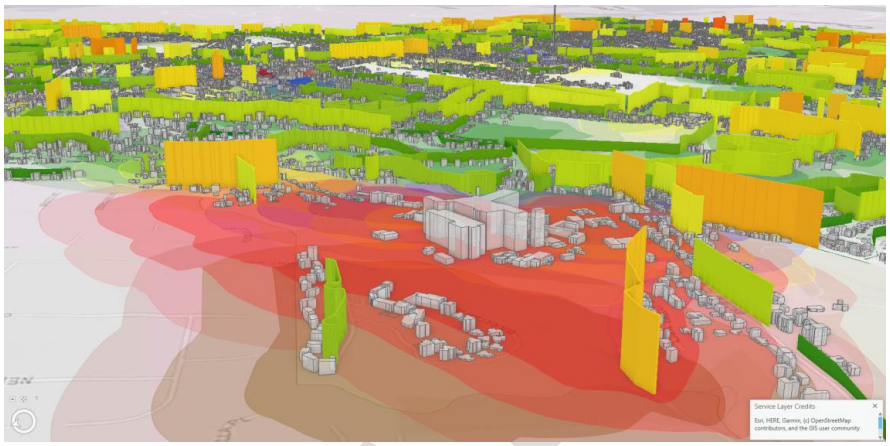

Figure 6-3 – 3D Representation of Footpath Priority Scores

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Priority Zones

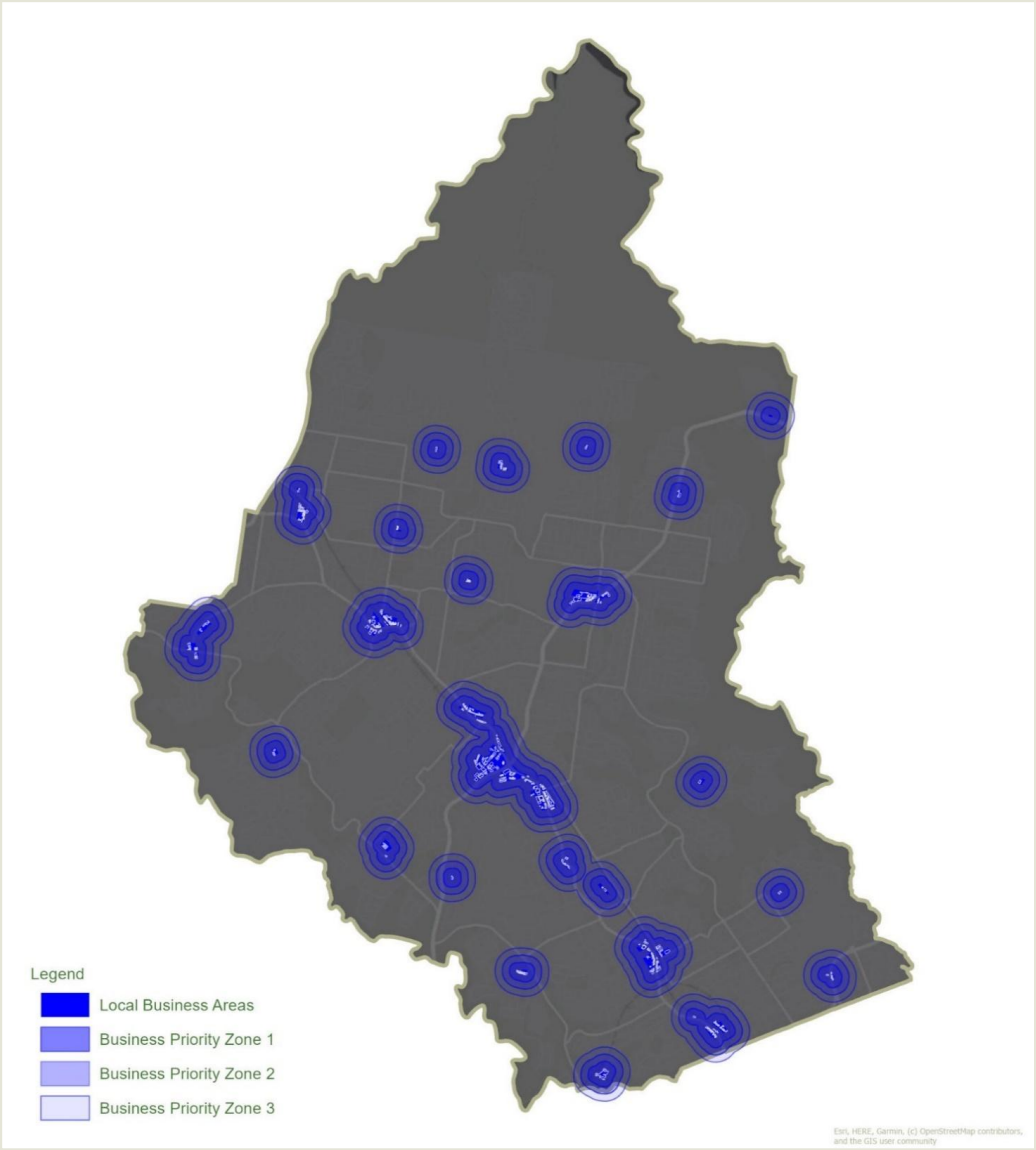

Figure 6-4 – Business Areas and Priority Zones

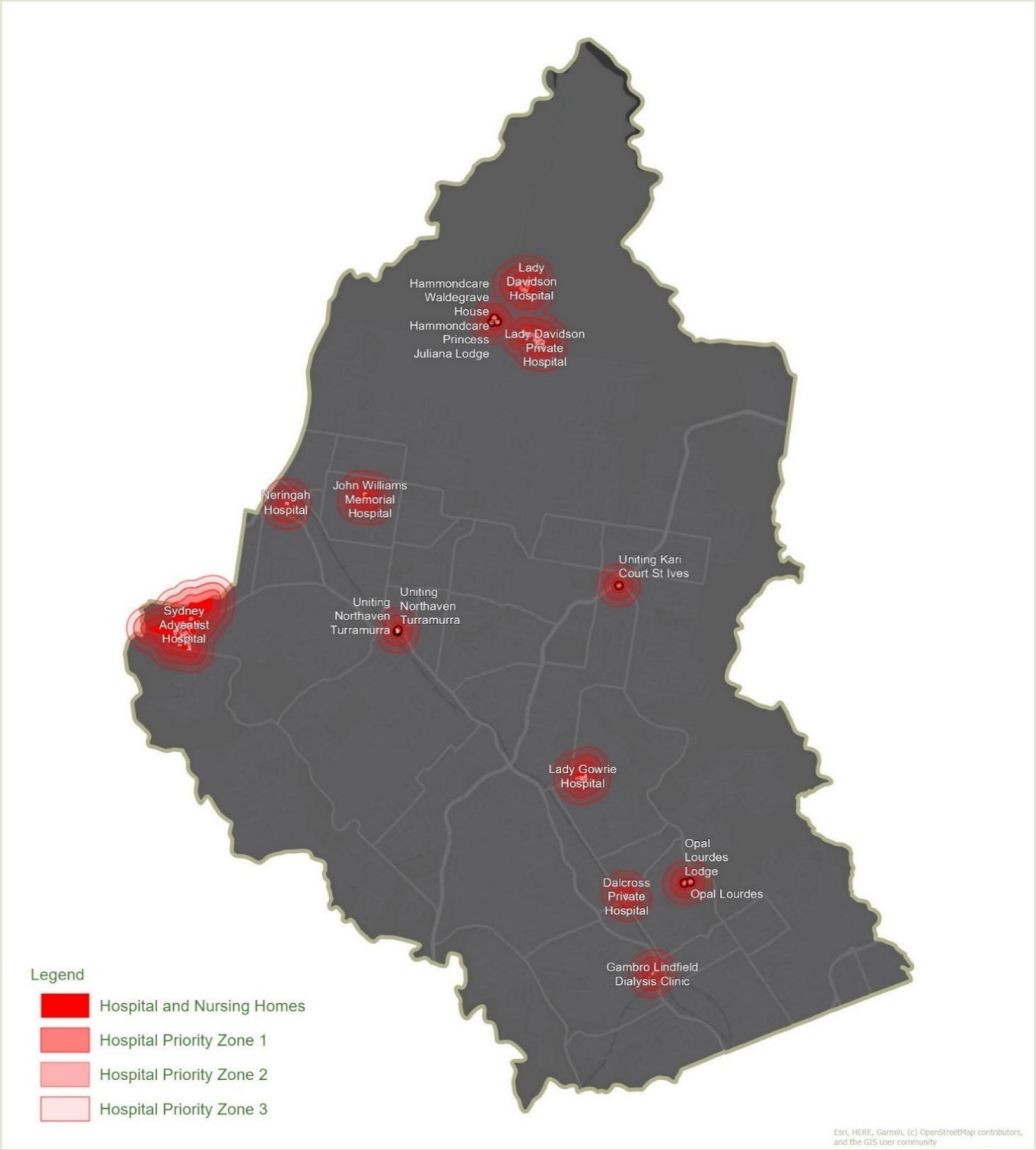

Figure 6-5 – Hospital and Nursing Home Areas and Priority Zones

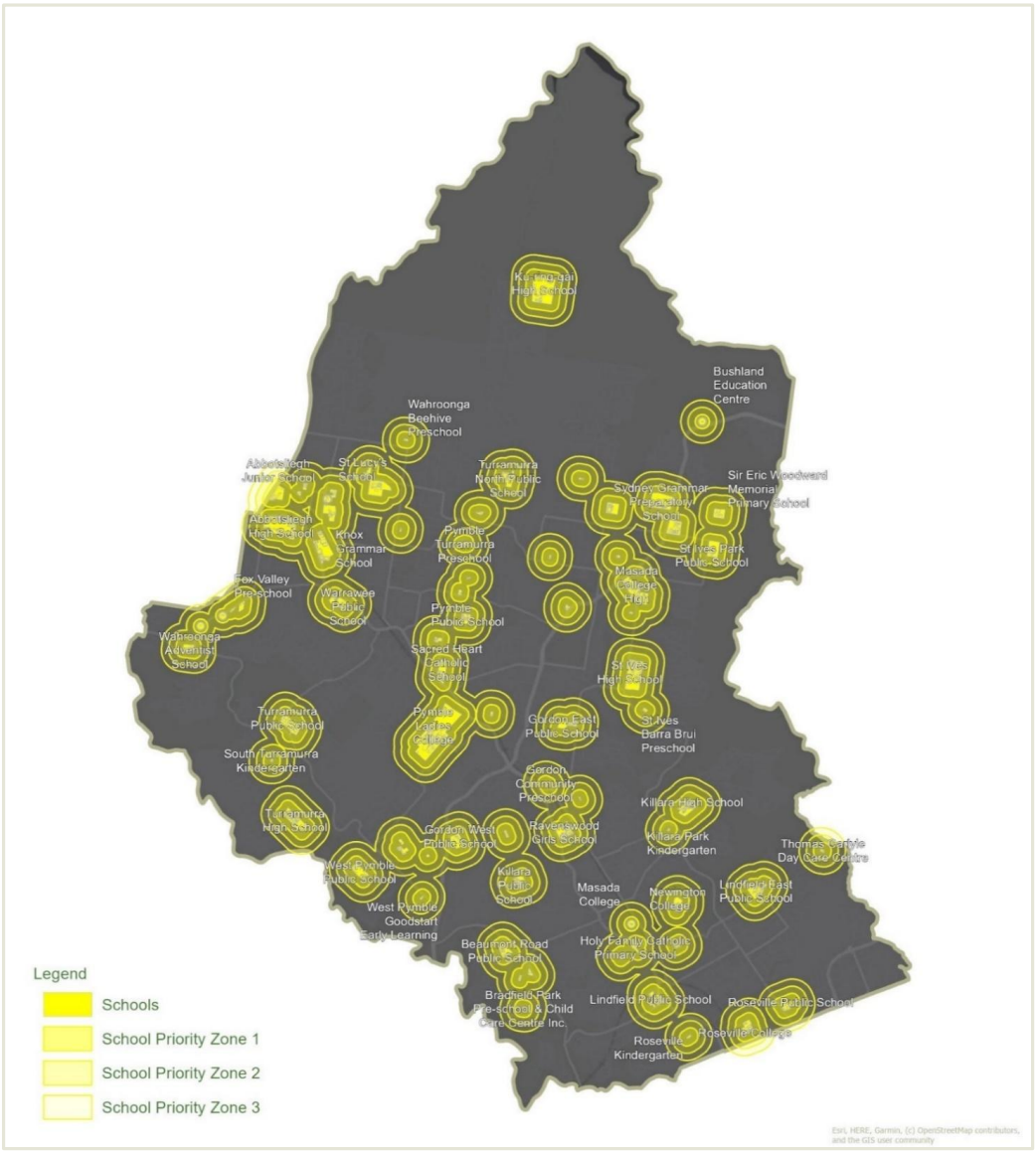

Figure 6-6 – Schools and Priority Zones

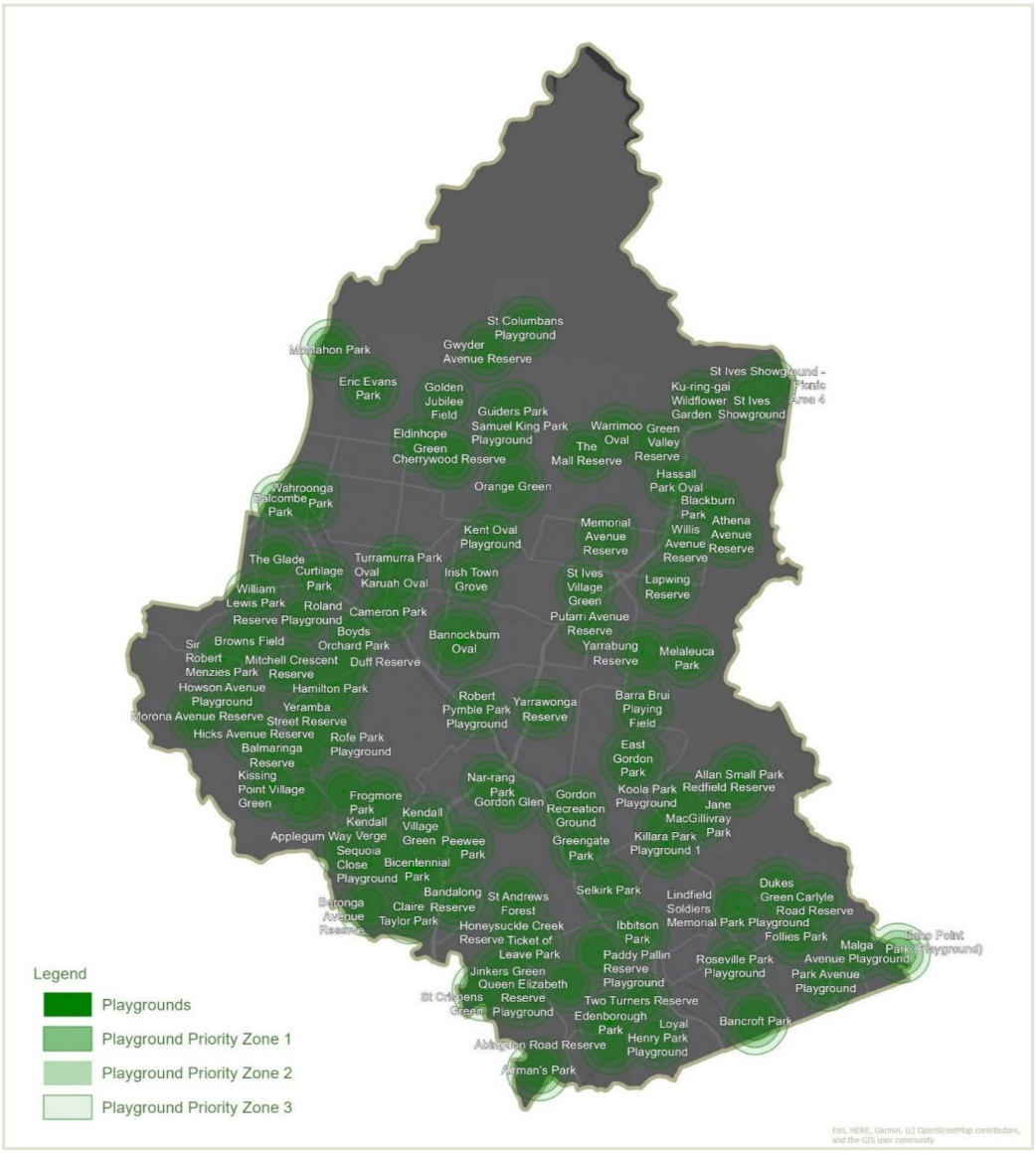

Figure 6-7 – Playgrounds and Priority Zones

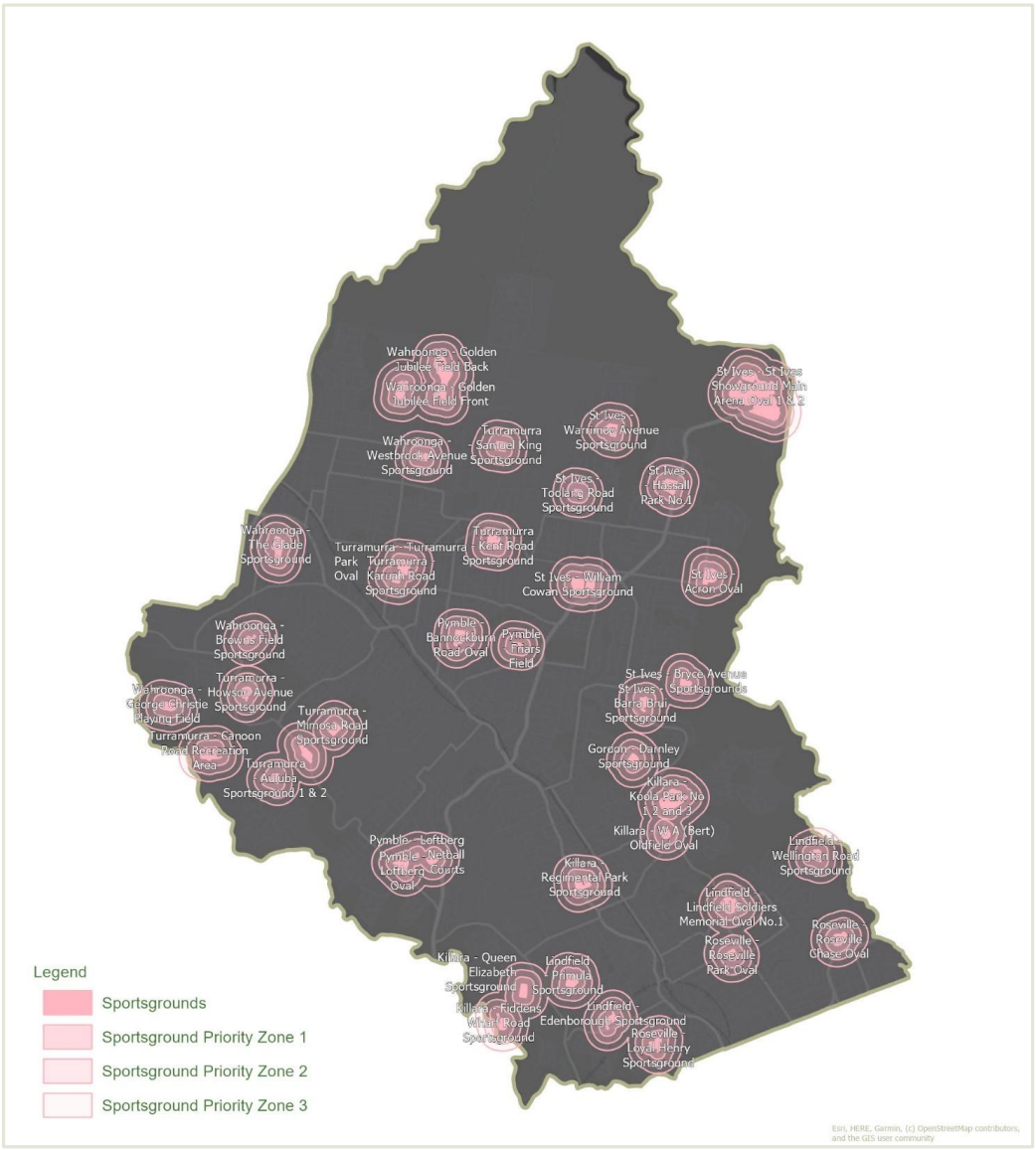

Figure 6-8 – Sportsgrounds and Priority Zones

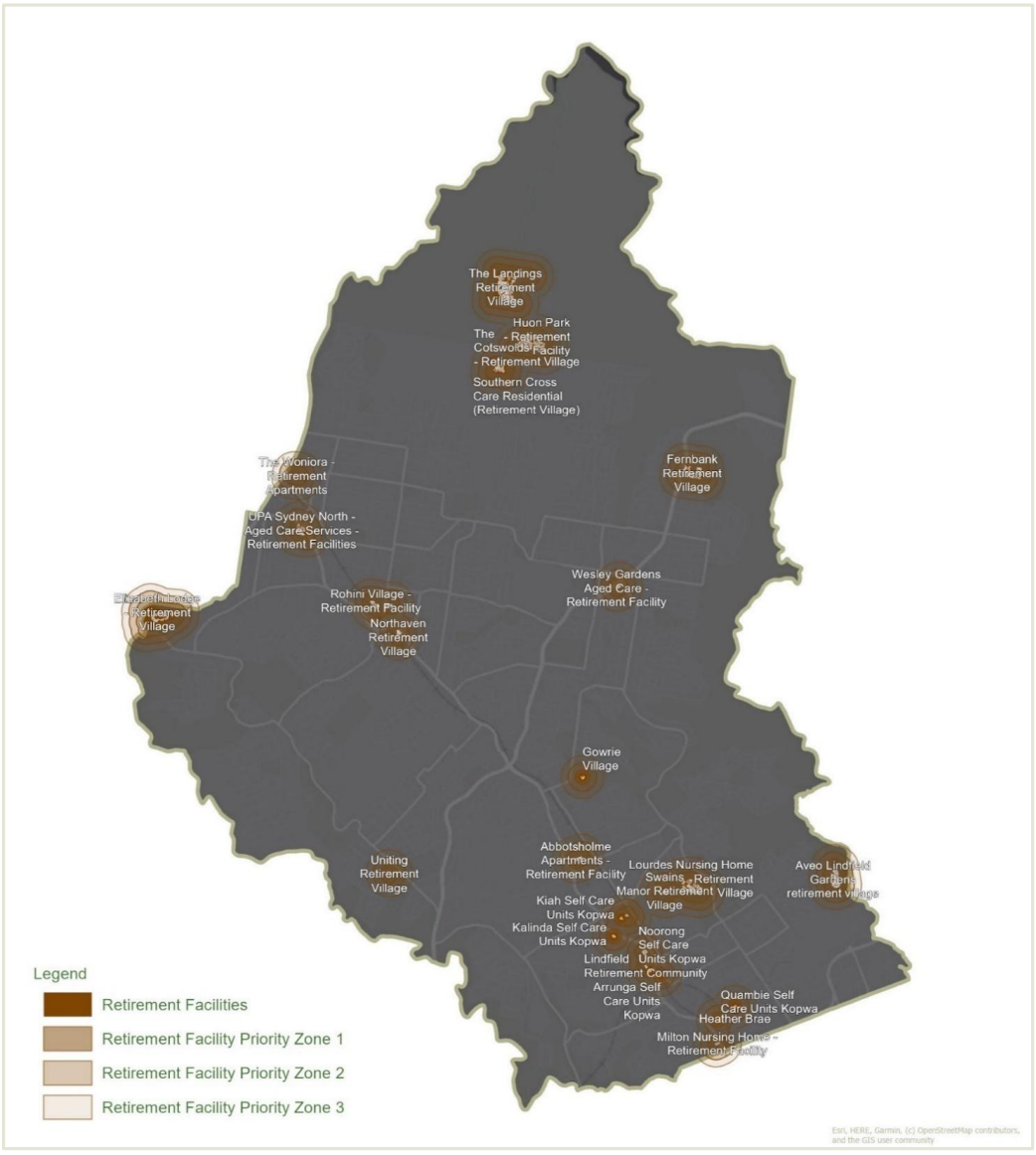

Figure 6-9 – Retirement Facilities and Priority Zones

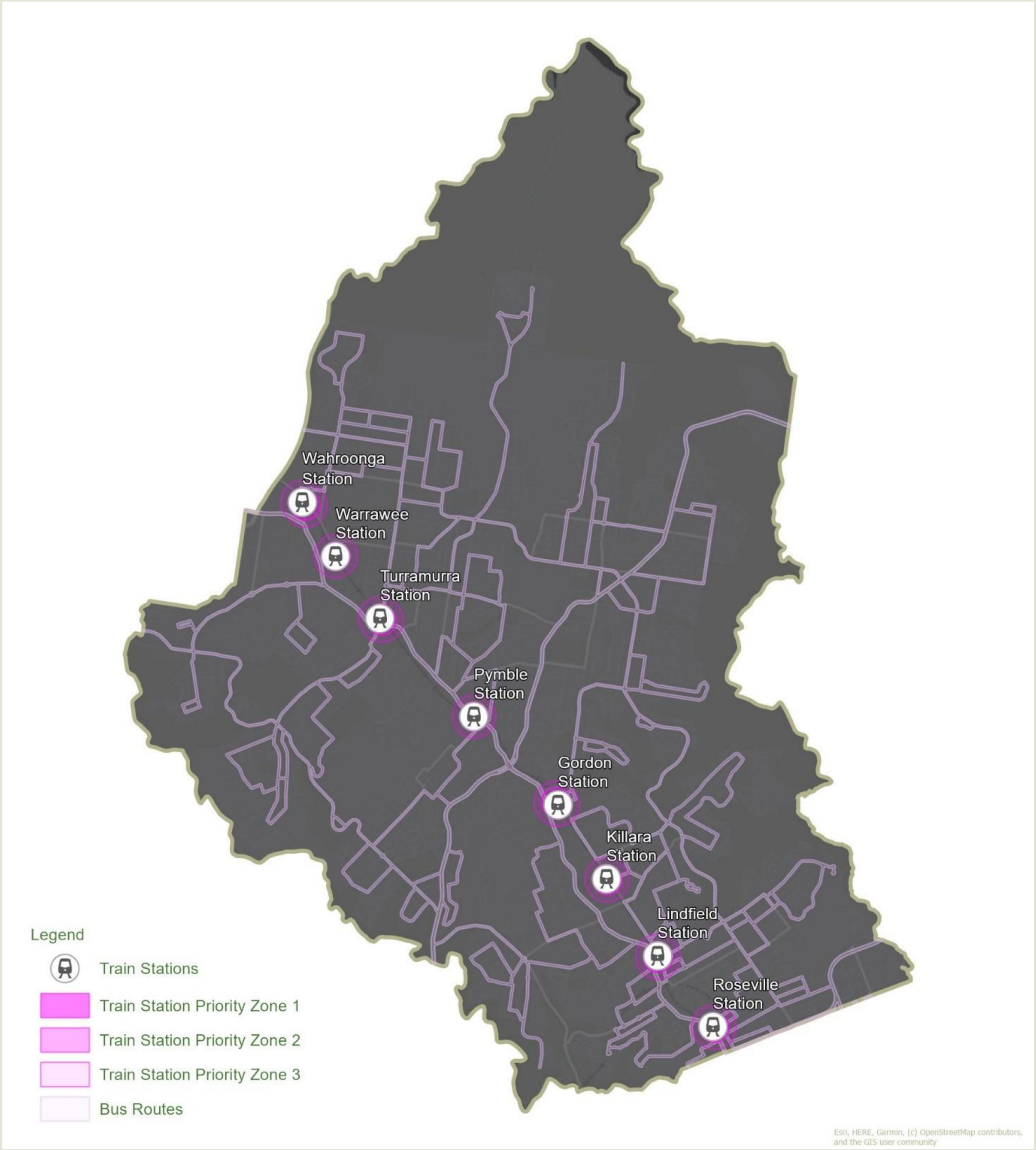

Figure 6-10 – Public Transport Corridors and Priority Zones

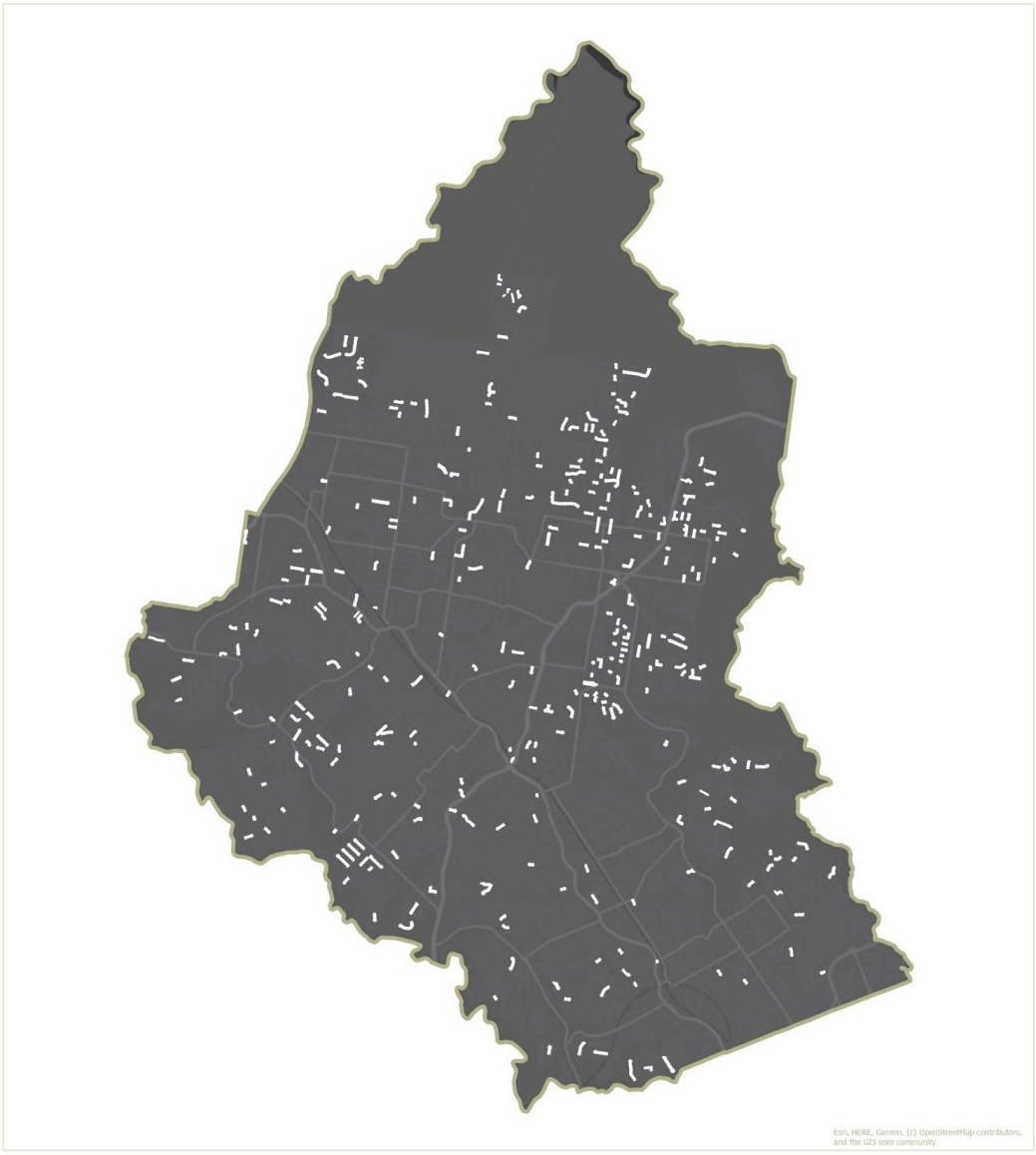

Figure 6-11 –Low Priority Zones

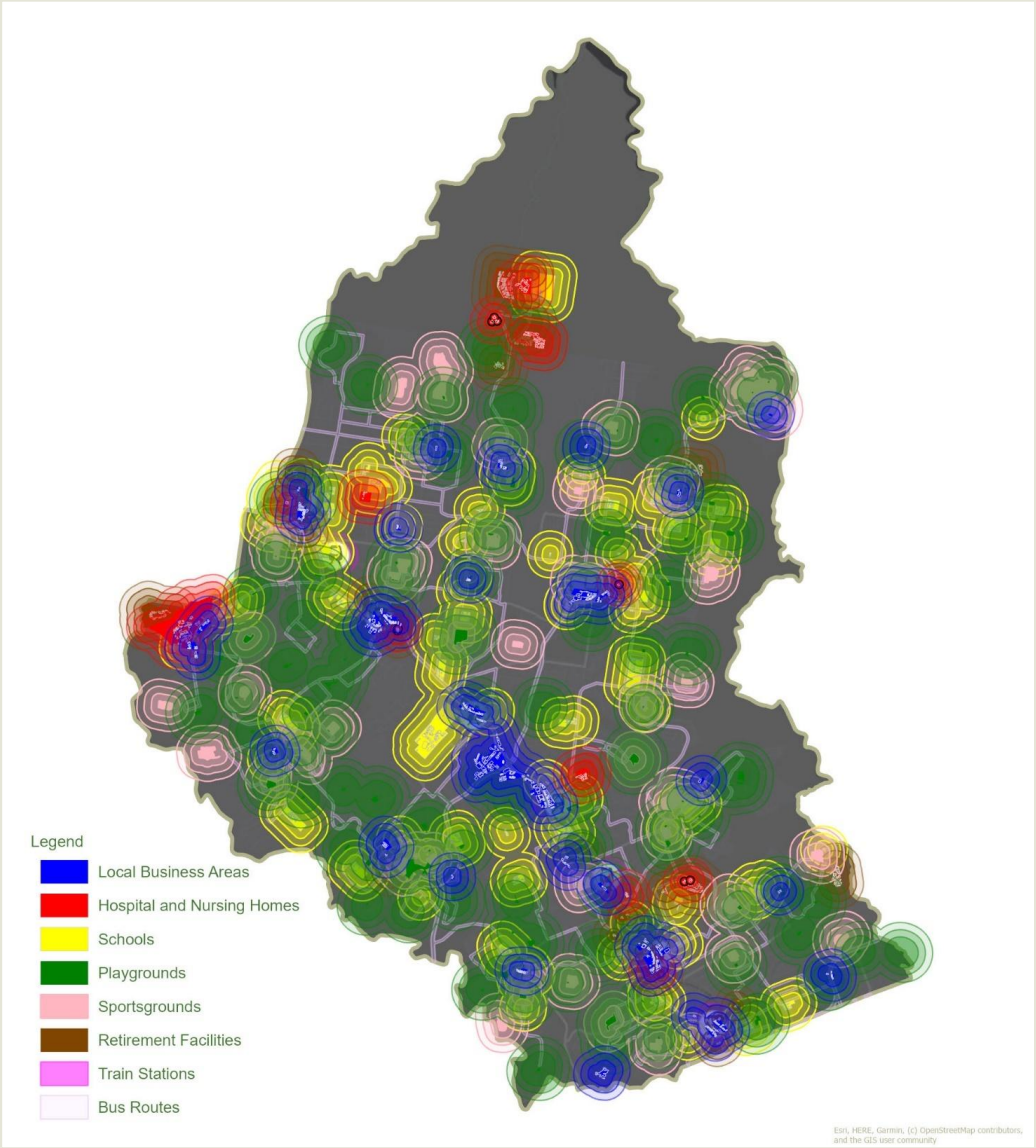

Figure 6-12 –Combined Priority Zones

6.2.1 Summary of future upgrade/new assets expenditure

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan but only to the extent of the available funds

In April 2022, Councillors voted to adopt a recommendation that all future budgets for new footpaths be increased to $1.25 million, until every street in Ku-ring-gai has at least one footpath. Funding for the new footpaths will come from the overall footpath budget.

The Special Rate Variation (SRV) provides the additional funding required to accelerate delivery of new infrastructure across the LGA. Without the SRV, footpath construction is constrained to the $1.46 million (Current Budget) annual allocation, meaning Council would not achieve its target of providing at least one footpath in every street until approximately 2082.

With SRV funding in place, Council will be able to supplement the base program and bring forward the delivery of footpaths, achieving this outcome by around 2045. This represents a significant improvement in accessibility, safety, and equity for the community, ensuring that all residents benefit from a connected and usable footpath network within a much shorter timeframe.

6.2.2 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Figure 6-13 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade / expansion / new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs ***required*** to achieve lowest lifecycle costs. The gap between the required expenditure and budgeted expenditure has informed the discussion on achieving the balance between services, costs, and risk to achieve the best value outcome.

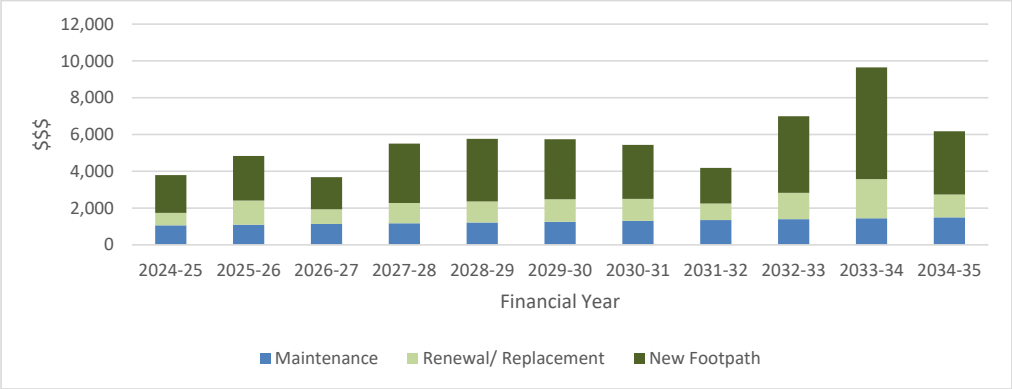

Figure 6-13 - Projected Operating and Capital Expenditure

Financial Year	Maintenance ($'000)	Renewal / Replacement ($'000)	New Footpath ($'000)
2024-25	1,060	677	2,054
2025-26	1,097	1,316	2,423
2026-27	1,135	801	1,742
2027-28	1,175	1,105	3,224
2028-29	1,216	1,146	3,402
2029-30	1,259	1,218	3,262
2030-31	1,303	1,200	2,929
2031-32	1,349	899	1,934
2032-33	1,396	1,431	4,162
2033-34	1,445	2,132	6,070
2034-35	1,495	1,244	3,438

Table 6-4 – Summary Asset Expenditure

7 RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[7].

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

7.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

Critical Asset	Failure Mode	Impact
Footpaths in high pedestrian volume areas (town centres, educational and public buildings)	Cracking, Trips	Injury to public Financial impact to Council

Table 7-1 - Critical Assets

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

7.2 Risk Assessment

The risk management process used in this project is shown in Figure 7-1 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2018.

7 ISO 31000:2018, p 2

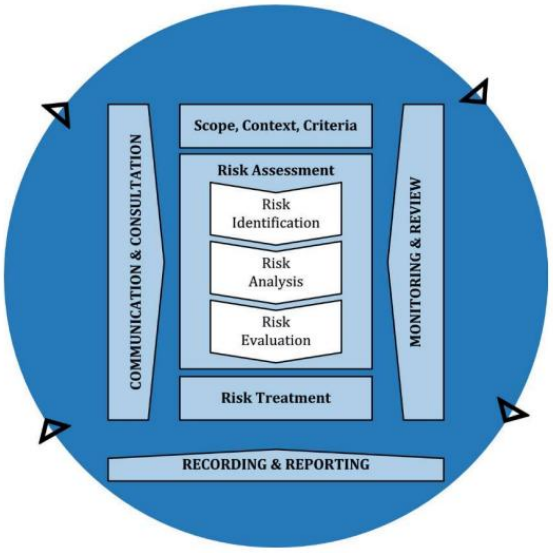

Figure 7-1 - Risk Management Process – Abridged

Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk, and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 7-2.

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Asset renewals not funded when required	Conditions will deteriorate and funding shortfall grows due to higher cost renewal treatments being required	Very High	Limited funding available needs to be directed to highest priority areas including footpaths.	Not reduced but next actions are understood but risks are reduced by funding priority areas	Staff time
Deteriorating condition of existing assets					

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.

Table 7-2- Critical Risks and Treatment Plans

7.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This may be included in future iterations of the Asset Management Plan.

7.4 Service and Risk Trade-Offs

The decisions made in adopting this Asset Management Plan are based on the objective to achieve the optimum benefits from the available resources.

7.4.1 Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Temporary closure of footpaths
- Poor surface – cracking, root damage, trips
- Risk of public injury

7.4.2 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Catastrophic – death, huge financial loss, loss in community trust
- Major – extensive injuries, loss of production capability, major financial loss
- Moderate – medical treatment required, high financial loss
- Minor – minor injury, medium financial loss

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

7.4.3 High Risk Areas (High Pedestrian Activity)

High pedestrian activity areas carry elevated risks if existing footpaths are not maintained to an appropriate standard, as defects such as cracks, uneven surfaces, or obstructions can increase the likelihood of trips, falls, and conflicts with vehicles. Regular maintenance ensures that footpaths remain safe, accessible, and compliant with standards, particularly around sensitive facilities like schools, hospitals, and retirement villages where vulnerable users are most at risk. In addition to maintenance, facilitating new footpath connections in identified high-risk locations is critical to closing network gaps, improving accessibility, and reducing pedestrian exposure to road traffic. Together, maintaining existing infrastructure and delivering new links will ensure a safer, more connected pedestrian network that supports community mobility and mitigates Council's safety and reputational risks. See Appendix: 1.1.1 High Risk Areas for high-risk areas.

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8 FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

The provision of adequate financial resources ensures that Council's footpath assets are appropriately managed and preserved. Financial provisions below requirements impact directly on community development and if prolonged, results in substantial needs for "catch up" expenditure imposed on the community in the future. Additionally, deferred renewal results in increased and escalating reactive maintenance as aged assets deteriorate at increasing rates.

To ensure responsible and sustainable stewardship of our assets, we are committed to balancing our community's needs and aspirations with what is affordable for ratepayers.

Making decisions about funding our footpath assets requires ongoing balancing of service levels, risk, and the need to adequately maintain and renew assets. Our aim is to achieve long-term asset sustainability

8.1.1 Asset Valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at fair value cost.

Gross Replacement Cost	$108,039,000
Accumulated Depreciation	$28,905,000
Net Carrying Amount	$79,134,000
Annual Depreciation	$1,496,237

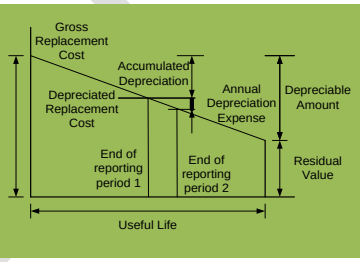

Figure 8-1 – Asset Valuations

8.1.2 Valuation Forecasts

Asset values are forecast to increase as additional footpath assets are added.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

8.1.3 Sustainability of service delivery

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- asset renewal funding ratio, and
- The Financial Plan budgeted expenditures/projected expenditure (over 10 years of the planning period).

8.1.4 Our asset investment strategies / financial deliberations

To achieve the financial objectives outlined in the Long-Term Financial Plan, Council is faced with an infrastructure funding gap, with renewal and maintenance needs exceeding the resources available under the current funding structure. To address this challenge, Council has considered a range of options.

The financial deliberations have considered a 10-year planning period and are described in Table 8-1 Funding Options.

Scenario Option	Description
Do nothing (Base Case, rate peg only)	The Base Case scenario identifies and models the necessary funding required each year to deliver the current levels of service for the asset portfolio over a 10-year period. Continuing with the base case means accepting ongoing underfunding. This would result in further asset deterioration, rising maintenance costs, an increasing infrastructure backlog and declining community service levels. Over time, this approach creates greater long-term liabilities and risks.
Reduce Level of Services (LoS)	Continuing with the base case means accepting ongoing underfunding. This would result in further asset deterioration, rising maintenance costs, an increasing infrastructure backlog and declining community service levels. Over time, this approach creates greater long-term liabilities and risks.
Special Rate Variation (SRV)	This scenario models the impact on asset performance if Council were to invest based on the SRV planned funding allocation projected over a 10-year period. The introduction of a Special Rate Variation (SRV) provides a sustainable funding source dedicated to addressing the ongoing infrastructure gap. This investment will allow Council to: • fund a proactive renewal program across all asset classes • maintain the Building and Infrastructure Asset Renewal Ratio at greater than 100% • reduce reliance on costly reactive maintenance • reduce civil liability and risk • ensure long-term financial sustainability while continuing to deliver valued community services.

Table 8-1- Funding Options

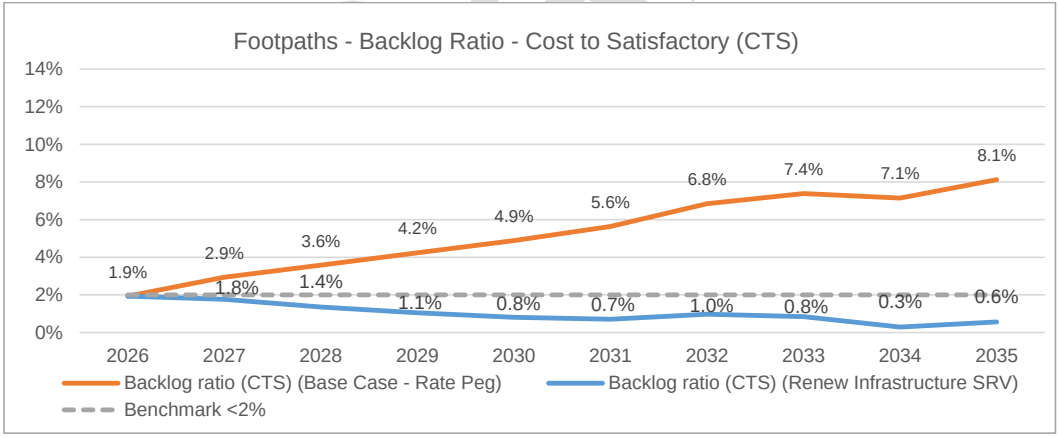

Figure 8-2 -: Footpaths Backlog Ratio – Cost to Satisfactory

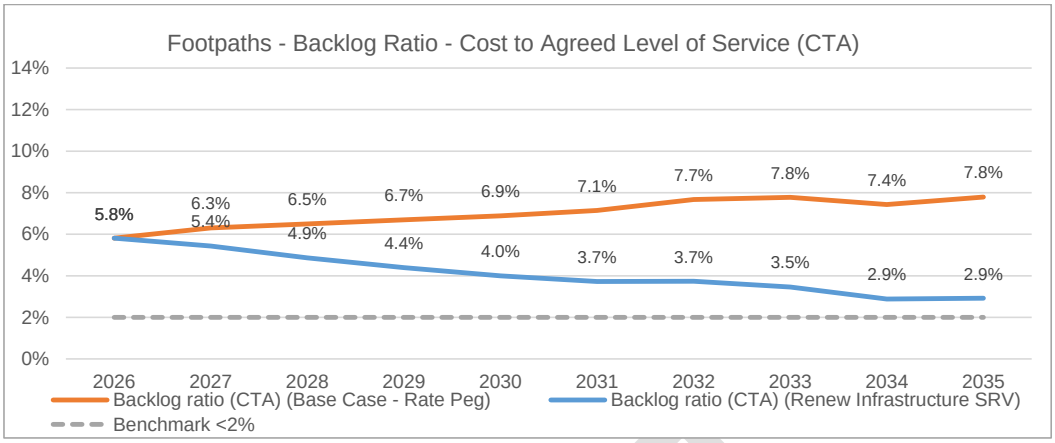

Figure 8-3 - Footpaths Backlog Ratio – Cost to Agreed Level of Service

Financial analysis undertaken confirms that only the SRV option provides sufficient resources to close the infrastructure funding gap while maintaining service delivery. Unlike the other options, the SRV:

- directly aligns funding with the scale of identified renewal needs
- minimises long-term costs by addressing renewal backlogs now, rather than allowing deterioration to accelerate
- preserves existing service levels without requiring large-scale cuts to community programs or assets
- provides a structured, transparent and sustainable funding approach consistent with the Office of Local Government's financial sustainability benchmarks

In summary, the SRV is the only response option that enables Council to meet renewal requirements, address the infrastructure backlog, and continue delivering safe, reliable and fit-for-purpose assets for the community.

8.2 Integration with the Long-Term Financial Plan

To ensure the resources needed to manage our assets are provided in our financial planning instruments, integration of the Asset Management Strategy and the Financial Plan is critical.

The balance between maintaining and renewing our assets and accommodating funding for improvement and growth is a constant challenge – underfunding the renewal of an asset can lead to lower levels of service and deferring an important asset upgrade can mean that the asset is no longer fit-for-purpose.

This AMP has considered a number of options linked to Community Levels of Service. The adopted expenditure included in this AMP is consistent with our affordability after considering these scenarios.

All funding requirements identified for each asset portfolio have been allocated in the Long-Term Financial Plan. This will require future monitoring and further analysis as new asset information becomes available such as updated asset condition data. Funding requirements may potentially change, which will require adjustment to the Long-Term Financial Plan.

Key financial assumptions made in the investment analysis are:
Forecast expenditure 2026 to 2035 for Acquisitions and Renewals taken from current project bids and LTFP.
Forecast expenditure 2025 to 2035 for Operations and Maintenance is based on data from Ku Ring Gai council 'Special Schedule No.7' which reports Operation and Maintenance expenditure on Infrastructure Assets. The figures used for both Operation and Maintenance costs are the annual amount charged for Transport Infrastructure Assets for the Financial Year 2023/24
Asset registers are as accurate and complete as possible at this time. The most recent condition assessment was undertaken in financial year 2024-2025

Useful lives and predictive modelling are correct, however as further data and condition for assets is collected and will be revised to best represent the footpath asset database
Current levels of service reflect the current community needs
No known legislative changes or other influences that will impact on, or demand a change in level of service and associated funding throughout the period of the plan
Operation and Maintenance budgets in the 10-year financial plan already allow for price escalation in subsequent years.

Table 8-2- Key Assumptions made in AM Plan and Risks of Change

8.3 Forecast Funding Requirements

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is $ 4,250,000on average per year.

Over the planning period, projected required operations, maintenance, and renewal expenditure averages $ 4.25 million per year. In comparison, estimated budget allocations average $2.536 million per year, resulting in an overall funding shortfall of approximately $1.714 average per year, or $17,14 million over 10 years, for the maintenance of the footpath network. This gap will be supplemented by $940,000 per year through Special Rate Variation (SRV) funding, which is dedicated to meeting the projected expenditure requirements for renewals documented in this plan. This figure excludes the provision of new assets.

Providing infrastructure services in a sustainable manner requires careful alignment of service levels, risks, projected expenditures, and financing. The target is to achieve a financial indicator of approximately 1.0 in the early years of the Asset Management Plan and maintain this balance across the 10-year life of the Long-Term Financial Plan.

8.3.1 Projected expenditures for long term financial plan

Under the preferred rate increase scenario, the footpath backlog is contained at around $0.7M, compared with the Base Case (rate peg only) where the backlog escalates to more than $8 million. The preferred option also prevents growth in the backlog against the agreed service level, reflecting community expectations for expanded upgrades.

Tables below present the projected capital and maintenance expenditure, along with backlog forecasts for the preferred SRV option over the next ten years. These backlog projections are based on the reported Cost to Satisfactory (CTS).

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	1,575	1,511	1,237	1,021	836	768	1,091	1,006	375	754
Backlog - CTA	6,577	6,513	6,239	6,023	5,838	5,770	6,093	6,008	5,377	5,756
Renewal	1,316	1,741	2,069	2,133	2,228	2,235	1,958	2,516	3,243	2,381
New/upgrade	2,423	3,842	5,376	5,606	5,519	5,240	4,301	6,586	8,552	5,979
Maintenance	1,097	1,135	1,175	1,216	1,259	1,303	1,349	1,396	1,445	1,495
Total Expenditure	**4,836**	**6,718**	**8,620**	**8,955**	**9,006**	**8,778**	**7,608**	**10,498**	**13,240**	**9,855**

Table 8-3- Projected Expenditures Preferred Scenario - SRV for Long Term Financial Plan ($000)

New footpaths

Across the Local Government Area, an estimated 250 km of new footpaths are required to achieve a network with at least a footpath on one side of every street, while a further 620 km would be needed to provide footpaths on both sides.

Current funding levels are insufficient to fund the renewal of the existing footpath network or deliver new paths at the rate expected by the community. The demographic of the community is changing. With the increase in the average age of the community, there is a greater need to increase footpath on at least one side of the street proportional to the rate of change in demographic. The current annual allocation is only enough to achieve one side of every street by approximately 2082.

The preferred rate increase scenario would increase the annual budget for new footpaths by $2.1 million. This increase in funding will enable a footpath on one side of every street approximately by 2052 instead of 2082. The new footpath network will be made compliant with accessibility standards.

Once this target is met, Council will redirect the additional funding towards completing the second side of streets, ensuring that footpaths are progressively constructed on both sides of the road in line with long-term community expectations.

8.3.2 Forecast Reliability and Confidence

The expenditure and valuations projections in this Asset Management Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale[8] in accordance with Table 8-4.

Confidence Grade	Description
A – Very High	Data based on sound records, procedures, investigations, and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B - High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C - Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D - Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E – Very Low	None or very little data held.

Table 8-4 - Data Confidence Grading System

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered to be “High”.

8 IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

9 PLAN IMPROVEMENT AND MONITORING

9.1 Status of Asset Management Practices[9]

9.1.1 Accounting and financial data sources

This Footpath Asset Management Plan utilises accounting and financial data. The source of the data is the Enterprise Asset Management and Financials modules of the TechnologyOne CiA system.

9.1.2 Asset management data sources

This Footpath Asset Management Plan also utilises asset management data. The source of the data is the Enterprise Asset Management module of the TechnologyOne CiA system and the ESRI ArcGIS geodatabase.

9.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Footpath Asset Management Plan is shown in Table 9-1.

Task	Responsibility	Resources Required	Timeline
Review and improvement of asset maintenance practices	Infrastructure Services	Operational Maintenance Supervisor(s)	Complete by June 2026
Review and improvement of spatial asset data mapping and analysis	Technical Services Information Management	Asset Officer Coordinator Engineering Assets Business Systems Coordinator Manager Assets &Technical Services	Complete by December 2026
Review of useful lives	Technical Services	Coordinator Engineering Manager Assets & Technical Services	Completed
Establish a strategic asset management system for all infrastructure assets	Technical Services	Coordinator Engineering Assets	TBC

Table 9-1 – Improvement Plan

9.3 Monitoring and Review Procedures

This Footpath Asset Management Plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels, risks, forecast costs, proposed budgets, and/or resources available to provide those services as a result of budget decisions.

The Asset Management Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The Asset Management Plan has a life of 4 years and is due for complete revision and updating within four years of each Council election.

9.4 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan

9 ISO 55000 Refers to this the Asset Management System

- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans
- The Asset Renewal Funding Ratio achieving the target (this target is often 90 – 100%).

10 REFERENCES

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11 APPENDICES

Appendix A: Projected 10-year long-term investment plan (The estimates for individual project may vary without a change to the total allocation for the respective year)

Year	Capital Renewal Cost ($,000)	Upgrade/New ($,000)	Operations and Maintenance Cost ($,000)	Total Annual Cost ($,000)
2025/26	$1,316	$2,423	$1,097	**$4,836**
2026/27	$1,741	$3,842	$1,135	**$6,718**
2027/28	$2,069	$5,376	$1,175	**$8,620**
2028/29	$2,133	$5,606	$1,216	**$8,955**
2029/30	$2,228	$5,519	$1,259	**$9,006**
2030/31	$2,235	$5,240	$1,303	**$8,778**
2031/32	$1,958	$4,301	$1,349	**$7,608**
2032/33	$2,516	$6,586	$1,396	**$10,498**
2033/34	$3,243	$8,552	$1,445	**$13,240**
2034/35	$2,381	$5,979	$1,495	**$9,855**
Grand Total	**$21,820**	**$53,424**	**$12,870**	**$88,114**

Table A-1 – Projected 10 year long-term investment plan

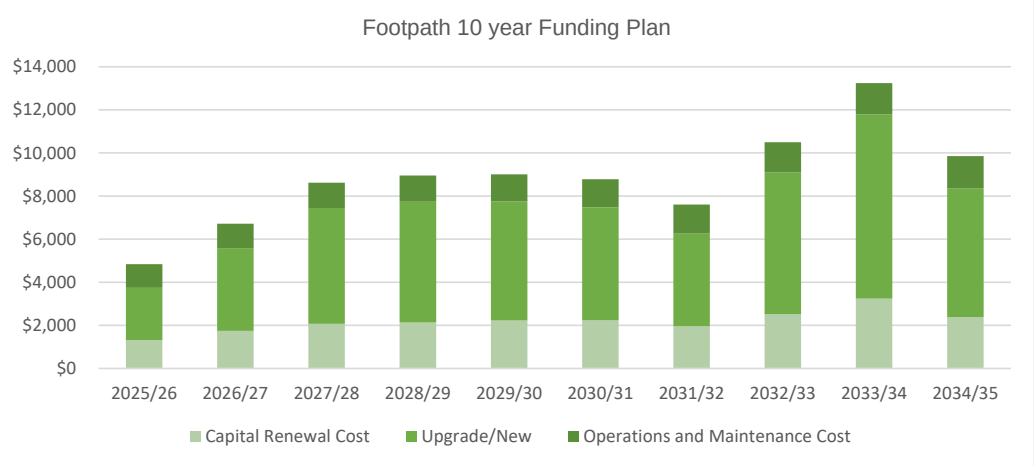

Figure 10-year Footpath Funding Plan

Appendix B: High Risk Areas (High Pedestrian Activity)

Street Name	Nearby Facilities (Summary)	Facility Count	Possible Impact of TOD
Pacific Highway	8 Retirement Facility, 7 Station, 4 Business Area, 3 School, 2 Hospital, 2 Other	26	Yes
Bobbin Head Road	2 Retirement Facility, 1 School, 1 Hospital, 1 Business Area	5	No
Tryon Road	1 Business Area, 1 Station, 1 Retirement Facility	3	Yes
Burns Road	2 School, 1 Hospital	3	No
Fox Valley Road	1 Retirement Facility, 1 Other, 1 Hospital	3	No
Kitchener Street	2 Retirement Facility, 1 Other	3	No
Mona Vale Road	2 School, 1 Retirement Facility	3	No
Rohini Street	2 Retirement Facility, 1 Station	3	No
Clanville Road	1 Station, 1 Retirement Facility	2	Yes
Hill Street	1 Station, 1 Retirement Facility	2	Yes
Lindfield Avenue	1 Station, 1 Retirement Facility	2	Yes
Park Avenue	1 Station, 1 Business Area	2	Yes
Wade Lane	1 Station, 1 Business Area	2	Yes
Apollo Avenue	1 School, 1 Business Area	2	No
Beaumont Road	1 Business Area, 1 School	2	No
Bridge Street	1 Business Area, 1 Station	2	No
Coonanbarra Road	1 Station, 1 Retirement Facility	2	No
Edward Street	1 Retirement Facility, 1 Hospital	2	No
Gilroy Road	1 Business Area, 1 School	2	No
Grandview Street	1 Business Area, 1 Station	2	No
Greengate Road	1 Retirement Facility, 1 Business Area	2	No
Heydon Avenue	1 Business Area, 1 Station	2	No
Koola Avenue	1 Business Area, 1 School	2	No
Redleaf Avenue	1 Station, 1 Retirement Facility	2	No
Ryde Road	1 Hospital, 1 School	2	No
Wahroonga Avenue	1 Station, 1 Retirement Facility	2	No
Yarrabung Road	2 School	2	No
Bent Street	1 Retirement Facility	1	Yes
Buckingham Road	1 Business Area	1	Yes
Highfield Road	1 School	1	Yes
Lorne Avenue	1 Station	1	Yes
St Johns Avenue	1 Business Area	1	Yes
Treatts Road	1 Retirement Facility	1	Yes
Werona Avenue	1 Station	1	Yes
William Street	1 Retirement Facility	1	Yes
Acron Road	1 School	1	No
Allambie Avenue	1 Business Area	1	No
Archbold Road	1 School	1	No
Auluba Road	1 Business Area	1	No
Avon Road	1 School	1	No
Babbage Road	1 Business Area	1	No
Beaconsfield Parade	1 Retirement Facility	1	No
Clinton Street	1 Retirement Facility	1	No
Cowan Road	1 Business Area	1	No
Crown Road	1 School	1	No
Curagul Road	1 Retirement Facility	1	No
Dunlop Street	1 Business Area	1	No
Duntroon Avenue	1 Business Area	1	No
Eastern Road	1 School	1	No
Gilroy Lane	1 Retirement Facility	1	No
Glen Street	1 Business Area	1	No
Grosvenor Street	1 Other	1	No
Henry Street	1 School	1	No
Kendall Street	1 Business Area	1	No
Kissing Point Road	1 Business Area	1	No

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Street Name	Nearby Facilities (Summary)	Facility Count	Possible Impact of TOD
Link Road	1 School	1	No
Malvern Avenue	1 Business Area	1	No
Maxwell Street	1 School	1	No
Memorial Avenue	1 Business Area	1	No
Milton Road	1 Business Area	1	No
Morgan Road	1 Retirement Facility	1	No
Post Office Lane	1 Business Area	1	No
Railway Avenue	1 Retirement Facility	1	No
Ridgeland Avenue	1 School	1	No
Rosedale Road	1 School	1	No
Roseville Avenue	1 Retirement Facility	1	No
Trafalgar Avenue	1 Retirement Facility	1	No
Turramurra Avenue	1 Station	1	No
Ulmarra Place	1 Retirement Facility	1	No
Vernon Street	1 Business Area	1	No
Village Green Parade	1 Retirement Facility	1	No
Warrawee Avenue	1 Station	1	No
Wellington Road	1 Business Area	1	No
Woonona Avenue	1 School	1	No

Appendix B: Projected 10-year long-term Footpath Renewal Program (The estimates for individual project may vary without a change to the total allocation for the respective year)

Location	Area (sqm)	Replacement Cost	Ward	Financial Year	Scenario (Option)	Description
Footpath Minor Works	LGA	$2,231,000.00	LGA	2026/35	Option 1	Footpath Renewal
Treatts Road	785.06	$189,983.39	Gordon	2026/27	Option 1	Footpath Renewal
Boundary Street (Section 1)	482.02	$116,648.27	Roseville	2026/27	Option 1	Footpath Renewal
Kissing Point Road	548.35	$132,699.57	Comenarra	2026/27	Option 1	Footpath Renewal
Mackenzie Street	551.49	$133,459.45	Roseville	2026/27	Option 2/3/4	Footpath Renewal
Fox Valley Road	780.78	$188,947.63	Wahroonga	2026/27	Option 2/3/4	Footpath Renewal
Duff Street	408.68	$98,899.43	Comenarra	2026/27	Option 2/3/4	Footpath Renewal
Grandview Street	1,102.62	$266,832.91	St Ives	2026/27	Option 2/3/4	Footpath Renewal
Arnold Street	1,019.44	$223,100.00	Gordon	2026/27	Option 2/3/4	Footpath Renewal

Warrimoo Avenue	112.20	$28,761.00	St Ives	2026/27	Option 2/3/4	Footpath Renewal
Fiddens Wharf Road	527.31	$127,607.89	Roseville	2026/28	Option 1	Footpath Renewal
Bushlands Avenue	479.64	$116,071.75	Gordon	2027/28	Option 1	Footpath Renewal
Mt William Street	397.92	$96,295.51	Gordon	2027/28	Option 1	Footpath Renewal
Yanko Road	300.90	$72,816.67	Comenarra	2027/28	Option 1	Footpath Renewal
Lady Game Drive	100.00	$24,200.00	Gordon	2027/28	Option 1	Footpath Renewal
Memorial Avenue	135.00	$32,670.00	St Ives	2027/28	Option 1	Footpath Renewal
Khartoum Avenue	411.21	$99,511.69	Gordon	2027/28	Option 2/3/4	Footpath Renewal
Tryon Road (Section 2)	661.11	$159,987.44	Roseville	2027/28	Option 2/3/4	Footpath Renewal
Greengate Road (Section 1)	627.68	$151,897.99	Gordon	2027/28	Option 2/3/4	Footpath Renewal
Roseville Avenue (Section 1)	720.28	$174,900.00	Roseville	2027/28	Option 2/3/4	Footpath Renewal
Boundary Street (Section 2)	482.02	$116,648.00	Roseville	2027/28	Option 2/3/4	Footpath Renewal
Bannockburn Road	438.60	$106,140.07	Wahroonga	2027/28	Option 2/3/4	Footpath Renewal
Eastern Arterial Road (Section 2)	532.47	$130,915.01	St Ives	2027/28	Option 2/3/4	Footpath Renewal
Station Street	603.78	$146,113.63	Wahroonga	2027/29	Option 1	Footpath Renewal
Church Street	584.70	$141,496.27	St Ives	2028/29	Option 1	Footpath Renewal
Werona Avenue (Section1)	540.97	$130,915.17	Gordon	2028/29	Option 1	Footpath Renewal
Pacific Highway (Section 3)	454.83	$110,068.86	Gordon	2028/29	Option 1	Footpath Renewal

Cherry Street	167.00	$55,513.00	Wahroonga	2028/29	Option 1	Footpath Renewal
Maclaurin Parade	169.44	$41,003.35	Roseville	2028/29	Option 2/3/4	Footpath Renewal
Lucinda Avenue	782.89	$167,905.00	Comenarra	2028/29	Option 2/3/4	Footpath Renewal
Cook Road	758.04	$183,444.55	Roseville	2028/29	Option 2/3/4	Footpath Renewal
Highfield Road	799.57	$179,990.00	Gordon	2028/29	Option 2/3/4	Footpath Renewal
Killara Avenue	378.72	$91,649.11	Gordon	2028/29	Option 2/3/4	Footpath Renewal
Hope Street	349.89	$84,672.25	St Ives	2028/29	Option 2/3/4	Footpath Renewal
Pacific Highway (Section 4)	454.83	$110,068.86	Gordon	2028/29	Option 2/3/4	Footpath Renewal
Moree Street	335.82	$81,267.31	Gordon	2028/29	Option 2/3/4	Footpath Renewal
Mona Vale Road (Section 1)	512.73	$124,081.00	St Ives	2029/30	Option 1	Footpath Renewal
Kintore Street	120.00	$29,040.00	Wahroonga	2029/30	Option 1	Footpath Renewal
Mcintosh Street	841.82	$188,620.00	Gordon	2029/30	Option 1	Footpath Renewal
Braeside Street	490.02	$118,583.71	Wahroonga	2029/30	Option 1	Footpath Renewal
Nelson Street	117.36	$37,375.95	Gordon	2029/30	Option 1	Footpath Renewal
Pacific Highway (Section 6)	454.83	$110,068.86	Roseville	2029/30	Option 2/3/4	Footpath Renewal
Eastern Arterial Road (Section 1)	532.47	$128,856.56	Gordon	2029/30	Option 2/3/4	Footpath Renewal
Duntroon Avenue (Section 1)	576.82	$139,591.08	Roseville	2029/30	Option 2/3/4	Footpath Renewal
Rosedale Road (Section 1)	621.84	$150,484.90	St Ives	2029/30	Option 2/3/4	Footpath Renewal

Mona Vale Road (Section 2)	512.73	$124,080.09	St Ives	2029/30	Option 2/3/4	Footpath Renewal
Addison Avenue	989.80	$186,622.01	Roseville	2029/30	Option 2/3/4	Footpath Renewal
Kendall Street	107.88	$27,994.83	Comenarra	2029/30	Option 2/3/4	Footpath Renewal
Beechworth Road	298.77	$72,301.21	Comenarra	2029/30	Option 2/3/4	Footpath Renewal
Bent Street	687.75	$166,434.37	Roseville	2030/31	Option 1	Footpath Renewal
The Comenarra Parkway	237.84	$57,556.15	Comenarra	2030/31	Option 1	Footpath Renewal
Merriwa Street	115.80	$28,022.47	Gordon	2030/31	Option 1	Footpath Renewal
Wallalong Crescent	124.32	$30,084.31	Comenarra	2030/31	Option 1	Footpath Renewal
Alma Street	752.59	$182,125.65	St Ives	2030/31	Option 1	Footpath Renewal
Essex Street	99.48	$33,477.03	Gordon	2030/31	Option 1	Footpath Renewal
Werona Avenue (Section 3)	540.97	$130,915.17	Gordon	2030/31	Option 2/3/4	Footpath Renewal
Illoura Avenue	771.17	$219,995.00	Wahroonga	2030/31	Option 2/3/4	Footpath Renewal
Locksley Street	653.95	$141,196.00	Gordon	2030/31	Option 2/3/4	Footpath Renewal
Fern Street	232.86	$56,350.99	St Ives	2030/31	Option 2/3/4	Footpath Renewal
Pacific Highway (Section 7)	454.83	$110,068.86	Comenarra	2030/31	Option 2/3/4	Footpath Renewal
Tryon Road (Section 3)	661.11	$159,987.44	Roseville	2030/31	Option 2/3/4	Footpath Renewal
Shirley Road	278.22	$67,328.11	Roseville	2030/31	Option 2/3/4	Footpath Renewal
Womerah Street	223.80	$54,158.47	Wahroonga	2030/31	Option 2/3/4	Footpath Renewal

Robert Street	384.16	$92,965.59	Gordon	2031/32	Option 1	Footpath Renewal
Carlotta Avenue	214.41	$51,886.09	Gordon	2031/32	Option 1	Footpath Renewal
Laneway Taunton Lane	156.06	$37,765.39	St Ives	2031/32	Option 1	Footpath Renewal
Cowan Road	145.08	$35,108.23	St Ives	2031/32	Option 1	Footpath Renewal
Post Office Street	120.02	$29,043.71	St Ives	2031/32	Option 1	Footpath Renewal
Salerno Place	34.20	$8,275.27	St Ives	2031/32	Option 1	Footpath Renewal
Porters Lane	15.60	$3,774.07	St Ives	2031/32	Option 1	Footpath Renewal
Kitchener Street	40.70	$9,849.40	St Ives	2031/32	Option 1	Footpath Renewal
Ryde Road (Section 1)	723.18	$165,980.00	Gordon	2031/32	Option 1	Footpath Renewal
Bangalla Street	260.55	$63,051.97	Wahroonga	2031/32	Option 1	Footpath Renewal
Greengate Road (Section 2)	627.68	$151,897.99	Gordon	2031/32	Option 2/3/4	Footpath Renewal
Bobbin Head Road	722.22	$168,838.00	Wahroonga	2031/32	Option 2/3/4	Footpath Renewal
Brisbane Avenue	327.00	$79,132.87	Roseville	2031/32	Option 2/3/4	Footpath Renewal
Mcintyre Street	329.77	$79,803.21	Gordon	2031/32	Option 2/3/4	Footpath Renewal
Finlay Road	77.52	$18,758.71	Comenarra	2031/32	Option 2/3/4	Footpath Renewal
Killeaton Street	77.16	$18,671.59	St Ives	2031/32	Option 2/3/4	Footpath Renewal
Doncaster Avenue	73.92	$17,887.51	Comenarra	2031/32	Option 2/3/4	Footpath Renewal
Ada Avenue	62.28	$15,070.63	Comenarra	2031/32	Option 2/3/4	Footpath Renewal

Boyd Street	60.36	$14,605.99	Comenarra	2031/32	Option 2/3/4	Footpath Renewal
Catalpa Crescent	53.52	$15,950.71	Comenarra	2031/32	Option 2/3/4	Footpath Renewal
Congham Road	50.04	$18,021.55	Comenarra	2031/32	Option 2/3/4	Footpath Renewal
Wellesely Road	702.00	$169,882.87	St Ives	2031/32	Option 2/3/4	Footpath Renewal
Roseville Avenue (Section 2)	720.28	$171,478.46	Roseville	2031/32	Option 2/3/4	Footpath Renewal
Pacific Highway (Section 1)	454.83	$110,068.86	Wahroonga	2032/33	Option 1	Footpath Renewal
Tryon Road (Section 1)	661.11	$150,054.00	Roseville	2032/33	Option 1	Footpath Renewal
Turramurra Avenue	195.75	$47,370.37	Wahroonga	2032/33	Option 1	Footpath Renewal
Livingstone Avenue	86.04	$20,820.55	Comenarra	2032/33	Option 1	Footpath Renewal
Archbold Road	741.27	$169,386.21	Roseville	2032/33	Option 1	Footpath Renewal
Pearson Avenue	373.80	$90,458.47	Gordon	2032/33	Option 2/3/4	Footpath Renewal
Ridge Street	334.80	$83,850.00	Gordon	2032/33	Option 2/3/4	Footpath Renewal
Avoca Road	49.92	$12,237.00	Comenarra	2032/33	Option 2/3/4	Footpath Renewal
Cyrus Avenue	48.72	$15,789.11	Comenarra	2032/33	Option 2/3/4	Footpath Renewal
Yarrara Road	39.60	$15,582.07	Comenarra	2032/33	Option 2/3/4	Footpath Renewal
Pacific Highway (Section 8)	454.83	$110,068.86	Comenarra	2032/33	Option 2/3/4	Footpath Renewal
Eastern Arterial Road (Section 3)	532.47	$128,856.56	St Ives	2032/33	Option 2/3/4	Footpath Renewal
Duntroon Avenue (Section 2)	576.82	$139,591.08	Roseville	2032/33	Option 2/3/4	Footpath Renewal

Rosedale Road (Section 2)	621.84	$150,484.90	St Ives	2032/33	Option 2/3/4	Footpath Renewal
Beaconsfield Parade	492.83	$119,263.73	Roseville	2032/33	Option 2/3/4	Footpath Renewal
Darnley Street	305.04	$73,818.55	Gordon	2032/33	Option 2/3/4	Footpath Renewal
Grosvenor Street	839.64	$203,191.75	Wahroonga	2033/34	Option 1	Footpath Renewal
Pymble Avenue	938.36	$226,091.00	Comenarra	2033/34	Option 1	Footpath Renewal
Powell Street	282.72	$68,417.11	Gordon	2033/34	Option 1	Footpath Renewal
Eastern Road	1064.36	$241,899.99	Wahroonga	2033/34	Option 2/3/4	Footpath Renewal
Malvern Avenue	736.98	$178,348.03	Roseville	2033/34	Option 2/3/4	Footpath Renewal
Rosebery Road	304.17	$73,608.01	Gordon	2033/34	Option 2/3/4	Footpath Renewal
Buckingham Road	191.16	$46,259.59	Gordon	2033/34	Option 2/3/4	Footpath Renewal
Garnet Street	183.72	$44,459.11	Gordon	2033/34	Option 2/3/4	Footpath Renewal
Spencer Road	116.40	$28,167.67	Gordon	2033/34	Option 2/3/4	Footpath Renewal
Pacific Highway (Section 9)	454.83	$110,068.86	Gordon	2033/34	Option 2/3/4	Footpath Renewal
Rosedale Road (Section 3)	621.84	$150,484.90	St Ives	2033/34	Option 2/3/4	Footpath Renewal
Forsyth Street	275.64	$66,703.75	Gordon	2033/34	Option 2/3/4	Footpath Renewal
Provincial Road	1,109.92	$268,599.51	Gordon	2034/35	Option 1	Footpath Renewal
Mocatta Avenue	104.64	$26,122.00	St Ives	2034/35	Option 1	Footpath Renewal
Woodbury Road	70.20	$27,970.00	St Ives	2034/35	Option 1	Footpath Renewal

Ryde Road (Section 2)	723.18	$175,008.99	Comenarra	2034/35	Option 1	Footpath Renewal
Bancroft Avenue (Section 1)	660.15	$159,755.73	Roseville	2034/35	Option 2/3/4	Footpath Renewal
Horace Street (Section 1)	663.20	$160,494.83	St Ives	2034/35	Option 2/3/4	Footpath Renewal
Burns Road (Section 1)	797.44	$192,979.30	Wahroonga	2034/35	Option 2/3/4	Footpath Renewal
Stanhope Road (Section 1)	607.48	$147,010.80	Roseville	2034/35	Option 2/3/4	Footpath Renewal
Hill Street	656.68	$158,915.43	Roseville	2034/35	Option 2/3/4	Footpath Renewal
Warrangi Street	914.35	$221,271.57	Wahroonga	2034/36	Option 2/3/4	Footpath Renewal
Car Park 15: Cowan Road	362.03	$87,610.13	St Ives	2035/36	Option 1	Footpath Renewal
Stanley Street	53.04	$23,834.55	St Ives	2035/36	Option 1	Footpath Renewal
Pentecost Avenue	32.40	$17,839.67	St Ives	2035/36	Option 1	Footpath Renewal
Eucalyptus Street	28.32	$17,363.00	St Ives	2035/36	Option 1	Footpath Renewal
Pacific Highway (Section 2)	454.83	$110,068.86	Gordon	2035/36	Option 1	Footpath Renewal
Pacific Highway (Section 5)	454.83	$110,068.86	Roseville	2035/36	Option 1	Footpath Renewal
Werona Avenue (Section 2)	540.97	$130,915.17	Gordon	2035/36	Option 1	Footpath Renewal
Kelburn Road	159.60	$38,622.07	Gordon	2035/36	Option 2/3/4	Footpath Renewal
Pacific Highway (Section 10)	454.83	$110,068.86	St Ives	2035/36	Option 2/3/4	Footpath Renewal
Bancroft Avenue (Section 2)	660.15	$159,755.73	Roseville	2035/36	Option 2/3/4	Footpath Renewal
Horace Street (Section 2)	663.20	$160,493.83	St Ives	2035/36	Option 2/3/4	Footpath Renewal

Burns Road (Section 2)	797.44	$192,979.30	Wahroonga	2035/36	Option 2/3/4	Footpath Renewal
Stanhope Road (Section 2)	607.48	$147,010.80	Gordon	2035/36	Option 2/3/4	Footpath Renewal
Laneway Lynwood Avenue	123.00	$30,642.00	Gordon	2035/36	Option 2/3/4	Footpath Renewal

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Appendix C: Projected 10-year long-term New Footpath Program (The estimates and timing for individual project may vary without a change to the total allocation for the respective financial year)

New Footpath Location	Suburb	Ward	Budget Cost	Financial Year	Scenario (Option)
Campbell Drive	Wahroonga	Comenarra	$406,325	2026-2028	Option 1
Burraneer Avenue	St Ives	St Ives	$301,301	2026-2027	Option 1
Chilton Parade	Warrawee	Wahroonga	$200,111	2026-2027	Option 1
Stanhope Road	Killara	Roseville	$153,586	2026-2027	Option 1
Barrie Street	East Killara	Gordon	$144,577	2026-2027	Option 1
Balmaringa Avenue	South Turramurra	Comenarra	$126,863	2026-2027	Option 1
Birubi Avenue	Pymble	Wahroonga	$95,623	2026-2027	Option 1
Bent Street	Lindfield	Roseville	$86,592	2026-2027	Option 1
Shelby Road	St Ives Chase	St Ives	$79,690	2026-2027	Option 1
Frederick Street	Killara	Gordon	$68,785	2026-2027	Option 1
Junction Lane	Wahroonga	Wahroonga	$50,000	2026-2027	Option 1
Reservoir Road	Pymble	Wahroonga	$256,708	2026-2027	Option 3
Torokina Avenue	St Ives	St Ives	$189,996	2026-2027	Option 3
Oxley Avenue	St Ives	St Ives	$171,650	2026-2027	Option 3
Willis Avenue	St Ives	St Ives	$156,438	2026-2027	Option 3
Du Faur Street	North Turramurra	Wahroonga	$142,853	2026-2027	Option 3
Longford Street	Roseville	Roseville	$123,836	2026-2027	Option 3
Bandalong Avenue	West Pymble	Gordon	$114,225	2026-2027	Option 3
Kendall Street	Pymble	Gordon	$101,644	2026-2027	Option 3
Beaumont Road	Killara	Gordon	$93,067	2026-2027	Option 3
Mt William Street	Gordon	Gordon	$90,284	2026-2027	Option 3
Victoria Avenue	West Pymble	Comenarra	$87,330	2026-2027	Option 3
Yalleroi Avenue	West Pymble	Comenarra	$84,298	2026-2027	Option 3
Lachlan Avenue	West Pymble	Comenarra	$84,206	2026-2027	Option 3
Bingara Street	West Pymble	Comenarra	$82,758	2026-2027	Option 3
Cranbrook Avenue	Roseville	Roseville	$81,906	2026-2027	Option 3
The Glade	Wahroonga	Comenarra	$74,266	2026-2027	Option 3
Canberra Avenue	Turramurra	Wahroonga	$51,489	2026-2027	Option 3
Lovat Street	West Pymble	Comenarra	$41,492	2026-2027	Option 3
Woonona Avenue	Wahroonga	Wahroonga	$41,964	2026-2027	Option 3
Woniora Avenue	Wahroonga	Wahroonga	$29,593	2026-2027	Option 3

Barra Brui Crescent	St Ives	St Ives	$117,258	2027-2028	Option 1
Carrington Road	Wahroonga	Wahroonga	$332,353	2027-2028	Option 1
Blackburn Street	St Ives	St Ives	$113,822	2027-2028	Option 1
Yarrennan Avenue	West Pymble	Comenarra	$66,456	2027-2028	Option 1
Churchill Road	East Killara	Gordon	$152,366	2027-2028	Option 1
Bradfield Road	Lindfield	Roseville	$310,503	2027-2028	Option 1
Waugoola Street	Gordon	Gordon	$186,389	2027-2028	Option 1
Waterhouse Avenue	St Ives	St Ives	$322,993	2027-2028	Option 3
Douglas Street	St Ives	St Ives	$428,074	2027-2028	Option 3
Spurwood Road	Turramurra	Wahroonga	$183,720	2027-2028	Option 3
Apps Avenue	North Turramurra	Wahroonga	$156,342	2027-2028	Option 3
Kirkpatrick Street	North Turramurra	Wahroonga	$143,079	2027-2028	Option 3
Vernon Street	South Turramurra	Comenarra	$189,116	2027-2028	Option 3
Kooloona Crescent	West Pymble	Comenarra	$321,999	2027-2028	Option 3
Darnley Street	Gordon	Gordon	$120,246	2027-2028	Option 3
Manning Road	Killara	Gordon	$124,552	2027-2028	Option 3
Aronia Avenue	St Ives	St Ives	$109,880	2027-2028	Option 3
Damour Avenue	East Lindfield	Roseville	$116,583	2028-2029	Option 1
Richard Road	St Ives	St Ives	$116,042	2028-2029	Option 1
Whitehaven Street	St Ives	St Ives	$134,900	2028-2029	Option 1
College Crescent	St Ives	St Ives	$144,442	2028-2029	Option 1
Koora Avenue	Wahroonga	Comenarra	$146,362	2028-2029	Option 1
Carina Road	Turramurra	Comenarra	$121,524	2028-2029	Option 1
Sandford Road	Turramurra	Wahroonga	$145,067	2028-2029	Option 1
Adams Avenue	Turramurra	Wahroonga	$136,547	2028-2029	Option 1
Shirley Road	Roseville	Roseville	$117,775	2028-2029	Option 1
Elgin Street	Gordon	Gordon	$317,058	2028-2029	Option 1
Monmouth Avenue	East Killara	Gordon	$44,378	2028-2029	Option 3
Hunter Avenue	St Ives	St Ives	$389,954	2028-2029	Option 3
Curagul Road	North Turramurra	Wahroonga	$189,860	2028-2029	Option 3
Murdoch Street	Turramurra	Wahroonga	$302,750	2028-2029	Option 3
Kirby Place	St Ives	St Ives	$57,390	2028-2029	Option 3
Parkinson Avenue	South Turramurra	Comenarra	$178,664	2028-2029	Option 3
Pleasant Avenue	East Lindfield	Roseville	$184,770	2028-2029	Option 3
Kent Road	Turramurra	Wahroonga	$57,541	2028-2029	Option 3
Mimosa Road	Turramurra	Comenarra	$179,687	2028-2029	Option 3

Iona Avenue	West Pymble	Comenarra	$80,968	2028-2029	Option 3
Ridgeland Avenue	Killara	Gordon	$66,087	2028-2029	Option 3
The Crest	Killara	Gordon	$78,668	2028-2029	Option 3
Dorman Crescent	Lindfield	Roseville	$135,411	2028-2029	Option 3
Larchmont Avenue	East Killara	Gordon	$109,993	2028-2029	Option 3
Commonwealth Road	Lindfield	Roseville	$43,878	2028-2029	Option 3
Savoy Avenue	East Killara	Gordon	$66,922	2029-2030	Option 1
Putarri Avenue	St Ives	St Ives	$133,452	2029-2030	Option 1
Greenhill Crescent	St Ives Chase	St Ives	$143,363	2029-2030	Option 1
Morris Avenue	Wahroonga	Wahroonga	$118,258	2029-2030	Option 1
Browning Road	North Turramurra	Wahroonga	$109,510	2029-2030	Option 1
Chisholm Street	South Turramurra	Comenarra	$212,034	2029-2030	Option 1
Sylvan Avenue	East Lindfield	Roseville	$274,066	2029-2030	Option 1
Milton Road	North Turramurra	Wahroonga	$90,965	2029-2030	Option 1
Warrabri Place	West Pymble	Comenarra	$85,200	2029-2030	Option 1
Hamilton Parade	Pymble	Gordon	$123,824	2029-2030	Option 1
Narelle Avenue	Pymble	Gordon	$138,706	2029-2030	Option 1
Acron Road	St Ives	St Ives	$246,785	2029-2030	Option 3
Woodbury Road	St Ives	St Ives	$219,163	2029-2030	Option 3
Roma Road	St Ives	St Ives	$127,175	2029-2030	Option 3
Wanganella Road	St Ives Chase	St Ives	$91,192	2029-2030	Option 3
Bangalla Street	Warrawee	Wahroonga	$62,139	2029-2030	Option 3
Zelda Avenue	Wahroonga	Wahroonga	$50,211	2029-2030	Option 3
Water Street	Wahroonga	Wahroonga	$66,115	2029-2030	Option 3
Laurence Avenue	Turramurra	Wahroonga	$104,597	2029-2030	Option 3
Yeramba Street	Turramurra	Comenarra	$196,443	2029-2030	Option 3
Amaroo Avenue	Wahroonga	Comenarra	$114,140	2029-2030	Option 3
Forwood Avenue	Turramurra	Comenarra	$119,450	2029-2030	Option 3
Fitzroy Avenue	Pymble	Wahroonga	$69,608	2029-2030	Option 3
Mctaggart Road	North Turramurra	Wahroonga	$47,469	2029-2030	Option 3
Bourke Street	Pymble	Wahroonga	$48,507	2029-2030	Option 3
Raglan Street	Turramurra	Wahroonga	$78,867	2029-2030	Option 3
Kulgoa Road	Pymble	Gordon	$277,968	2029-2030	Option 3
Rosetta Avenue	Killara	Gordon	$104,484	2029-2030	Option 3
Rowe Street	Roseville Chase	Roseville	$75,686	2029-2030	Option 3

Lawson Parade	St Ives	St Ives	$207,132	2030-2031	Option 1
Ashlar Street	St Ives	St Ives	$73,801	2030-2031	Option 1
Malory Avenue	West Pymble	Comenarra	$163,669	2030-2031	Option 1
Eden Avenue	South Turramurra	Comenarra	$129,334	2030-2031	Option 1
Pindari Avenue	St Ives	St Ives	$95,623	2030-2031	Option 1
Surrey Road	Turramurra	Wahroonga	$75,743	2030-2031	Option 1
The Mall	Turramurra	Wahroonga	$114,395	2030-2031	Option 1
Eastgate Avenue	East Killara	Gordon	$276,502	2030-2031	Option 1
Robinson Street	East Lindfield	Roseville	$360,101	2030-2031	Option 1
Macarthur Street	St Ives	St Ives	$72,221	2030-2031	Option 3
Amesbury Avenue	St Ives	St Ives	$43,441	2030-2031	Option 3
Awatea Road	St Ives Chase	St Ives	$189,655	2030-2031	Option 3
Pildra Avenue	St Ives	St Ives	$75,572	2030-2031	Option 3
Killeaton Street	St Ives	St Ives	$255,714	2030-2031	Option 3
Howson Avenue	Turramurra	Comenarra	$171,195	2030-2031	Option 3
Morona Avenue	Wahroonga	Comenarra	$172,466	2030-2031	Option 3
Edenholme Street	West Pymble	Comenarra	$77,646	2030-2031	Option 3
Maitland Street	Killara	Gordon	$68,501	2030-2031	Option 3
Lynwood Avenue	Killara	Gordon	$84,944	2030-2031	Option 3
Gleneagles Avenue	Killara	Gordon	$152,678	2030-2031	Option 3
Buckra Street	Turramurra	Wahroonga	$105,242	2030-2031	Option 3
Larbert Avenue	Wahroonga	Wahroonga	$44,645	2030-2031	Option 3
Nagle Place	North Turramurra	Wahroonga	$55,834	2030-2031	Option 3
Fiona Avenue	Wahroonga	Wahroonga	$87,898	2030-2031	Option 3
Normurra Avenue	North Turramurra	Wahroonga	$58,334	2030-2031	Option 3
Princes Street	Turramurra	Wahroonga	$60,804	2030-2031	Option 3
Daly Avenue	North Wahroonga	Wahroonga	$158,302	2030-2031	Option 3
Rawson Crescent	Pymble	Wahroonga	$78,668	2030-2031	Option 3
Horwood Avenue	Killara	Gordon	$34,636	2030-2031	Option 3
Redbank Road	Killara	Roseville	$51,603	2030-2031	Option 3
Gould Avenue	St Ives Chase	St Ives	$275,082	2031-2032	Option 1
Lancaster Avenue	St Ives	St Ives	$170,343	2031-2032	Option 1
Leuna Avenue	Wahroonga	Comenarra	$114,708	2031-2032	Option 1
Buller Street	South Turramurra	Comenarra	$62,540	2031-2032	Option 1
Lowther Park Avenue	Warrawee	Comenarra	$70,276	2031-2032	Option 1

St Johns Avenue	Gordon	Gordon	$317,275	2031-2032	Option 1
Braeside Street	Wahroonga	Wahroonga	$100,366	2031-2032	Option 1
Polding Road	Lindfield	Roseville	$183,407	2031-2032	Option 1
Beaconsfield Parade	Lindfield	Roseville	$102,070	2031-2032	Option 1
Broula Road	Wahroonga	Wahroonga	$50,580	2031-2032	Option 1
Chatham Place	North Turramurra	Wahroonga	$49,653	2031-2032	Option 1
Athena Avenue	St Ives	St Ives	$316,225	2031-2032	Option 3
Flinders Avenue	St Ives	St Ives	$255,032	2031-2032	Option 3
Moona Parade	Wahroonga	Comenarra	$87,500	2031-2032	Option 3
Lucinda Avenue South	Wahroonga	Comenarra	$135,667	2031-2032	Option 3
Waratah Road	Turramurra	Comenarra	$209,876	2031-2032	Option 3
Coronga Crescent	Killara	Gordon	$225,013	2031-2032	Option 3
Wongalee Avenue	Wahroonga	Comenarra	$57,056	2031-2032	Option 3
Koonawarra Avenue	Lindfield	Roseville	$109,283	2031-2032	Option 3
Montah Avenue	Killara	Gordon	$75,090	2031-2032	Option 3
Boundary Road	Wahroonga	Wahroonga	$531,222	2031-2032	Option 3
Hume Avenue	St Ives	St Ives	$98,037	2031-2032	Option 3
Karloo Street	Turramurra	Wahroonga	$111,271	2032-2033	Option 1
Ravenhill Road	Turramurra	Comenarra	$144,272	2032-2033	Option 1
Windsor Place	St Ives Chase	St Ives	$105,563	2032-2033	Option 1
Mungarra Avenue	St Ives	St Ives	$130,810	2032-2033	Option 1
Cliff Avenue	North Wahroonga	Wahroonga	$171,621	2032-2033	Option 1
Rand Avenue	Pymble	Comenarra	$40,044	2032-2033	Option 1
Albert Drive	Killara	Gordon	$306,572	2032-2033	Option 1
Reynolds Street	Pymble	Wahroonga	$136,942	2032-2033	Option 1
Coopernook Avenue	East Lindfield	Roseville	$102,039	2032-2033	Option 1
Golf Links Road	Killara	Gordon	$65,547	2032-2033	Option 1
Ignatius Road	Lindfield	Roseville	$80,542	2032-2033	Option 1
Prince Road	Killara	Roseville	$101,076	2032-2033	Option 1
Northcote Road	Lindfield	Roseville	$50,414	2032-2033	Option 3
Grandview Street	Pymble	St Ives	$94,898	2032-2033	Option 3
The Comenarra Parkway	Turramurra	Comenarra	$516,710	2032-2033	Option 3
Carissa Avenue	St Ives	St Ives	$104,995	2032-2033	Option 3
Romney Road	St Ives Chase	St Ives	$231,093	2032-2033	Option 3
Catherine Street	St Ives	St Ives	$223,200	2032-2033	Option 3
Bolwarra Avenue	West Pymble	Gordon	$211,092	2032-2033	Option 3
Clissold Road	Wahroonga	Wahroonga	$116,838	2032-2033	Option 3

Mcrae Place	North Turramurra	Wahroonga	$132,997	2032-2033	Option 3
Ellalong Road	North Turramurra	Wahroonga	$159,807	2032-2033	Option 3
Huon Street	North Wahroonga	Wahroonga	$113,259	2032-2033	Option 3
Carnarvon Road	Roseville	Roseville	$144,698	2032-2033	Option 3
Hayle Street	St Ives	St Ives	$198,828	2033-2034	Option 1
Dainton Avenue	St Ives	St Ives	$66,587	2033-2034	Option 1
Gilda Avenue	Wahroonga	Comenarra	$75,260	2033-2034	Option 1
Wyomee Avenue	West Pymble	Comenarra	$253,271	2033-2034	Option 1
Baldwin Street	Gordon	Gordon	$240,491	2033-2034	Option 1
Fairlawn Avenue	Turramurra	Wahroonga	$280,081	2033-2034	Option 1
Glengarry Avenue	North Turramurra	Wahroonga	$114,821	2033-2034	Option 1
Kalang Avenue	Killara	Gordon	$118,314	2033-2034	Option 1
Boundary Street	Roseville Chase	Roseville	$148,646	2033-2034	Option 1
Lincoln Road	St Ives	St Ives	$55,068	2033-2034	Option 3
Richmond Avenue	St Ives	St Ives	$278,718	2033-2034	Option 3
Carbeen Avenue	St Ives	St Ives	$241,343	2033-2034	Option 3
Jordan Road	Wahroonga	Comenarra	$163,328	2033-2034	Option 3
Koombalah Avenue	South Turramurra	Comenarra	$163,896	2033-2034	Option 3
Terrace Road	Killara	Gordon	$171,280	2033-2034	Option 3
Tanderra Street	Wahroonga	Comenarra	$69,485	2033-2034	Option 3
Curtin Avenue	North Wahroonga	Wahroonga	$455,820	2033-2034	Option 3
Mudies Road	St Ives	St Ives	$105,222	2033-2034	Option 3
Quebec Avenue	Killara	Gordon	$104,512	2033-2034	Option 3
Griffith Avenue	Roseville Chase	Roseville	$291,327	2033-2034	Option 3
Lucia Avenue	St Ives	St Ives	$53,335	2034-2035	Option 1
Burdekin Crescent	St Ives	St Ives	$267,301	2034-2035	Option 1
Redfield Road	East Killara	Gordon	$157,506	2034-2035	Option 1
Miowera Road	North Turramurra	Wahroonga	$156,200	2034-2035	Option 1
Fisher Avenue	North Wahroonga	Wahroonga	$120,672	2034-2035	Option 1
Hicks Avenue	South Turramurra	Comenarra	$57,783	2034-2035	Option 1
Catalpa Crescent	Turramurra	Comenarra	$205,502	2034-2035	Option 1
Karen Road	St Ives	St Ives	$64,780	2034-2035	Option 1
Mildred Street	Warrawee	Comenarra	$109,482	2034-2035	Option 1
Mona Street	Wahroonga	Wahroonga	$71,966	2034-2035	Option 1

Allard Avenue	Roseville Chase	Roseville	$185,111	2034-2035	Option 1
Koongara Road	Roseville Chase	Roseville	$46,661	2034-2035	Option 1
Kokoda Avenue	Wahroonga	Wahroonga	$243,672	2034-2035	Option 3
Bimburra Avenue	St Ives	St Ives	$211,126	2034-2035	Option 3
Lyon Avenue	South Turramurra	Comenarra	$54,443	2034-2035	Option 3
Mahratta Avenue	Wahroonga	Comenarra	$175,938	2034-2035	Option 3
Barellan Avenue	Turramurra	Comenarra	$81,394	2034-2035	Option 3
Cove Street	South Turramurra	Comenarra	$82,388	2034-2035	Option 3
Cambourne Avenue	St Ives	St Ives	$399,839	2034-2035	Option 3
Stonecrop Road	North Turramurra	Wahroonga	$87,444	2034-2035	Option 3
Barton Crescent	North Wahroonga	Wahroonga	$191,331	2034-2035	Option 3
Koola Avenue	East Killara	Gordon	$497,364	2034-2035	Option 3
Mycumbene Avenue	East Lindfield	Roseville	$75,061	2034-2035	Option 3
Loorana Street	Roseville Chase	Roseville	$94,572	2035-2036	Option 1
Gibran Place	St Ives	St Ives	$55,039	2035-2036	Option 1
Jugiong Street	West Pymble	Comenarra	$76,169	2035-2036	Option 1
Saddington Street	South Turramurra	Comenarra	$163,357	2035-2036	Option 1
Cooper Crescent	Wahroonga	Comenarra	$98,718	2035-2036	Option 1
Kelvin Road	St Ives	St Ives	$149,583	2035-2036	Option 1
Toolang Road	St Ives	St Ives	$149,782	2035-2036	Option 1
Coonanbarra Road	Wahroonga	Wahroonga	$195,753	2035-2036	Option 1
Orchard Street	Pymble	Wahroonga	$67,876	2035-2036	Option 1
Forsyth Street	Killara	Gordon	$56,655	2035-2036	Option 1
Cadow Street	Pymble	Gordon	$65,519	2035-2036	Option 1
Rothery Street	Gordon	Gordon	$32,149	2035-2036	Option 1
Ward Street	Pymble	Gordon	$50,098	2035-2036	Option 1
Yirgella Avenue	East Killara	Gordon	$72,534	2035-2036	Option 1
Slade Avenue	Lindfield	Roseville	$55,749	2035-2036	Option 1
Calga Street	Roseville Chase	Roseville	$112,748	2035-2036	Option 1
Warrowa Avenue	West Pymble	Comenarra	$154,695	2035-2036	Option 3
Merrivale Road	Pymble	St Ives	$150,066	2035-2036	Option 3
Kedumba Crescent	North Turramurra	Wahroonga	$150,012	2035-2036	Option 3
Blytheswood Avenue	Warrawee	Comenarra	$80,790	2035-2036	Option 3
Cultowa Road	Pymble	Gordon	$75,430	2035-2036	Option 3

Devon Street	Wahroonga	Wahroonga	$42,312	2035-2036	Option 3
Shelley Road	North Turramurra	Wahroonga	$34,108	2035-2036	Option 3
Grosvenor Street	North Wahroonga	Wahroonga	$217,374	2035-2036	Option 3
Rushall Street	Turramurra	Wahroonga	$77,646	2035-2036	Option 3
Kylie Avenue	Killara	Gordon	$159,949	2035-2036	Option 3
The Broadway	South Turramurra	Comenarra	$140,949	2035-2036	Option 3
Alvona Avenue	St Ives	St Ives	$336,341	2035-2036	Option 3
Kywong Avenue	Pymble	St Ives	$72,647	2035-2036	Option 3
Normac Street	Roseville Chase	Roseville	$118,542	2035-2036	Option 3
Blaxland Road	Killara	Gordon	$123,568	2035-2036	Option 3
Grevillea Avenue	St Ives	St Ives	$165,572	2035-2036	Option 3

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Stormwater Drainage Asset Management Plan

Ku·ring·gai Council

SERVIENDO GUBERNO

Document Control: Version History

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1 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This asset management plan details information about Stormwater Drainage assets including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

Assets included in this document include Council's stormwater drainage infrastructure such as pits and pipes excluding stormwater treatment devices.

1.2 Asset Description

This class of infrastructure assets provide drainage network to safely convey stormwater runoff and reduce the risk of flooding while attempting to mitigate some of the negative environmental impact commonly experienced by urban runoff. The drainage network is comprised of the following assets:

Material	Scope
Drainage pits, headwalls, channels or other inlet structures	12,101 items
Drainage pipes	294.3 kms

These assets have significant value estimated at $517 million (2024-2025).

1.3 Levels of Service

Current funding levels are not sufficient to maintain existing stormwater services at the current standard. With increasing community expectations for flood mitigation and system performance, Council cannot deliver all required renewals and upgrades. Based on the current projected budget, a significant backlog of ageing pipes and pits will remain, and drainage upgrades to convey major storm events will not be achievable.

At present, 43% of the stormwater drainage network is in poor or very poor condition, creating a substantial backlog of renewal works. This condition profile increases risks such as pipe collapses, blockages, localised flooding, environmental damage, and property impacts. Demand for new infrastructure and upgrades cannot be met while this backlog continues to grow under current funding levels.

Additional funding is therefore required to reduce the backlog and improve service levels. Council has developed scenarios under the Special Rate Variation (SRV), which provides an additional $5.9 million per year for stormwater drainage. This uplift will support increased renewals, backlog reduction, and targeted upgrades to improve system capacity and resilience against extreme weather.

The forecast funding in this AMP is based on deliberating multiple modelling scenarios informing the 10-year long-term financial budget, in line with the guiding principles of best practice asset management. Based on the scenarios considered, Council has allocated funds through its Long-Term Financial Plan (LTFP) to maintain Council's Infrastructure assets.

Without the SRV funding, the main service consequences are:

- Ensuring stormwater systems function properly and minimise flooding impacts on residents and property.
- Reducing the backlog of ageing pipes, pits, and culverts currently in poor or very poor condition.
- Improving capacity and resilience of the drainage system to cope with higher intensity rainfall events.
- Maintaining public safety by preventing blockages, collapses, and localised flooding.

The SRV may address capital expenditures alone. Additionally, Council may need to consider operation and maintenance to manage day to day risks arising from Council Assets.

1.4 Future Demand

Future demand for services will be driven by population growth, residential and commercial development, rising construction costs, technological advances, and the NSW Government's Transport Oriented Development (TOD) policy.

TOD areas around Roseville, Lindfield, Killara, and Gordon could accommodate up to an additional 24,500 new dwellings over 15 years, significantly increasing pedestrian activity and demand for footpaths, cycleways, and drainage infrastructure. At the same time, rising labour and material costs will reduce the capacity to deliver new and renewal works, creating risks of service backlogs.

To manage these pressures, Council will focus on a mix of strategies: managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management

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practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

Demand management practices for Council's Stormwater infrastructure asset include:

- Planning controls.
- Promote Stormwater harvesting for parks and sports field irrigation.
- Floodplain Management – Ongoing catchment studies will enable a better understanding of the capacity and performance of our drainage network, identify high risk properties, provide priority rating for future works program.

1.5 Lifecycle Management Plan

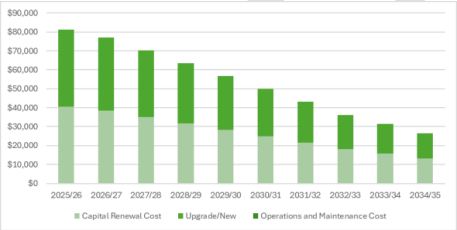
1.5.1 What does it Cost?

The projected outlays required to deliver the services outlined in this Asset Management Plan – including operations, maintenance, renewal, upgrade, and new assets is estimated at $99.8 million over the 10-year planning period, averaging $9.8 million per year.

1.6 Financial Summary

1.6.1 What we will do

The anticipated available funding for stormwater drainage infrastructure projected over a 10-year period is provided below.



Projected Operating and Capital Expenditure (2026 dollars)

We plan to provide Stormwater Drainage services for the following:

- $10.6 million on Maintenance
- $77.9 million on Renewal / Replacement
- $11 million on New or upgraded facilities

within the 10-year planning period.

1.6.2 Managing the Risks

Our present funding levels are insufficient to continue to manage risks in the medium term and remain below the risk appetite. There are risks associated with providing the service and not being able to complete all identified activities and projects. The major risk identified is failure of the pipe/culvert structure supporting a road corridor or a significant building structure. The main risk consequences are:

- Safety to human health.
- Damage to Council's reputation.
- Property damage.
- Environmental incident.
- Significantly large repair cost.
- Damage to Council's reputation.
- Rising costs of managing infrastructure.
- Meeting Community expectations for services.
- Providing the most appropriate and affordable infrastructure for the community.
- Highly variable and unpredictable extreme weather events, and the impact this will have on stormwater assets.
- The dependence on grants from other tiers of government.
- Deterioration of the stormwater network.
- Flooding due to blockages.
- Flooding due to inadequate systems.
- Insurance claim/policy refusals.

Council will manage these risks within available funding by:

- Manage the existing infrastructure.
- Manage the expansion of any additional infrastructure based on the priorities established in the Community Strategic Plan.
- Expand stormwater drainage infrastructure in a financially responsible manner and as funded in Council's Long Term Financial Plan.
- Seek additional funding if required

Should the SRV be not approved, Council may consider reducing level of service to remain financially sustainable in the long term.

1.7 Asset Management Practices

Our Framework to manage assets include:

- Enterprise Asset Management and Financials modules of the Technology One CiA system.
- GeoCortex.
- Asset Management Steering Group
- GMD and Council making strategic

Key assumptions made in this AMP are:

- Asset registers are accurate and complete.
- Useful lives and predictive modelling are correct, however as further data and condition for assets is collected, they will be revised to best represent the drainage network.
- Current levels of service reflect the current community needs.
- No known legislative changes or other influences that will impact on or demand a change in level of service and associated funding throughout the period of the plan.
- Current replacement costs (CRC) for all drainage assets are correct and all forecasts and assumptions are based on the figures provided within APV's Revaluation Report 2024. The actual project cost of all works associated with the renewal or replacement of drainage in Brownfield is expected to be much higher when road, kerb, trees, traffic management, access, easement fences and structures etc. are also taken into consideration.
- Operation and Maintenance budgets in the 10-year financial plan already allow for price escalation in subsequent years. Assets requiring renewal are identified using the asset register or an alternative method.
- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal.
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge. The Asset Register or condition modelling system was used to forecast the renewal lifecycle costs for this AM Plan. This AM Plan is based on a medium level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels.
- Improving our efficiency in operating, maintaining, renewing and replacing existing assets to optimise life cycle costs.
- Identifying and managing risks associated with providing services from infrastructure.
- Making trade-offs between service levels and costs to optimise community benefits.
- Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs.
- Consulting with the community to ensure that systems services and costs meet community needs and are affordable.
- Developing partnership with other bodies, where available to provide services.
- Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

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2 INTRODUCTION

2.1 Background

Ku-ring-gai Council provides reasonable stormwater management services with a replacement value of $517 million (2024-2025) spread across the Local Government Area (LGA). This asset management plan communicates the actions required for the responsive management of its stormwater drainage assets, compliance with regulatory requirements, and funding needed to provide the appropriate levels of service over a 10-year planning period.

This plan aligns with the Asset Management Strategy 2025-2035 and covers a 10-year planning period. Some figures within the plan extend beyond the 10-year planning period and are for the purpose of projecting asset management challenges beyond the life of the plan.

The infrastructure assets covered by this asset management plan are shown in Table 2-1. These assets are used to provide a stormwater management services within the LGA.

Asset Type	Dimension/Quantity	Gross Replacement Value
Pipes	294.304 kms	$440,540,356
Pits, channels, headwalls	12,101 items	$75,820,751
Total		**$517,200,289**

Table 2-1 - Assets covered by this Plan

The asset management plan is to be read with Ku-ring-gai Council's planning documents, including:

- Ku-ring-gai 2035 Community Strategic Plan
- Asset Management Policy and Asset Management Strategy 2025-2035
- Workforce Management Strategy 2025 – 2035
- Long Term Financial Plan 2025 – 2035

This Asset Management Plan is prepared under the direction of Council's vision, mission, goals and objectives and the Council strategic planning framework is driven by the Council Plan (Community Strategic Plan 2035)

2.1.1 Ku-ring-gai 2035 Community Strategic Plan

The Long-Term Community Plan for Ku-ring-gai Council is outlined in "Ku-ring-gai 2035 Community Strategic Plan." This document is a vision that has been developed to take local action to ensure our area and its people can respond in a positive and constructive way to the challenges ahead. Global changes have local impacts and we have a shared responsibility to work towards addressing these at the community level.

The Ku-ring-gai 2035 Community Strategic Plan:

- identifies the community's priorities and aspirations for the future
- outlines strategies to achieve identified goals and the levels of service the community expects
- highlights the responsibilities of Council and those of other agencies and groups.

Ku-ring-gai: Growing together:

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

The plan has been developed using five themes to deliver the outcomes. These themes are:

- Our unique natural environment is protected and enhanced
- Sustainable urban growth and change

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- Infrastructure and assets support community needs
- An inclusive, connected and safe community
- Leadership and service excellence

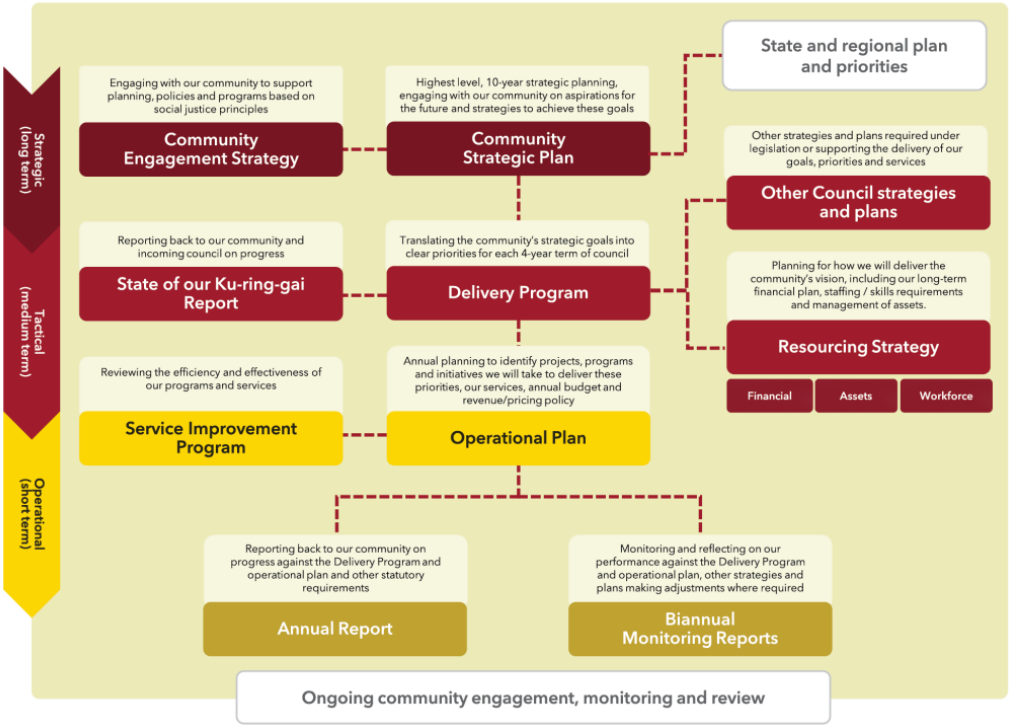

Figure 2-1 – Integrated planning and reporting framework

2.1.2 Asset Management Strategy 2025-2035

Council's Asset Management Strategy Outlines Council's guiding principles regarding asset management and planning. The policy confirms Council's commitment to asset management. The policy indicates that Council has a number of Asset Management Principles in managing its asset portfolio:

- an Asset Management Strategy exists for implementing systematic asset management and appropriate best practice throughout Council
- all relevant legislative requirements together with social, political, and economic environments are to be taken into account in asset management
- the Asset Management Plans are developed and updated for each asset class. The plans are informed by community consultation and financial planning and reporting
- an inspection process will be developed for each asset class to ensure agreed service levels are maintained and to identify asset renewal priorities
- service levels will be developed and defined in each Asset Management Plan. The service levels will form the basis of annual budget estimates
- future service levels will be determined in consultation with the community
- renewal plans will be developed based on service levels, condition, and risk

- future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading existing services and assets.

Council's Asset Management Strategy establishes framework, strategies and processes required to improve and support the management of assets to enable Council to deliver upon the strategies and achieve the desired outcomes set by the Community Strategic Plan

2.2 Key Stakeholders

Key stakeholders are the groups of people who have an interest in the responsible management of Council's infrastructure assets. Table 2.2 below identifies key stakeholders and their role in the management of Council's assets.

Stakeholder	Role
Councillors (Elected members)	• To provide stewardship for assets owned and/or controlled by Council • To adopt the Asset Management Policy and Asset Management Strategy and monitor their outcomes regularly through IP&R reporting. • Authorise resources for asset management activities in the Delivery Program and Operational Plan • Determine new asset provision and maintenance activities in the Delivery Program and Operational Plan
General Manager	• Ensure implementation of asset management practices and procedure including reporting on the status and effectiveness of asset management within the Council's.
Directors and Managers	• Allocate resources to implement Asset Management Plans (AMPs), Asset Management Strategy, Delivery Programs, and Operational Plans. • Ensure compliance with Level of Service (LoS), allocated budgets, and risk frameworks. • Embed asset management in business processes. • Identify and manage lifecycle risks.
Asset Management Steering Group	The Asset Management Steering Group is made up of representatives from Finance and Technical Services and is responsible for: • Reviewing the Asset Management Policy and Asset Management Strategy and ensuring integration with the Long-Term Financial Plan and other Integrated Planning & Reporting documents • Monitoring the implementation of Asset Management Policy, Strategy and Plans • Developing and reviewing processes and practices to ensure assets are managed effectively • Ensuring that asset information is captured and updated into asset registers • Operating within an agreed 'Terms of Reference'.
Manager Assets & Technical Services	• Management of works and budgets
Coordinator Engineering Assets	• Supervision of infrastructure network
Drainage Engineer	•Development of programs, priorities and monitoring of asset condition

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Stakeholder	Role
	•Maintenance of data base and systems
Community	• End users of Council's asset network
Council Staff	• Apply asset management practices in day-to-day operations. • Maintain accurate asset data and contribute to reporting.
Maintenance Personnel (contractors)	To ensure provision of the required/agreed level of maintenance services for assets.

Table 2-2 - Stakeholders

2.3 Goals and Objectives

Our goal in managing our assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided
- Risk Management
- Future demand – how this will impact on future service delivery and how this is to be met
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service
- Financial summary – what funds are required to provide the defined services
- Asset management practices – how we manage provision of the services
- Monitoring – how the plan will be monitored to ensure objectives are met
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000 [2]

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology

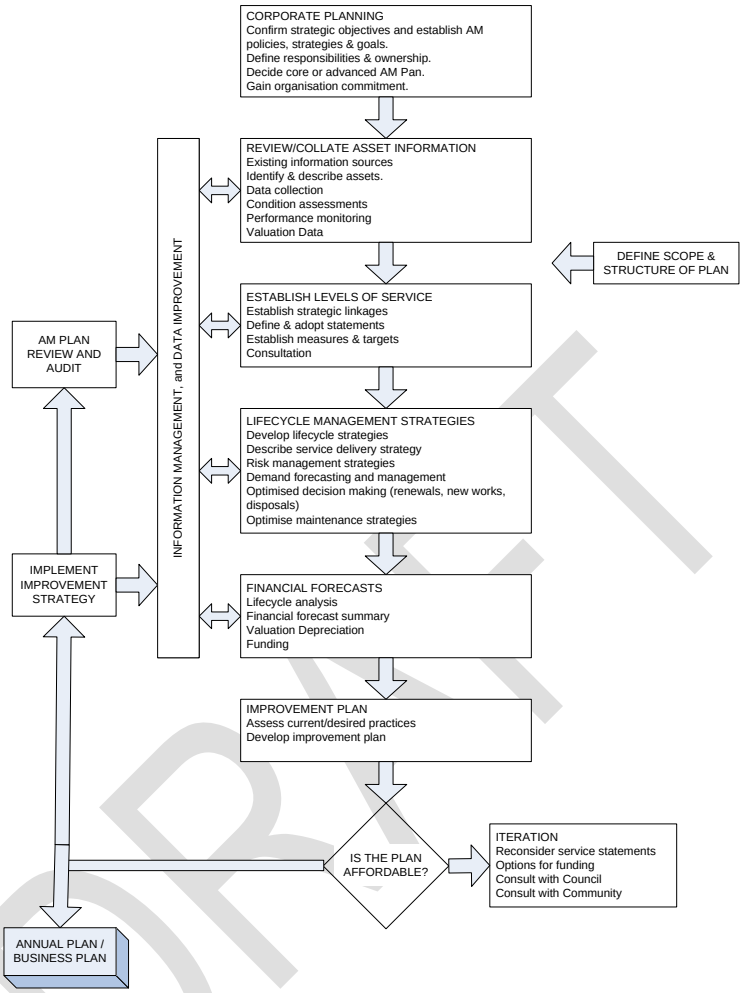

Figure 2-2 – Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

2.4 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual[3]. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

3 IPWEA, 2015, IIMM.

3 LEVELS OF SERVICE (LOS)

3.1 Customer Research and Expectations

This asset management plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the asset management plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

In 2024, Council surveyed community attitudes and perceptions regarding Council's delivery of a broad selection of services and facilities. Key objectives of the research were to:

- Assess and establish the community's priorities and satisfaction in relation to a broad selection of Council's external services and facilities
- Identify the community's overall level of satisfaction with Council's performance
- Identify community priorities for the Ku-ring-gai local government area
- Explore and understand resident experiences contacting Council
- Identify the community's level of agreement with statements regarding the Ku-ring-gai local government area.

Overall Satisfaction		Communication	
84% of Ku-ring-gai residents are at least somewhat satisfied with the performance of Council over the last 12 months		80% of Ku-ring-gai residents are at least somewhat satisfied the level of communication Council currently has with the community	
Quality of Life		**Unique Character**	
99% of residents rate their quality of life as good, very good or excellent		79% of residents believe it is important/very important for Council to maintain Ku-ring-gai's unique visual character and identity	
Drivers of Overall Satisfaction			
Satisfaction with the level of communication	Council's consultation and engagement with the community	Long term planning for the area	Development compatible with the local area

Table 3-1 - Community AttitudeSurvey

Community satisfaction information is used in developing the Strategic Plan and in the allocation of resources in the budget.

Some of the key priorities identified for the next 10 years that relate to the management of the Stormwater Drainage network that resulted from the community engagement undertaken for the "Ku-ring-gai 2035 Community Strategic Plan" included:

- making it easier and safer to move around Ku-ring-gai
- effects of population growth and change – on infrastructure, services and facilities
- addressing the needs of older residents
- providing and maintaining infrastructure and facilities – roads, footpaths, drainage, public toilets, etc
- improving access to public transport

As part of an independent online survey conducted between December 2024 and March 2025, residents were asked to rank 16 issues in order of priority. Drainage was identified as high performing with regard to

satisfaction, achieving a satisfaction score of 80% or more. Positively, no measures scored lower than 60%), highlighting the importance the community places on Council maintaining its infrastructure assets.

Figure 3-1 below reflects the 2024 Community Research survey shows that drainage is one of the main priorities for people living in Ku-ring-gai.

Community Satisfaction Survey Results				
Service Area	**Service / Facility**	**Importance (T2 Box)**	**Satisfaction (T3 Box)**	**Performance Gap**
Council Leadership and Engagement	Long term planning for the Ku-ring-gai area	91%	63%	29%
Council Leadership and Engagement	Council's consultation and engagement with the community	85%	68%	17%
Stormwater Drainage	Providing adequate drainage	90%	80%	10%

Figure 3-1 Community Survey Research (April 2024) - Performance Gap

Source: Background Paper Ku-ring-gai -Community Feedback Report

Providing adequate drainage is considered highly important by the community, with 90% of residents rating it important or very important. Satisfaction is somewhat lower, with 80% of residents at least somewhat satisfied with Council's performance. This creates a 10% performance gap, indicating drainage remains a priority area for improvement but is performing better relative to other high-priority services such as roads, footpaths, and long-term planning.

This asset management plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the asset management plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service

3.2 Strategic and Corporate Goals Alignment

This asset management plan is prepared under the direction of the Council's vision, mission, goals and objectives.

Our mission is:

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

Strategic goals have been set by the Council. The relevant goals and objectives and how these are addressed in this asset management plan are summarised in the following table.

Strategy A1– Community Strategic Plan Strategically plan, manage and fund public infrastructure and assets to meet the needs of the community, defined levels of service and intergenerational equity.						
Reference	**Description**	**Responsible Officer**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
A1.2 Assets are managed in accordance with asset management plans and agreed service standards. **Lead: Manager Assets and Technical Services**	A1.2.1: Programs to upgrade, renew and maintain infrastructure and assets are developed in accordance with adopted Asset Management Plan, including capital works programs. Responsible: Manager Assets and Technical Services	Manager Assets and Technical Services	✓	✓	✓	✓
	A1.2.2: Asset Management Plans are reviewed to align with the Resourcing Strategy. Responsible: Manager Assets and Technical Services	Manager Assets and Technical Services	✓	✓	✓	✓
	A1.2.3: Plan, design and deliver projects and assets in line with Council's Project Management Framework to ensure best practice in project delivery. Responsible: Manager Project Services	Manager Assets and Technical Services	✓	✓	✓	✓
	A1.2.4: Deliver adopted Road and Carparks Capital Works Programs on time and within budget. Responsible: Manager Project Services	Manager Assets and Technical Services	✓	✓	✓	✓
	A1.2.5: Deliver adopted Stormwater Drainage Capital Works Programs on time and within budget. Responsible: Manager Project Services	Manager Assets and Technical Services	✓	✓	✓	✓
	A.1.2.6: Deliver adopted stormwater relining program to increase the useful life of pipes and reduce future maintenance costs. Responsible: Manager Project Services	Manager Assets and Technical Services	✓	✓	✓	✓
L2.4 Council services are progressively reviewed to determine agreed service levels and improvements to service efficiency and sustainability within available resources	L2.4.3: Conduct the stormwater management services review in line with Council's targeted service review program. Responsible: Manager Assets and Technical Services	Manager Assets and Technical Services	✓	✓	✓	✓

Table 3-2 - Goals

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a Long-Term Financial Plan supported by Asset Management Plans for sustainable service delivery
Australian Accounting Standard AASB116	Reporting on asset condition and consumption to Councillors, management and the community
Roads Act 1993	Sets out the role, purpose, responsibilities and powers of local governments relating to the management and control of drainage assets
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work
Protection of the Environment Administration Act 1991	The objects of this Act are as follows: a) to constitute the Environment Protection Authority b) to provide integrated administration for environment protection c) to require the Authority to perform particular tasks in relation to the quality of the environment, environmental audit and reports on the state of the environment
Local Government Amendment (Planning and Reporting) Act 2009	Local Government Amendment (Planning and Reporting) Act 2009 includes the preparation of a long term financial plan supported by asset management plans for sustainable service delivery
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements
Plant Protection Act 1989	This act sets out requirements in respect to Flora Protection
Environmental Protection Act 1994	This act sets out requirements in respect to environmental protection
Rivers and Foreshores Improvements Act, 1948	An Act to provide for the carrying out of works for the removal of obstructions from and the improvement of rivers and foreshores and the prevention of erosion of lands by tidal and non-tidal waters
Protection of the Environment Operations Act 1997	Council is required to exercise due diligence to avoid environmental impact and among others are required to develop operations emergency plans and due diligence plans to ensure that procedures are in place to prevent or minimise pollution.
Native Vegetation Act 2003	This Act regulates the clearing of native vegetation on all land in NSW, except for excluded land listed in Schedule 1 of the Act. The Act outlines what landowners can and cannot do in clearing native vegetation.
Public Works Act 1912	Sets out the role of Council in the planning and construction of new assets.
Rural Fires Act, 1997	An Act to establish the NSW Rural Fire Service and define its functions; to make provision for the prevention, mitigation and suppression of rural fires. Under the terms of this Act Council is required to mitigate any fire that emanate from bushland.

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Legislation	Requirement
Local Government (General) Amendment (Stormwater) Regulation 2006 under the Local Government Act 1993	The object of this Regulation is to amend the Local Government (General) Regulation 2005: a) to prescribe the maximum amount that may be charged by a Council for the provision of stormwater management services, and b) to provide that certain information regarding stormwater management service is to be included in a Council's draft management plan, and c) to provide that a Council's annual report is to include certain information relating to the provision of stormwater management services. This Regulation is made under the Local Government Act 1993, including sections 403 (1), 428 (2) (r), 496A and 748 (the general regulation- making power).
Water Management Act 2000	The objects of this Act are to provide for the sustainable and integrated management of the water sources of the State for the benefit of both present and future generations and, in particular: a) to apply the principles of ecologically sustainable development, and b) to protect, enhance and restore water sources, their associated ecosystems, ecological processes and biological diversity and their water quality, and c) to recognise and foster the significant social and economic benefits to the State that result from the sustainable and efficient use of water, including: i. benefits to the environment, and ii. benefits to urban communities, agriculture, fisheries, industry and recreation, and iii. benefits to culture and heritage, and iv. benefits to the Aboriginal people in relation to their spiritual, social, customary and economic use of land and water, to recognise the role of the community, as a partner in managing the environment.

Table 3-3 - Legislative Requirements

3.4 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

Quality How good is the service … *what is the condition or quality of the service?*

Function Is it suitable for its intended purpose …. *Is it the right service?*

Capacity/Use Is the service over or under used … *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Table 3-4 and Table 3-5. Table 3-4 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These organisational measures provide a balance in comparison to the customer perception that may be more subjective.

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years
Condition	Provide free flowing system	Surveys	74%	Satisfaction ratings greater than 80%

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years
	Confidence Levels		High	Medium
Function	Storm events cause minimal disruption to community.	Customer Satisfaction Survey results.	Medium to High satisfaction for Drainage according to survey results.	Increase the community satisfaction rate.
	Confidence Levels		High	Medium
Capacity and Use	Continue catchment study and flood plain management to assess the current capacity of the drainage network.	Number of Flood Plain Risk Management Plans completed.	Flood Plain Risk Management Plans completed for 2 catchments, and on-going for 2 catchments	Flood Plain Risk Management Plans completed for all catchments.
	Confidence Levels		High	High

Table 3-4 - Customer Level of Service

3.5 Technical Levels of Service

Technical Levels of Service are long term, tactical tools developed to measure, monitor, and manage functions of service over time regarding quality of assets managed, quantities of assets contributed or constructed, operational and capital expenditure.

These technical measures relate to the allocation of resources to service activities that the Organisation undertakes to best achieve the desired community outcomes and demonstrate effective Organisational performance.

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. footpath patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. footpath reconstruction, road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road/ existing footpath, transition existing asphalt footpath to concrete, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.[4]

Table 3-5 shows the technical levels of service expected to be provided under this asset management plan. The 'Desired' position in the table documents the position being recommended in this plan.

4 IPWEA, 2015, IIMM, p 2|28.

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations & Maintenance	Drainage cleaning to minimise localised flooding due to stormwater network blockage	Drainage cleaning program.	All pits are scheduled cleaning with priority pits on more regular program.	Satisfied with current Performance.
	Infrastructure meets the needs of users.	Respond to CRMs within SLA timeframe.	56% CRMs resolved within SLA time frame.	80% CRMs resolved within SLA time frame.
	Infrastructure is kept at serviceable condition.	Drainage system functioned properly during storm events.	Blockage and surcharging occurred during high intensity storm events.	
		Budget	**$910,000**	**$1,837,000**
Renewal	Infrastructure meets the needs of users.	Drainage system could convey most frequent storm events.	Drainage system could convey of 20% AEP (Annual Exceedance Probability) storm events.	Drainage system could convey of 5% AEP storm events.
		Budget	**1,052,535**	**$4,716,000**
Upgrade	Infrastructure meets the needs of users.	Drainage system could convey most frequent storm events.	Drainage system could convey of 5% AEP storm events.	Drainage system could convey of 5% AEP storm events.
		Budget	**$ 927,340**	**$2,400,000**
Acquisitions	Network upgrade to reduce flooding impact to properties.	Based on flood studies and complaints from residents.	Investigate and schedule works on a case-by-case basis as they arise.	Maintain current approach and create a 10-year program for flood impact reduction program
	Site inspections and cleaning upon residents' requests.	CCTV program and site-specific cleaning	Tbc	Tbc
		Budget	**$ 927,340**	**$2,400,000**
Disposal	End of useful life	Damaged beyond repair	Minimal function	Convey water freely when required
		Budget	**$0**	**$0**

Table 3-5 - Technical Levels of Service

It is important to monitor the service levels provided regularly as these will change. The current performance is influences by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

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4 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4-1.

4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4-1.

Demand drivers	Present position	Projection	Impact on services
Population	2021 – 124,703	2036 – 171,200 (include 1.9 per household and include 24,500 additional dwelling)	Additional demand for new infrastructure will increase life cycle costs of drainage infrastructure
Increased unit rates through inflation	Current costs	Increase in unit rates for city infrastructure works	Increase in unit rates for material and labour will impact on future capital and maintenance programs and potential reduction in new and upgraded footpaths
Transport Oriented Development (TOD)	In May 2024 NSW State Government introduced TOD policy. This policy proposed multi-storey apartment developments for areas within 400m of stations (Roseville, Lindfield, Killara, Gordon). Council has provided an alternative scenario that was approved in November 2025 by the NSW State Government.	Increased urban consolidation around railway stations, higher density housing, and development activity	The impact of TODs is yet to be fully understood however, it is generally accepted that in there will be an: • Increased stormwater runoff and drainage needs in higher density areas
Technological change	Management systems to monitor performance and change	Advanced systems that improve performance monitoring and predict renewal and maintenance timing more accurately	Improve programs and schedules of prioritisation work based on more accurate data
Environmental awareness	TBC	Increase the use of recycling materials in Council's construction and renewal program	Could result in savings in construction
Stormwater Flooding and increasing community expectations	TBC	TBC	Pressure to expand Council's stormwater network

Table 4-1 - Demand Drivers, Projections and Impact on Services

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4.4 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4-2. Further opportunities will be developed in future revisions of this asset management plan.

Demand Driver	Impact on Services	Demand Management Plan
Population	Additional demand for new infrastructure will increase life cycle costs of drainage infrastructure	Increase acquisition from both public and private sources: Council and private developers
Increased unit rates through inflation	Increase in unit rates for material and labour will impact on future capital and maintenance programs and potential reduction in new and upgraded footpaths	Prepare for cost increase, and consider alternative design to reduce cost
Transport Oriented Development (TOD)	The impact of TODs is yet to be fully understood however, it is generally accepted that in there will be an: Increased stormwater runoff and drainage needs in higher density areas	Prioritise investment in drainage infrastructure around TOD areas.
Technological change	Improve programs and schedules of prioritisation work based on more accurate data	Investigate & choose design and construction methods using new technology
Environmental awareness	Could result in savings in construction	Investigate & look for low environment impact technology or solutions
Stormwater Flooding and increasing community expectations	Pressure to expand Council's stormwater network	Fund priority works. Continue to seek funding for projects identified in the Community Strategic Plan and Asset Management Plan

Table 4-2 - Demand Management Plan Summary

4.5 Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated, or constructed.

Acquiring new assets will commit Council to ongoing operations, maintenance, and renewal costs for the period that the service provided from the asset is required. These future costs are identified and considered in developing forecasts of future operations, maintenance, and renewal costs for inclusion in the long-term financial plan.

4.6 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk. How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum, we consider how to manage our existing assets given potential climate change impacts for our region. Risk and opportunities identified to date are shown below in Table 4.3.

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Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Extreme wet weather conditions	High intensity storm events	Existing system could not convey high volume of surface water, flash flooding	Upgrade existing system, and regular maintenance to keep exiting system on best performance
Flooding	Extreme weather events such as flooding continue to worsen.	Low lying areas may be subject to water ingress due to flooding.	Provide measures in place to protect assets such as sand bagging. Develop a plan to evacuate building occupants safely.

Table 4-3 - Managing the Impact of Climate Change on Assets and Services

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Table 4.4 below, summarises some asset climate change resilience opportunities.

New Asset Description	Climate Change Impact on these Assets	Build Resilience in New Works
tba	tba	tba

Table 4-4 – Stormwater Drainage Asset Resilience to Climate Change

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AMP.

5 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate stormwater assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1 State of the Assets

5.1.1 Physical parameters

There is approximately 294 km of stormwater drainage pipe and over 12,000 drainage pit assets managed by Council - predominately of concrete construction. The assets covered by this asset management plan are shown mapped in Figure 5-1 – Pipe Asset Network Map by their construction material and summarised in Table 5-1.

Asset Category	Quantity
Pipes	294.3 km
Pits, channels, headwalls	12,099 items
Drainage Channel	2 items

Table 5-1 – Stormwater Drainage Asset Network Summary

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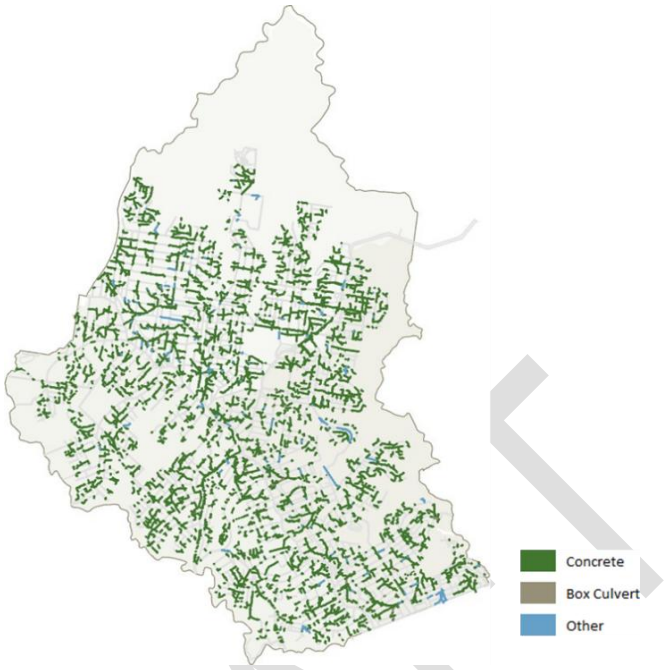

Figure 5-1 – Pipe Asset Network Map

5.1.2 Asset Capacity and Performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5-2.

Service Deficiency	Location
Pit floor missing, damaged lintel, etc	Various locations
Pipe displacements, tree root intrusions etc	Various locations
Pit / pipe under capacity	Various locations

Table 5-2 – Known Service Performance Deficiencies

5.1.3 Asset Hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Asset Hierarchy	Service Level Objective
Main trunk drainage systems – inclusive of pipes, pits inlets/outlets open channels; critical to mitigate flooding of residences	High priority Good - collect and convey stormwater free of blockage
Major collecting drainage systems – inclusive pipes, pits inlets/outlets open channels; critical to mitigate flooding of property	Medium priority Good - collect and convey stormwater free of blockage
Minor collecting drainage systems - pipes, pits inlets/outlets open channels; non- critical to mitigate flooding of property	Low priority Good - collect and convey stormwater free of blockage

Table 5-3 – Asset Hierarchy

5.2 Asset Condition

Condition is measured using a 1 – 5 grading system (IPWEA, 2015, IIMM) as detailed below in Table 5-3 It is important that a consistent approach is used in reporting asset performance enabling effective decision making. A finer grading system may be used at a more specific level, however, for reporting in the AMP, results are translated to a 1 – 5 grading scale for ease of communication.

The condition profile of the assets is shown in Figure 5-2.

Condition	Description of Condition
1	**Very Good** - free of defects, only planned and/or routine maintenance required.
2	**Good** - minor defects, increasing maintenance required plus planned maintenance.
3	**Fair** - defects requiring regular and/or significant maintenance to reinstate service.
4	**Poor -** significant defects, higher order cost intervention likely.
5	**Very Poor -** physically unsound and/or beyond rehabilitation, immediate action required.

Table 5-4 – Condition Grading System

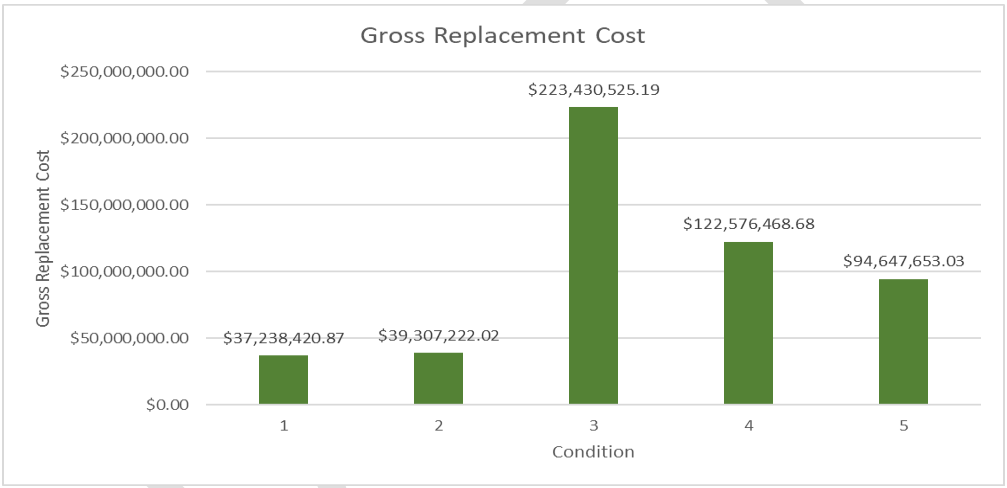

Figure 5-2 - Asset Condition Profile

Condition is measured using a "1" to "5" grading system[5] as detailed in Table 5-5. 18% of drainage assets are in Very Poor condition, 25% in Poor condition, and 44% in Satisfactory condition. 14% of assets are in Good / Excellent condition.

Since drainage asset CCTV inspection program is approximately 20% completed, most of the condition rating was derived from asset age. Council will update asset condition information when it becomes available. Due to the large fraction of the pipes is in "Very Poor / Poor" condition, Council will need to allocate extra funding each year for the Renewal/Upgrade of these assets.

Condition	Percentage	Gross Replacement Cost
1 (Excellent)	7.3%	$37,238,420.87
2 (Good)	7.6%	$39,307,222.02
3 (Satisfactory)	43.2%	$223,430,525.19
4 (Poor)	23.7%	$122,576,468.68

5 IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Condition	Percentage	Gross Replacement Cost
5 (Very Poor)	18.3%	$94,647,653.03

Table 5-5 – Drainage Condition Summary

5.2.1 CCTV Coverage

Condition of pipes are currently monitored using CCTV and pits are visually inspected when required or requested. 19.3% of Council's drainage network has been surveyed by CCTV which represents approximately

56.8 km out of the total of 294.3 km of the drainage network.

As CCTV data is more accurate than the "assumed age" condition assessment method, if CCTV data was available, it was used to determine the actual condition of the drainage assets. For the remaining 80.7% stormwater system where the condition of the assets not inspected by CCTV; an assumption was made that the asset's condition is linearly related to its remaining useful life.

Major Catchment	CCTV Coverage
Middle Harbour	2.7%
Lane Cove	11.0%
Cowan Creek	43.4%
TOTAL	**19.3%**

Table 5-6 – CCTV Coverage by Catchment



Figure 5-3 - Location of CCTV Coverage

5.2.2 Pipe Condition

The condition of the drainage pipe network is shown in Figure 5-4 and Table 5-7 below.

Condition	Percent	Length	Gross Replacement Cost
1	6.8%	19.4 km	$30,021,280
2	7.9%	22.6 km	$34,789,599
3	42.9%	127.3 km	$189,109,730
4	23.8%	70.5 km	$105,013,928
5	18.5%	54.5 km	$81,605,818
Total	**100%**	**294.3** km	**$440,540,356**

Table 5-7 – Drainage Pipe Condition Summary

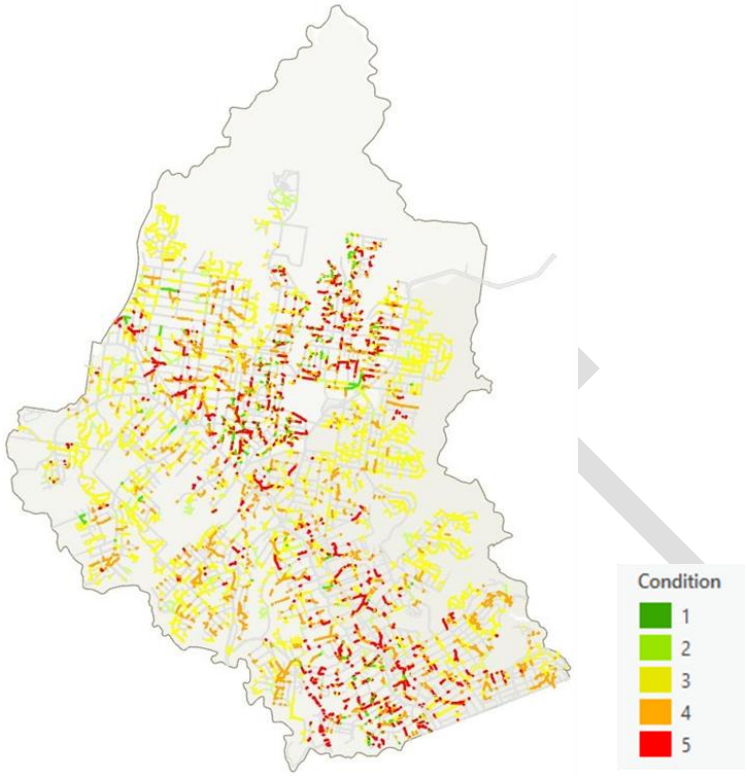

Figure 5-4 – Pipe Condition Profile Map

5.2.3 Channels Condition

The condition of the drainage channel network is shown in Table 5-8 Below

Condition	Percent	Length	Gross Replacement Cost
1	100%		$20,798
Total	**100%**		**$20,798**

Table 5-8 – Drainage Channel Condition Summary

5.2.4 Pits Condition

The condition of the drainage pit network is shown in Table 5-9.

Condition	Percent	Length	Gross Replacement Cost
1	3.4%	370	$2,342,790.70
2	9.3%	1105	$6,468,238.70
3	49.5%	6046	$34,590,044.70
4	26.1%	3170	$18,225,766.70
5	11.7%	1408	$8,187,175.70
Total	**100%**	**12,099**	**$69,814,015.50**

Table 5-9 – Drainage Pit Condition Summary

5.3 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include pipe and pit inspections and cleaning, unblocking.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pit repairs, pipe and pit jet cleaning, and minor pipe repair works.

Maintenance does not increase the service potential of the asset, it keeps it in good condition, slows down deterioration, delays necessary renewals and ensures the asset achieves its expected useful life.

The last few financial years details of Council's operational and maintenance expenditure (actuals) on drainage assets is shown in Table 5-10

Item	2023/24	2024/25	2025/26
Drainage Operations and Maintenance	$ -	$ 879,000	$ 909,765
Total	**$ -**	**$ 879,000**	**$ 909,765**

Table 5-10 - Maintenance Expenditure Trends

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and highlighted in this Asset Management Plan.

5.3.1 Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Table 5-11. Note that all costs are shown in current financial year (2025-26) dollar values (i.e. real values).

Stormwater Drainage $'000	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Required Maintenance	$910	$942	$975	$1,009	$1,044	$1,081	$1,118	$1,157	$1,198	$1,240	$910
Actual Maintenance	$910	$942	$975	$1,009	$1,044	$1,081	$1,118	$1,157	$1,198	$1,240	$910
Maintenance Shortfall	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Table 5-11 - Projected Operations and Maintenance Expenditure

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the risk management section of this plan.

Maintenance is funded from the operating budget. This is further discussed in Section 8.

5.4 Renewal / Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Council identifies renewal replacement based on annual CCTV inspection reports.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5-11. Asset useful lives were previously reviewed in September 2022.7

The estimates for renewals in this AM Plan were based on the Direct Cost Method.

The current 2023/24 revaluation adopted a new valuation technique known as the “Current Replacement Cost” and was introduced to revalue the drainage assets in accordance with AASB 116 and AASB 13. This work was undertaken by external consultancies, Stefan Consulting and APV Asset Management (APV), in late 2023 and early 2024 with the following assumptions for Useful Life.

Pipes are broken down into Long Life and Short Life Components in accordance with the renewal strategy

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5-12.

Asset Type	Useful Life (Short Life)	Useful Life (Long Life)
Pipe	100 years	120 years
Channel	100 years	N/A
Box Culvert	100 years	N/A
Pit	100 years	N/A
Headwall	100 years	N/A

Table 5-12 Useful Lives for Drainge Assets

5.4.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a drainage culvert that is no longer structurally sound), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. serviceability of a pipe).[6]

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 5-13.

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6 IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

Criteria	Weighting
Likelihood of Damage	10%
Consequences of Damage	30%
Total Cost of Works	10%
Number of Complaints	20%
Effectiveness of Works Proposed	10%
Current Condition of Existing Asset	20%
Total	**100%**

Table 5-13 - Renewal and Replacement Priority Ranking Criteria

Renewal will be undertaken using 'low-cost' renewal methods where practical or value for money outcomes. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost. Examples of low-cost renewal include pipe relining (for pipes under buildings, deeper pipes or depending on the location) rather than replacing a pipe.

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 8.

5.5 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5-14, together with estimated annual savings from not having to fund operations and maintenance of the assets.

Currently, no assets have been identified for disposal.

Asset	Reason for Disposal	Timing	Disposal Expenditure	Operations & Maintenance Annual Savings
nil			0	0

Table 5-14 - Assets Identified for Disposal

6 CREATION / ACQUISITION / UPGRADE PLAN

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan but only to the extent of the available funds. In general, there will be assets contributed/donated to Council from development. However, it is not possible to predict the quantity of contributed assets and their value. Table 6-1 contains a list of the current Acquisition and Upgrade Projects

Project	Estimate ($)
Drainage Upgrade - Braeside Avenue, Wahroonga	$435,000
Pit and Pipe Diversion - Yeramba Street, Turramurra	$725,000
Drainage Upgrade - Phase 1 - Bromborough Road, Roseville	$165,000
Drainage Upgrade - Hunter Avenue, St Ives	$72,500
New Drainage - Muttama Street, Wahroonga (Muttama St to Eurong St)	$660,000
New Drainage - Greengate Road, Killara	$29,000
New Drainage - Park Avenue, Roseville	$29,000
New Drainage - Kissing Point Road, South Turramurra	$145,000
New Drainage - Redleaf Avenue, Wahroonga (Pipe / Culvert)	$660,000
Drainage Upgrade - Phase 2 - Bromborough Road, Roseville	$2,475,000
New Drainage - Allard Avenue, Roseville Chase (near Boundary St)	$495,000
New Drainage - Tryon Road, East Lindfield (Robinson Street to Melbourne Road)	$2,475,000
Drainage Upgrade - Boronga Ave, West Pymble	$165,000
Drainage Upgrade -Seaton Avenue, Wahroonga	$145,000
Drainage Upgrade - Olive Lane, Turramurra	$82,500
Drainage Upgrade - Grevillea Avenue, St Ives	$14,500
Drainage Upgrade - Prince Road, Killara	$14,500
Drainage Upgrade - Sutherland Avenue, Wahroonga (Warrawee Lane)	$435,000

Table 6-1 Acquisition and Upgrade Projects

6.1.1 Flood Impact Reduction Backlog

Throughout the LGA there are several locations that are causing localised flooding and impacting residents' properties. Table 6-2 and Figure 6-1 show the estimated cost and number of projects required by suburb to reduce the impact of localised flooding. The costs associated with the backlog projects are to be included in the acquisition forecast.

Suburb	Number of Locations	Estimated Cost ($)
East Killara	1	217,500
East Lindfield	3	2,758,750
Gordon	3	1,700,000
Killara	5	290,000
Lindfield	3	1,867,500
North Turramurra	1	29,000
Pymble	5	1,426,450
Roseville	9	7,782,000
Roseville Chase	3	722,500
South Turramurra	1	145,000
St Ives	8	910,000
St Ives Chase	1	495,000
Turramurra	6	1,790,000
Wahroonga	10	3,281,250
West Pymble	4	397,000
Total	**63**	**$23,811,950**

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Table 6-2 Flooding Location Summary by Suburb

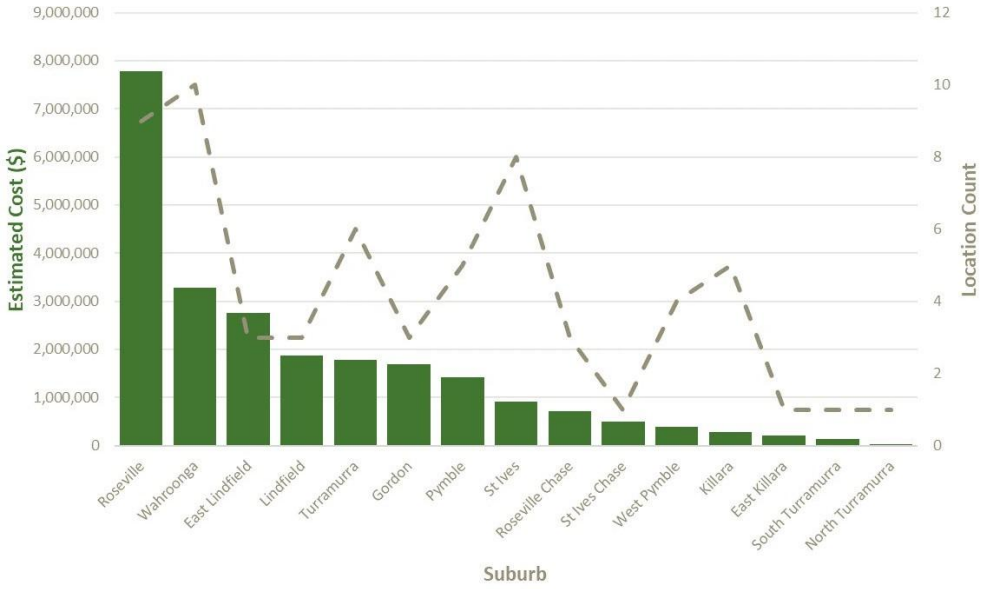

Figure 6-1 – Flooding Location Summary

To be able to address the backlog, a ten year works plan to reduce the impact associated with localised flooding within the LGA has been considered.

6.1.2 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Figure 6-2 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade / expansion / new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs ***required*** to achieve lowest lifecycle costs. The gap between the required expenditure and budgeted expenditure has informed the discussion on achieving the balance between services, costs, and risk to achieve the best value outcome.

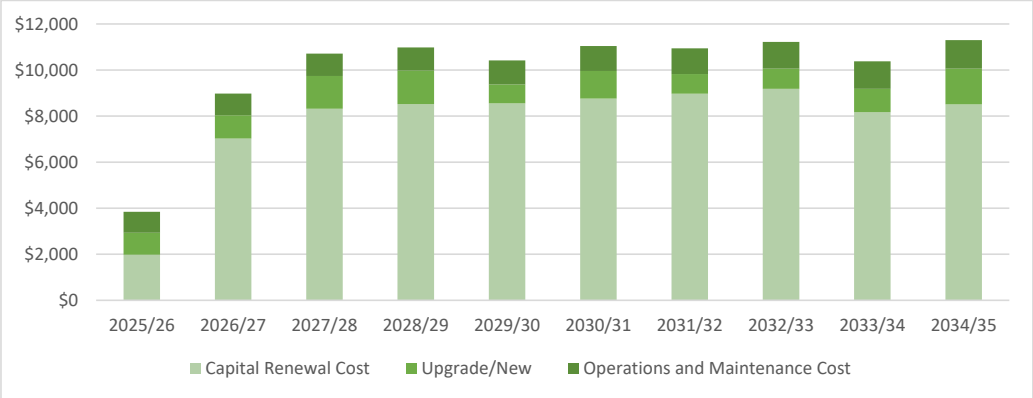

Figure 6-2 - Projected Operating and Capital Expenditure

Year	Capital Renewal Cost ($,000)	Upgrade/New ($,000)	Operations and Maintenance Cost ($,000)
2025/26	$3,406	$3,731	$5,549
2026/27	$9,138	$4,792	$5,743
2027/28	$8,002	$7,243	$5,944
2028/29	$8,194	$775	$6,152
2029/30	$8,316	$740	$6,367
2030/31	$8,516	$758	$6,590
2031/32	$8,720	$776	$6,821
2032/33	$8,929	$795	$7,059
2033/34	$9,144	$814	$7,306
2034/35	$9,363	$833	$7,562

Table 6-3 – Summary Asset Expenditure

7 Risk Management Plan

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[7].

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

7.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

Critical Asset	Failure Mode	Impact
Pipes under roadway and within private land impacting property	• Failure of pipe structure Pipe blockage	• Road damage • Property damage
Pits within properties	• Failure of pit lids	• Injuries to residence Property damage
Significant aged culverts	• Failure or subsidence of the infrastructure	• Flooding, property damage, road and ancillary asset damage

Table 7-1 - Critical Assets

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Critical assets are those assets where the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation.

7 ISO 31000:2018, p 2

Future iteration will consider critical stormwater assets.

The risks associated with these assets include public health and safety, business continuity and emergencies. With the revision of the current suite of asset management plans, further investigation of critical assets and the required maintenance strategies will be developed.

7.2 Risk Assessment

The risk management process used in this project is shown in Figure 7-1 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2018.

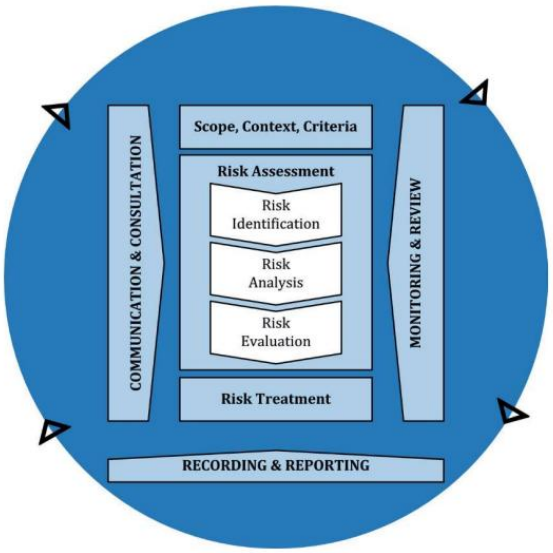

Figure 7-1 - Risk Management Process – Abridged

Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk, and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 7-2.

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Drainage Network	High intensity rain events overwhelming	Very High	Catchment studies and Floodplain Risk	High	Staff time and Capital Works.

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
	drainage system capacity causing flooding and erosion to natural watercourses, private properties etc.		Management Plans including education, Capital Works, and development controls.		
Drainage Pipes	Pipe failure causing damage to private property and may cause injuries to residence.	Very High	Condition assessment to identify pipes requiring renewal. Renewal of pipes in poor condition. Scheduled maintenance and upgrade.	Medium	Contractor inspection. Staff time. Capital Works.
Pits and Lintels	Blocked drains.	High	Scheduled maintenance and street sweeping.	Low	Staff inspection and maintenance costs.
Pollution Control Devices	Pollution spill event.	Medium	Maintain pollution control devices so that they perform as designed.	Low	Inspection and maintenance costs.

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.

Table 7-2- Critical Risks and Treatment Plans

7.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This may be included in future iterations of the Asset Management Plan.

7.4 Service and Risk Trade-Offs

The decisions made in adopting this Asset Management Plan are based on the objective to achieve the optimum benefits from the available resources. Without additional funding outlined in the SRV, there are some capital projects that are unable to be undertaken within the next 10 years.

These include:

- Upgrade drainage pipe system to convey 1% AEP storm events
- Eliminate flooding in LGA
- Rectify all creek erosion sites.

7.4.1 Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Damage to Infrastructure
- Damage to private properties
- Injury to people (road users, residents, visitors etc.).

7.4.2 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Catastrophic – death, huge financial loss, loss in community trust
- Major – extensive injuries, loss of production capability, major financial loss
- Moderate – medical treatment required, high financial loss
- Minor – minor injury, medium financial loss

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

8 FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

The provision of adequate financial resources ensures that Council's stormwater drainage assets are appropriately managed and preserved. Financial provisions below requirements impact directly on community development and if prolonged, results in substantial needs for "catch up" expenditure imposed on the community in the future. Additionally, deferred renewal results in increased and escalating reactive maintenance as aged assets deteriorate at increasing rates.

To ensure responsible and sustainable stewardship of our assets, we are committed to balancing our community's needs and aspirations with what is affordable for ratepayers.

Making decisions about funding our stormwater drainage assets requires ongoing balancing of service levels, risk, and the need to adequately maintain and renew assets. Our aim is to achieve long-term asset sustainability

8.1.1 Asset Valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at fair value cost.

Gross Replacement Cost	$517,019,000
Accumulated Depreciation	$239,698,000
Net Carrying Amount	$277,321,000
Annual Depreciation	$,543,000

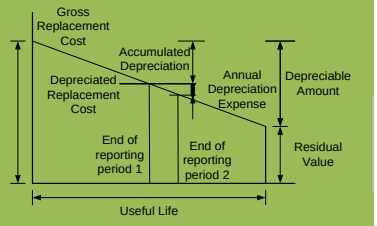

Figure 8-1 – Asset Valuations

8.1.2 Valuation Forecasts

Asset values are forecast to increase as additional drainage assets are added.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts. To keep the existing assets in good or fair condition, additional Renewal budget in the 10-year plan should be increased.

8.1.3 Sustainability of service delivery

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- asset renewal funding ratio, and
- The Financial Plan budgeted expenditures/projected expenditure (over 10 years of the planning period).

8.1.4 Our asset investment strategies / financial deliberations

To achieve the financial objectives outlined in the Long-Term Financial Plan, Council is faced with an infrastructure funding gap, with renewal and maintenance needs exceeding the resources available under the current funding structure. To address this challenge, Council has considered a range of options.

The financial deliberations have considered a 10-year planning period and are described in Table 8-1 Funding Options.

Scenario Option	Description
Do nothing (Base Case, rate peg only)	The Base Case scenario identifies and models the necessary funding required each year to deliver the current levels of service for the asset portfolio over a 10-year period. Continuing with the base case means accepting ongoing underfunding. This would result in further asset deterioration, rising maintenance costs, an increasing infrastructure backlog and declining community service levels. Over time, this approach creates greater long-term liabilities and risks.
Reduce Level of Services (LoS)	Continuing with the base case means accepting ongoing underfunding. This would result in further asset deterioration, rising maintenance costs, an increasing infrastructure backlog and declining community service levels. Over time, this approach creates greater long-term liabilities and risks.
Special Rate Variation (SRV)	This scenario models the impact on asset performance if Council were to invest based on the SRV planned funding allocation projected over a 10-year period. The introduction of a Special Rate Variation (SRV) provides a sustainable funding source dedicated to addressing the ongoing infrastructure gap. This investment will allow Council to: • fund a proactive renewal program across all asset classes • maintain the Building and Infrastructure Asset Renewal Ratio at greater than 100% • reduce reliance on costly reactive maintenance • reduce civil liability and risk • ensure long-term financial sustainability while continuing to deliver valued community services.

Table 8-1- Funding Options

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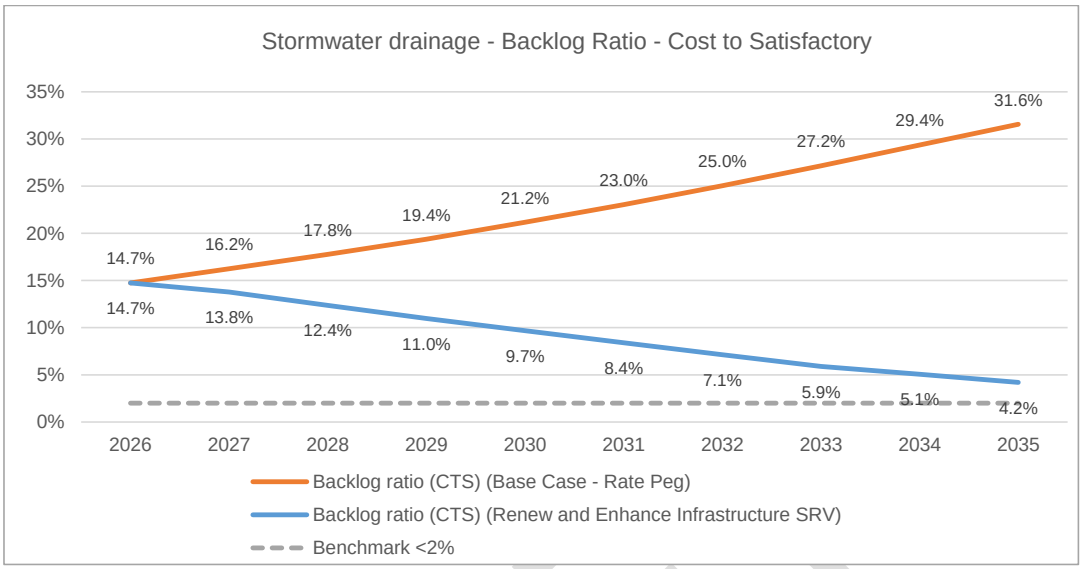

Figure 8-2: Stormwater Drainage Backlog Ratio – Cost to Satisfactory

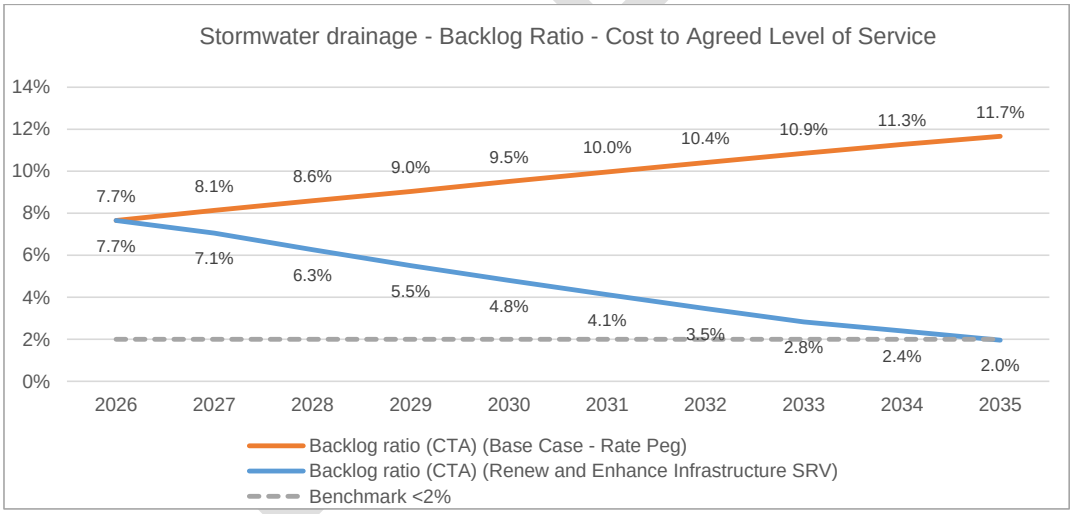

Figure 8-3: Stormwater Drainage Backlog Ratio – Cost to Agreed Level of Service

Financial analysis undertaken confirms that only the SRV option provides sufficient resources to close the infrastructure funding gap while maintaining service delivery. Unlike the other options, the SRV:

- directly aligns funding with the scale of identified renewal needs
- minimises long-term costs by addressing renewal backlogs now, rather than allowing deterioration to accelerate
- preserves existing service levels without requiring large-scale cuts to community programs or assets
- provides a structured, transparent and sustainable funding approach consistent with the Office of Local Government's financial sustainability benchmarks

In summary, the SRV is the only response option that enables Council to meet renewal requirements, address the infrastructure backlog, and continue delivering safe, reliable and fit-for-purpose assets for the community.

8.2 Integration with the Long-Term Financial Plan

To ensure the resources needed to manage our assets are provided in our financial planning instruments, integration of the Asset Management Strategy and the Financial Plan is critical.

The balance between maintaining and renewing our assets and accommodating funding for improvement and growth is a constant challenge – underfunding the renewal of an asset can lead to lower levels of service and deferring an important asset upgrade can mean that the asset is no longer fit-for-purpose.

This AMP has considered a number of options linked to Community Levels of Service. The adopted expenditure included in this AMP is consistent with our affordability after considering these scenarios.

All funding requirements identified for each asset portfolio have been allocated in the Long-Term Financial Plan. This will require future monitoring and further analysis as new asset information becomes available such as updated asset condition data. Funding requirements may potentially change, which will require adjustment to the Long-Term Financial Plan.

Key financial assumptions made in the investment analysis are:

Assumption
Forecast expenditure 2025 to 2030 for Acquisitions and Renewals taken from current project bids and LTFP. This is a list of council acquisition and capital renewal projects with approved funding that are scheduled to proceed for 2025 (i.e. council's delivery program
Forecast expenditure 2030 to 2035 for Acquisitions is extrapolated based on forecast trend for the project bids or allocation of projects
Forecast expenditure 2025 to 2035 for Operations and Maintenance is based on data from Ku Ring Gai council 'Special Schedule No.7' which reports Operation and Maintenance expenditure on Infrastructure Assets. The figures used for both Operation and Maintenance costs are the annual amount charged for Assets for the Financial Year 2023/24
Asset registers are as accurate and complete as possible at this time. The most recent condition assessment was undertaken in financial year 2023-2024
Current levels of service reflect the current community needs
No known legislative changes or other influences that will impact on, or demand a change in level of service and associated funding throughout the period of the plan
Operation and Maintenance budgets in the 10-year financial plan already allow for price escalation in subsequent years.
Register condition represents current actual condition of pits and pipes. Council will continue to carry out a CCTV program of works to improve the accuracy of the Asset Register.
Asset values and dimensions are correct. Asset values and dimensions have significant effects on resources required to operate, maintain, and renew these assets.
The estimates used for current rates of renewal will remain constant at current 2025 values for the next 10 year and possible increase in renewal costs may reduce level of works budgeted with possible reduction in the drainage infrastructure service level.

Table 8-2- Key Assumptions made in AM Plan and Risks of Change

8.3 Forecast Funding Requirements

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is $ 7,429,000 on average per year.

The proposed (budget) operations, maintenance and renewal funding is $2,322 on average per year giving a 10-year surplus funding of $117,600 per year. This indicates that 102% of the forecast costs needed to provide the services documented in this asset management plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing infrastructure services in a sustainable manner requires careful alignment of service levels, risks, projected expenditures, and financing. The target is to achieve a financial indicator of approximately 1.0 in the early years of the Asset Management Plan and maintain this balance across the 10-year life of the Long-Term Financial Plan.

8.3.1 Projected expenditures for long term financial plan

Under the preferred rate increase scenario, the stormwater backlog is significantly reduced, falling from $41 million in 2025/26 to approximately $13 million by 2034/35. This represents a reduction of almost two-thirds compared with the Base Case, where the backlog escalates to around $78 million over the same period, placing increasing pressure on network performance. The additional funding provided through increased rates enables stronger drainage capacity, reduces flood risks, and improves overall resilience of the network.

The revised valuation methodology of componentisation treats the agreed level of service as equivalent to the CTS. Once a drainage pipe is relined, its condition rating improves directly from 4 or 5 to 1, restoring the asset to near-new condition. This ensures long-term service outcomes are achieved with greater certainty and supports sustainable backlog management.

Tables below present the projected capital and maintenance expenditure, along with backlog forecasts for the preferred SRV option over the next ten years. These backlog projections are based on the reported Cost to Satisfactory (CTS).

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	$40,643	$38,460	$35,114	$31,706	$28,397	$25,025	$21,584	$18,074	$15,730	$13,209
Backlog - CTA	$40,643	$38,460	$35,114	$31,706	$28,397	$25,025	$21,584	$18,074	$15,730	$13,209
Renewal	$1,981	$7,022	$8,318	$8,518	$8,554	$8,759	$8,969	$9,185	$8,170	$8,507
New/upgrade	$954	$1,013	$1,422	$1,456	$817	$1,202	$856	$877	$1,012	$1,551
Maintenance	$910	$942	$975	$1,009	$1,044	$1,081	$1,118	$1,157	$1,198	$1,240
Total Expenditure	**$3,845**	**$8,977**	**$10,715**	**$10,983**	**$10,415**	**$11,042**	**$10,943**	**$11,219**	**$10,380**	**$11,298**

Table 8-3- Projected Expenditures Preferred Scenario - SRV for Long Term Financial Plan ($000)

Stormwater Drainage condition review

Ku-ring-gai Council is responsible for around 12,000 stormwater drainage pipes which are predominantly located under road reserves and run to a length of nearly 300km. Council is also responsible for around 12,100 drainage pits, headwalls or other inlet structures, and a range of open drainage channels. In 2023/24, the gross replacement cost (GRC) of stormwater assets was $517 million.

This stormwater system plays a crucial role draining rainwater from private and public buildings, streets and open space, particularly during heavy rainfall events.

However, Council's stormwater infrastructure has largely not been renewed since being built when the Ku-ring-gai area was first developed between the early to mid -1900s.

In 2022/23, Council conducted a comprehensive revaluation of its stormwater assets which uncovered that these assets were in a more deteriorated state than had been previously assumed. Examples of deterioration included pipe blockages, joint failure and cracking, and tree root and other foreign object intrusion.

Council followed this revaluation with an external review of stormwater assets, which was undertaken in 2023/24. This review involved the collection of additional CCTV data and an independent assessment of the conditions, useful lives and performing a revaluation of stormwater assets.

This review estimated that 43% of Council's stormwater assets were classified as being in a poor or very poor condition, with many of the assets coming to the end of their useful life and not operating as efficiently as they should.

The review introduced a new optimal renewal methodology, resulting in reduced depreciation costs. The methodology identified that stormwater pipes in certain conditions could be renewed more cost-effectively by adding a new inner lining, a process known as re-lining, eliminating the need for full replacement. This approach significantly lowers renewal costs while maintaining the functionality and longevity of stormwater pipes.

8.3.2 Forecast Reliability and Confidence

The expenditure and valuations projections in this Asset Management Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale[8] in accordance with Table 8-4.

Confidence Grade	Description
A – Very High	Data based on sound records, procedures, investigations, and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B - High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C - Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D - Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E – Very Low	None or very little data held.

Table 8-4 - Data Confidence Grading System

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered to be “Medium”. The estimated confidence level for and reliability of data used in this AMP is shown below in Table 8.5.

Data	Confidence Assessment	Comment
Demand drivers	Medium	Based on external data, subject to change with policy and demographics.
Growth projections	Medium	Reliable short term, less certain long term.
Acquisition forecast	High	Strong evidence from adopted plans and studies.
Operation forecast	High	Well supported by historic costs and budgets.
Maintenance forecast	High	Based on detailed past expenditure and service data.
Renewal forecast • Asset values • Asset useful lives • Condition modelling	High Medium Medium Medium	Values: verified. Useful lives: industry based. Condition data: limited by CCTV coverage.
Disposal forecast	Medium	Data is based on sound records and analysis

Table 8-5 - Data Confidence Grading System

8 IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

9 PLAN IMPROVEMENT AND MONITORING

9.1 Status of Asset Management Practices[9]

9.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is the Enterprise Asset Management and Financials modules of the TechnologyOne CiA system.

Council implemented TechnologyOne as its financial system. This system contains a works and assets module in which work orders or tasks can be raised and costing tracked against a particular asset category.

9.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is the Enterprise Asset Management module of the TechnologyOne CiA system and the ESRI ArcGIS geodatabase.

9.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 9-1.

Task	Responsibility	Resources Required	Timeline
Continue and increase annual CCTV inspections.	Engineering Services	Budget	Ongoing
Establish a strategic asset management system for all infrastructure assets.	Engineering Services	Asset Engineer	To be confirmed
Review and improvement of maintenance practices.	Infrastructure Services	Coordinator Maintenance	Ongoing
Review of drainage network condition	Engineering Services	Asset Engineer	Ongoing
Review of Useful Lives	Engineering Services	Manager Assets & Technical Services / Coordinator Engineering Assets	Ongoing
Review of condition inspection practices and frequency	Technical Services	Drainage Engineer / External contractor	Ongoing

Table 9-1 – Improvement Plan

9.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels, risks, forecast costs, proposed budgets, and/or resources available to provide those services as a result of budget decisions.

The Asset Management Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The Asset Management Plan has a life of 4 years and is due for complete revision and updating within four years of each Council election.

9.4 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

9 ISO 55000 Refers to this the Asset Management System

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- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans
- The Asset Renewal Funding Ratio achieving the target (this target is often 90 – 100%).

10 REFERENCES

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11 APPENDICES

Appendix A: Projected 10 year long-term investment plan (The estimates for individual project may vary without a change to the total allocation for the respective year)

Year	Capital Renewal Cost ($,000)	Upgrade/New ($,000)	Operations and Maintenance Cost ($,000)	Total Annual Cost ($,000)
2025/26	$1,981	$954	$910	**$3,845**
2026/27	$7,022	$1,013	$942	**$8,977**
2027/28	$8,318	$1,422	$975	**$10,715**
2028/29	$8,518	$1,456	$1,009	**$10,983**
2029/30	$8,554	$817	$1,044	**$10,415**
2030/31	$8,759	$1,202	$1,081	**$11,042**
2031/32	$8,969	$856	$1,118	**$10,943**
2032/33	$9,185	$877	$1,157	**$11,219**
2033/34	$8,170	$1,012	$1,198	**$10,380**
2034/35	$8,507	$1,551	$1,240	**$11,298**
Grand Total	**$77,983**	**$11,160**	**$10,674**	**$99,817**

Table A-1 – Projected 10 year long-term investment plan

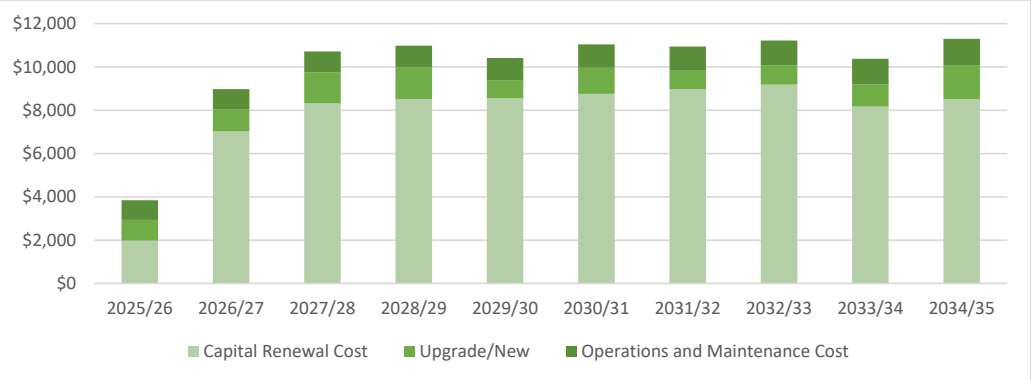

Figure 10 year Stormwater Drainage Funding Plan

Appendix B: Projected 10 year long-term Stormwater Drainage Renewal Program (The estimates and timing for individual project may vary without a change to the total allocation for the respective financial year)

Location	Suburb	Ward	Renewal Cost	Financial Year	Scenario (SRV Options)
Flooding Impact Reduction	LGA Wide	LGA Wide	$7,203,000	2026/36	Scenario 1
Emergency Minor Drainage Works	LGA Wide	LGA Wide	$771,750	2026/36	Scenario 1
Bannockburn Road	Turramurra	Wahroonga	$1,879,713	2026/27 to 2028/29	Scenario 1
Finlay Road	Warrawee	Comenarra	$521,336	2026/27	Scenario 2/3/4
Ortona Road	Roseville	Roseville	$594,396	2026/27	Scenario 2/3/4
Vale Street	Gordon	Gordon	$1,850,000	2026/27	Scenario 2/3/4
Dorman Crescent	Lindfield	Roseville	$205,324	2026/27	Scenario 2/3/4
Ivey Street	Lindfield	Roseville	$218,534	2026/27	Scenario 2/3/4
The Chase Road	Turramurra	Wahroonga	$677,346	2026/27	Scenario 2/3/4
Springdale Road	Killara	Gordon	$884,101	2026/27	Scenario 2/3/4
Wembury Road	St Ives	St Ives	$529,463	2026/27	Scenario 2/3/4
Duff Street	Turramurra	Comenarra	$211,848	2026/27	Scenario 2/3/4
Cornwall Avenue	Turramurra	Comenarra	$207,654	2026/27	Scenario 2/3/4
Bent Street	Lindfield	Roseville	$1,485,515	2027/28	Scenario 2/3/4
Roland Avenue	Wahroonga	Comenarra	$18,771	2027/28	Scenario 2/3/4
Redleaf Avenue	Wahroonga	Comenarra	$15,091	2027/28	Scenario 2/3/4

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Winton Street	Warrawee	Comenarra	$152,187	2027/28	Scenario 2/3/4
Inverallan Avenue	West Pymble	Comenarra	$84,563	2027/28	Scenario 2/3/4
Rosebery Road	Killara	Gordon	$62,480	2027/28	Scenario 2/3/4
Beechworth Road	Pymble	Comenarra	$183,370	2027/28	Scenario 2/3/4
Wellesley Road	Pymble	St Ives	$1,250,000	2027/28	Scenario 2/3/4
Koombalah Avenue	South Turramurra	Comenarra	$96,970	2027/28	Scenario 2/3/4
Woonona Avenue	Wahroonga	Comenarra	$161,309	2027/28	Scenario 2/3/4
Gloucester Avenue	West Pymble	Comenarra	$10,500	2027/28	Scenario 2/3/4
Middle Harbour Road	Lindfield	Roseville	$806,315	2027/28	Scenario 2/3/4
Warrimoo Avenue	St Ives	St Ives	$817,438	2027/28	Scenario 2/3/4
Carlotta Avenue	Gordon	Gordon	$271,709	2027/28	Scenario 2/3/4
Catalpa Crescent	Pymble	Comenarra	$522,000	2027/28	Scenario 2/3/4
Cadow Street	Pymble	Gordon	$224,449	2027/28	Scenario 2/3/4
Telegraph Road	Pymble	St Ives	$208,302	2027/28	Scenario 2/3/4
Dumaresq Street	Gordon	Gordon	$271,788	2027/28	Scenario 2/3/4
Coonanbarra Road	Wahroonga	Comenarra	$508,025	2028/29	Scenario 1
Hope Street	Pymble	St Ives	$435,159	2028/29	Scenario 2/3/4
Clanville Road	Lindfield	Roseville	$441,338	2028/29	Scenario 2/3/4
Allard Avenue	Roseville Chase	Roseville	$706,172	2028/29	Scenario 2/3/4
Braeside Street	Wahroonga	Wahroonga	$162,604	2028/29	Scenario 2/3/4
Marian Street	Killara	Gordon	$114,584	2028/29	Scenario 2/3/4

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Yarrabung Road	St Ives	St Ives	$135,589	2028/29	Scenario 2/3/4
Redleaf Avenue	Wahroonga	Wahroonga	$1,350,000	2028/29	Scenario 2/3/4
Koola Avenue	Killara East	Gordon	$57,493	2028/29	Scenario 2/3/4
Wahroonga Avenue	Wahroonga	Wahroonga	$112,876	2028/29	Scenario 2/3/4
Park Crescent	Pymble	St Ives	$97,002	2028/29	Scenario 2/3/4
Lennox Street	Gordon	Gordon	$124,710	2028/29	Scenario 2/3/4
Miowera Road	North Turramurra	Wahroonga	$136,500	2028/29	Scenario 2/3/4
Fairlawn Avenue	Turramurra	Wahroonga	$90,291	2028/29	Scenario 2/3/4
Highlands Avenue	Gordon	Gordon	$72,986	2028/29	Scenario 2/3/4
Powell Street	Killara	Gordon	$108,291	2028/29	Scenario 2/3/4
Torokina Avenue	St Ives	St Ives	$35,052	2028/29	Scenario 2/3/4
Hamilton Parade	Pymble	Gordon	$44,637	2028/29	Scenario 2/3/4
Catherine Street	St Ives	St Ives	$29,902	2028/29	Scenario 2/3/4
Fitzroy Street	Killara	Gordon	$83,346	2028/29	Scenario 2/3/4
St Johns Avenue	Gordon	Gordon	$11,813	2028/29	Scenario 2/3/4
Exeter Road	Wahroonga	Comenarra	$206,785	2028/29	Scenario 2/3/4
Ada Avenue	Wahroonga	Comenarra	$242,689	2028/29	Scenario 2/3/4
Browns Road	Gordon	Gordon	$72,541	2028/29	Scenario 2/3/4
Narelle Avenue	Pymble	Gordon	$79,528	2028/29	Scenario 2/3/4
Cleveland Street	Wahroonga	Wahroonga	$86,204	2028/29	Scenario 2/3/4
Stuart Street	Wahroonga	Wahroonga	$45,552	2028/29	Scenario 2/3/4
Rawson Crescent	Turramurra	Wahroonga	$121,452	2028/29	Scenario 2/3/4

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Kylie Avenue	Killara	Gordon	$79,519	2028/29	Scenario 2/3/4
Bimburra Avenue	St Ives	St Ives	$136,912	2028/29	Scenario 2/3/4
Raglan Street	Turramurra	Wahroonga	$38,727	2028/29	Scenario 2/3/4
Eastgate Avenue	Killara East	Gordon	$11,813	2028/29	Scenario 2/3/4
Ayres Road	St Ives	St Ives	$125,142	2028/29	Scenario 2/3/4
Nithdale Street	Pymble	Wahroonga	$23,368	2028/29	Scenario 2/3/4
Wade Lane	Gordon	Gordon	$29,668	2028/29	Scenario 2/3/4
Acron Road	St Ives	St Ives	$61,036	2028/29	Scenario 2/3/4
Richmond Avenue	St Ives	St Ives	$36,225	2028/29	Scenario 2/3/4
Stanley Street	St Ives	St Ives	$140,682	2028/29	Scenario 2/3/4
Mcrae Place	North Turramurra	Wahroonga	$11,813	2028/29	Scenario 2/3/4
Billyard Avenue	Wahroonga	Wahroonga	$401,722	2028/29 to 2029/30	Scenario 1
Waipori Street	St Ives Chase	St Ives	$162,750	2029/30	Scenario 1
Curagul Road	North Turramurra	Wahroonga	$349,353	2029/30	Scenario 1
Gould Avenue	St Ives Chase	St Ives	$134,940	2029/30	Scenario 1
Ellsmore Avenue	Killara	Roseville	$453,969	2029/30	Scenario 2/3/4
Russell Avenue	Lindfield	Roseville	$475,042	2029/30	Scenario 2/3/4
Wellington Road	East Lindfield	Roseville	$875,210	2029/30	Scenario 2/3/4
Fiddens Wharf Road	Killara	Gordon	$141,225	2029/30	Scenario 2/3/4
Rosedale Road	Gordon	Gordon	$848,574	2029/30	Scenario 2/3/4
Marshall Avenue	Warrawee	Comenarra	$302,725	2029/30	Scenario 2/3/4

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Tennyson Avenue	Turramurra	Wahroonga	$254,097	2029/30	Scenario 2/3/4
Horace Street	St Ives	St Ives	$218,937	2029/30	Scenario 2/3/4
Putarri Avenue	St Ives	St Ives	$167,090	2029/30	Scenario 2/3/4
Turramurra Avenue	Turramurra	Wahroonga	$182,796	2029/30	Scenario 2/3/4
Wyomee Avenue	West Pymble	Comenarra	$271,307	2029/30	Scenario 2/3/4
Ancona Road	Turramurra	Wahroonga	$244,600	2029/30	Scenario 2/3/4
Bettowynd Road	Pymble	Wahroonga	$158,657	2029/30	Scenario 2/3/4
Avon Road	Pymble	Comenarra	$309,584	2029/30	Scenario 2/3/4
Shinfield Avenue	St Ives	St Ives	$228,460	2029/30	Scenario 2/3/4
Merriwa Street	Pymble	Gordon	$162,026	2029/30	Scenario 2/3/4
Lynbara Avenue	St Ives	St Ives	$204,107	2029/30	Scenario 2/3/4
Mcintyre Street	Gordon	Gordon	$115,333	2029/30	Scenario 2/3/4
Wentworth Avenue	Killara East	Gordon	$121,677	2029/30	Scenario 2/3/4
Kalang Avenue	Killara	Gordon	$164,584	2029/30	Scenario 2/3/4
Bolwarra Avenue	West Pymble	Gordon	$463,397	2029/31	Scenario 1
Grevillea Avenue	St Ives	St Ives	$52,500	2030/31	Scenario 1
Thomas Avenue	Roseville	Roseville	$6,300	2030/31	Scenario 1
Wongalee Avenue	Wahroonga	Comenarra	$71,247	2030/31	Scenario 1
Larchmont Avenue	Killara East	Gordon	$315,180	2030/31	Scenario 1
Tryon Road	East Lindfield	Roseville	$840,025	2030/31	Scenario 2/3/4
Provincial Road	Lindfield	Roseville	$485,225	2030/31	Scenario 2/3/4

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Eastern Road	Turramurra	Wahroonga	$2,425,479	2030/31	Scenario 2/3/4
Shirley Road	Roseville	Roseville	$185,953	2030/31	Scenario 2/3/4
Ryde Road	Pymble	Gordon	$191,112	2030/31	Scenario 2/3/4
Kulgoa Road	Pymble	Gordon	$191,889	2030/31	Scenario 2/3/4
Bradfield Road	Lindfield	Roseville	$60,603	2030/31	Scenario 2/3/4
Gladstone Parade	Lindfield	Roseville	$136,570	2030/31	Scenario 2/3/4
Canberra Crescent	Roseville	Roseville	$243,077	2030/31	Scenario 2/3/4
Glenview Street	Gordon	Gordon	$188,070	2030/31	Scenario 2/3/4
Maxwell Street	South Turramurra	Comenarra	$571,340	2030/31	Scenario 2/3/4
Wallalong Crescent	West Pymble	Comenarra	$676,004	2030/31	Scenario 2/3/4
Memorial Avenue	St Ives	St Ives	$1,255,396	2030/31	Scenario 2/3/4
Garrick Road	St Ives	St Ives	$433,992	2030/32	Scenario 1
Seaton Avenue	Wahroonga	Comenarra	$52,377	2031/32	Scenario 1
Wanganella Road	St Ives Chase	St Ives	$134,843	2031/32	Scenario 1
Sarnia Crescent	Killara	Gordon	$45,418	2031/32	Scenario 1
Sutherland Avenue	Wahroonga	Wahroonga	$23,368	2031/32	Scenario 1
Golf Links Road	Killara	Gordon	$256,280	2031/32	Scenario 1
Pacific Highway	Wahroonga	Comenarra	$396,766	2031/32	Scenario 2/3/4
Ku-Ring-Gai Avenue	St Ives Chase	St Ives	$308,908	2031/32	Scenario 2/3/4
Young Street	Warrawee	Wahroonga	$302,025	2031/32	Scenario 2/3/4

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Blytheswood Avenue	Warrawee	Comenarra	$396,331	2031/32	Scenario 2/3/4
Kenthurst Road	St Ives	St Ives	$515,646	2031/32	Scenario 2/3/4
Moore Street	Roseville	Roseville	$207,135	2031/32	Scenario 2/3/4
Coronga Crescent	Killara	Gordon	$222,061	2031/32	Scenario 2/3/4
Grosvenor Road	Lindfield	Roseville	$1,504,764	2031/32	Scenario 2/3/4
Illoura Avenue	Wahroonga	Wahroonga	$363,995	2031/32	Scenario 2/3/4
Earl Street	Roseville	Roseville	$326,471	2031/32	Scenario 2/3/4
Chunooma Road	North Wahroonga	Wahroonga	$337,457	2031/32	Scenario 2/3/4
Woodbury Road	St Ives	St Ives	$519,723	2031/32	Scenario 2/3/4
Lorne Avenue	Killara	Gordon	$391,863	2031/32	Scenario 2/3/4
Lady Game Drive	Killara	Gordon	$1,932,189	2031/33	Scenario 2/3/4
Yeramba Street	Turramurra	Comenarra	$102,380	2032/33	Scenario 1
Bolton Place	Pymble	Gordon	$18,900	2032/33	Scenario 1
Ovens Place	St Ives Chase	St Ives	$88,200	2032/33	Scenario 1
Boronga Avenue	West Pymble	Comenarra	$116,690	2032/33	Scenario 1
Muttama Street	Wahroonga	Comenarra	$53,813	2032/33	Scenario 1
Bluegum Place	Roseville	Roseville	$107,625	2032/33	Scenario 1
Gerald Avenue	Roseville	Roseville	$115,382	2032/33	Scenario 1
Primula Street	Lindfield	Roseville	$142,866	2032/33	Scenario 1
Prince Road	Killara	Roseville	$130,692	2032/33	Scenario 1

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Bobbin Head Road	Turramurra	Wahroonga	$2,246,474	2032/33	Scenario 2/3/4
Bromborough Road	Roseville	Roseville	$419,343	2032/33	Scenario 2/3/4
Kamilaroy Road	West Pymble	Comenarra	$122,775	2032/33	Scenario 2/3/4
Boundary Road	Wahroonga	Wahroonga	$254,297	2032/33	Scenario 2/3/4
Normac Street	Roseville Chase	Roseville	$78,364	2032/33	Scenario 2/3/4
Millewa Avenue	Wahroonga	Wahroonga	$309,769	2032/33	Scenario 2/3/4
Duntroon Avenue	Roseville	Roseville	$260,286	2032/33	Scenario 2/3/4
Pymble Avenue	Pymble	Comenarra	$772,357	2032/33	Scenario 2/3/4
Culworth Avenue	Killara	Gordon	$327,010	2032/33	Scenario 2/3/4
Station Street	Pymble	St Ives	$880,965	2032/33	Scenario 2/3/4
Westbrook Avenue	Wahroonga	Wahroonga	$445,887	2032/33	Scenario 2/3/4
Longford Street	Roseville	Roseville	$270,430	2033/34	Scenario 1
Carnarvon Road	East Lindfield	Roseville	$126,402	2033/34	Scenario 1
Kings Avenue	Roseville	Roseville	$73,114	2033/34	Scenario 1
Guyong Street	Lindfield	Roseville	$65,721	2033/34	Scenario 1
Holmes Street	Turramurra	Comenarra	$26,730	2033/34	Scenario 1
Calvert Avenue	Killara	Gordon	$594,045	2033/34	Scenario 1
Northcote Road	Lindfield	Roseville	$58,677	2033/34	Scenario 2/3/4
Randolph Street	Wahroonga	Wahroonga	$280,154	2033/34	Scenario 2/3/4

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Collins Road	St Ives	St Ives	$1,414,024	2033/34	Scenario 2/3/4
Beaconsfield Parade	Lindfield	Roseville	$367,900	2033/34	Scenario 2/3/4
Nola Road	Roseville	Roseville	$341,843	2033/34	Scenario 2/3/4
Kedumba Crescent	North Turramurra	Wahroonga	$459,375	2033/34	Scenario 2/3/4
Kooloona Crescent	West Pymble	Comenarra	$826,004	2033/34	Scenario 2/3/4
Baldwin Street	Gordon	Gordon	$339,446	2033/34	Scenario 2/3/4
Buckingham Road	Killara	Gordon	$362,763	2033/34	Scenario 2/3/4
Robinson Street	East Lindfield	Roseville	$438,273	2033/34	Scenario 2/3/4
Valley Road	North Turramurra	Roseville	$24,107	2033/34	Scenario 2/3/4
Mitchell Crescent	Warrawee	Comenarra	$87,814	2033/34	Scenario 2/3/4
Hunter Avenue	St Ives	St Ives	$433,166	2034/35	Scenario 1
Greengate Road	Killara	Gordon	$488,750	2034/35	Scenario 1
Cecil Street	Killara	Gordon	$209,881	2034/35	Scenario 2/3/4
Boundary Street	Warrawee	Roseville	$154,502	2034/35	Scenario 2/3/4
Cocupara Avenue	Lindfield	Roseville	$320,896	2034/35	Scenario 2/3/4
Killeaton Street	St Ives	St Ives	$1,044,412	2034/35	Scenario 2/3/4
Chilton Parade	Warrawee	Wahroonga	$533,408	2034/35	Scenario 2/3/4
Junction Road	Wahroonga	Wahroonga	$500,237	2034/35	Scenario 2/3/4
Strickland Avenue	Lindfield	Roseville	$393,835	2034/35	Scenario 2/3/4
Babbage Road	Roseville Chase	Roseville	$443,893	2034/35	Scenario 2/3/4

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Carrington Road	Wahroonga	Wahroonga	$627,874	2034/35	Scenario 2/3/4
Livingstone Avenue	Pymble	Comenarra	$1,140,601	2034/35	Scenario 2/3/4
Yanko Road	West Pymble	Comenarra	$500,189	2035/36	Scenario 1
Darnley Street	Gordon	Gordon	$308,705	2035/36	Scenario 2/3/4
Ormonde Road	Roseville Chase	Roseville	$502,272	2035/36	Scenario 2/3/4
Eden Avenue	South Turramurra	Comenarra	$12,600	2035/36	Scenario 2/3/4
Eton Road	Lindfield	Roseville	$445,226	2035/36	Scenario 2/3/4
Werona Avenue	Gordon	Gordon	$529,067	2035/36	Scenario 2/3/4
Pentecost Avenue	St Ives	St Ives	$1,148,250	2035/36	Scenario 2/3/4
Bushlands Avenue	Gordon	Gordon	$563,457	2035/36	Scenario 2/3/4
Allara Avenue	North Turramurra	Wahroonga	$536,572	2035/36	Scenario 2/3/4
Burns Road	Turramurra	Wahroonga	$3,155,248	2035/36	Scenario 2/3/4

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Ku·ring·gai Council

SERVIENDO GUBERNO

Parks and Recreational Assets

Asset Management Plan

Document Control: Version History

Rev No	Date	Revision Details	Author	Reviewer	Approver
0.1		Preliminary Draft	AW		
1.1	30/09/2025	Draft	TH		
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1 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from Parks and Recreational Assets is provided in a financially sustainable manner.

This asset management plan details information about parks & recreational assets including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

These assets are used to provide pedestrian mobility to allow the community to access a broad range of services within the Ku-ring-gai Council area.

1.2 Asset Description

This plan covers parks & recreational assets which are categorised within Council as follows:

- 131 Bushland Sites
- 197 Parks consisting of 2 Regional Parks, 15 District Parks and 180 Local Parks
- 107 Playgrounds
- 71 Tennis Courts
- 55 Playing Fields (2 are synthetic)
- 29 Netball Courts
- 9 Multi-Sport Courts
- 6 Half Basketball Courts
- 2 Athletic Track and Field Facilities
- 2 Golf Courses
- 2 Croquet Greens
- 1 Fitness and Aquatic Centre

The assets are attributes such as playground equipment, park furniture, pathways, fire trails, walking tracks, fencing, playing surfaces, gardens, lighting, irrigation, shelters, retaining walls etc

There are 3,578 individually captured and commissioned assets within Open Space with a current value of $103,848,000 (as at 30 June 2025)

1.3 Levels of Service

Our present funding levels are sufficient to continue to provide existing services at current levels in the medium term, however with increasing demand from customer's requests, council may not be able to fulfill every request for new assets

The main service consequences are:

- Difficulties in determining the condition and longevity of ageing assets in need of renewal/replacement,
- Financing needs can be large, requiring planning for large peak and troughs in expenditure for renewing and replacing such assets
- The demand for new and improved services adds to the planning and financing complexity.
- The creation of new assets which presents challenges in funding the ongoing operating and replacement costs necessary to provide the needed service over the assets' full lifecycle.

1.4 Future Demand

Future demand for services will be driven by population growth, residential and commercial development, rising construction costs, technological advances, and the NSW Government's Transport Oriented Development (TOD) policy.

TOD areas around Roseville, Lindfield, Killara, and Gordon could accommodate up to an additional 24,500 new dwellings over 15 years, significantly increasing pedestrian activity and demand for footpaths, cycleways, and drainage infrastructure. At the same time, rising labour and material costs will reduce the capacity to deliver new and renewal works, creating risks of service backlogs.

To manage these pressures, Council will focus on a mix of strategies: optimising existing assets, securing contributions from developers, adopting innovative designs and materials to offset cost increases, investing in new technologies to improve planning accuracy, and prioritising infrastructure delivery in TOD precincts.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The projected outlays required to deliver the services outlined in this Asset Management Plan – including operations, maintenance, renewal, upgrade, and new assets is estimated at $232 million over the 10-year planning period, averaging $2.32 million per year.

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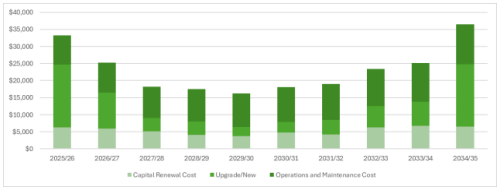
1.6 Financial Summary

1.6.1 What we will do

The anticipated available funding for Parks & Recreational assets projected over a 10-year period is provided below.



Projected Operating and Capital Expenditure

Figure Values are in current (real) dollars.

We plan to provide parks & recreational asset services for the following:

- $100 million on Maintenance
- $53.9 million on Renewal / Replacement
- $78 million on New park & recreational assets

within the 10-year planning period.

1.6.2 Managing the Risks

There are risks associated with providing the service and not being able to complete all identified activities and projects.

Council will manage these risks within available funding by:

- Manage the existing infrastructure
- Manage the expansion of any infrastructure based on the priorities established in the Community Strategic Plan.
- Expand infrastructure in a financially responsible manner and as funded in Council's Long Term Financial Plan.
- Seek additional funding if required

Should the SRV is not approved, Council may continue to deliver existing Level of Service and consider reducing to remain sustainable in the long term.

1.7 Asset Management Practices

Our systems to manage assets include:

- Enterprise Asset Management and Financials modules of the Technology One CiA system.
- ESRI ArcGIS geodatabase.
- Asset Management Steering Group
- GMD and Council making strategic

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

1.8 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Review and improvement of asset maintenance practices
- Review and improvement of spatial asset data mapping and analysis
- Review of useful lives
- Establish a strategic asset management system for all infrastructure assets.

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2 INTRODUCTION

2.1 Background

Ku-ring-gai Council manages an extensive portfolio of parks and recreational assets across the Local Government Area (LGA), with a current value of $103,848,000 (as at 30 June 2025).

This asset management plan communicates the actions required for the responsive management of the parks & recreational assets, compliance with regulatory requirements, and funding needed to provide the appropriate levels of service over a 10-year planning period.

This plan aligns with the Asset Management Strategy 2025-2035 and covers a 10-year planning period. Some figures within the plan extend beyond the 10-year planning period and are for the purpose of projecting asset management challenges beyond the life of the plan.

Parks and Recreational Assets are used to provide recreational, sporting, and open space opportunities, supporting the health, wellbeing, and social needs of the community. The assets covered by this asset management plan are shown in

Table 2-1. These assets are used to provide a pedestrian mobility to allow the community to access a broad range of services within the LGA.

Asset Type	Quantity
Bushland Sites	131
Regional Parks	2
District Parks	15
Local Parks	180
Playgrounds	107
Tennis Courts	71
Playing Fields (2 are synthetic)	55
Netball Courts	29
Multi-Sport Courts	9
Half Basketball Courts	6
Athletic Track and Field Facilities	2
Golf Courses	2
Croquet Greens	2
Fitness and Aquatic Centre	1

Table 2-1 - Assets covered by this Plan

The asset management plan is to be read with Ku-ring-gai Council's planning documents, including:

- Ku-ring-gai 2035 Community Strategic Plan
- Asset Management Policy and Asset Management Strategy 2025-2035

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- Workforce Management Strategy 2025 – 2035
- Long Term Financial Plan 2025 – 2035

This Asset Management Plan is prepared under the direction of Council's vision, mission, goals and objectives and the Council strategic planning framework is driven by the Council Plan (Community Strategic Plan 2035)

2.1.1 Ku-ring-gai 2035 Community Strategic Plan

The Long-Term Community Plan for Ku-ring-gai Council is outlined in "Ku-ring-gai 2035 Community Strategic Plan." This document is a vision that has been developed to take local action to ensure our area and its people can respond in a positive and constructive way to the challenges ahead. Global changes have local impacts and we have a shared responsibility to work towards addressing these at the community level.

The Ku-ring-gai 2035 Community Strategic Plan:

- identifies the community's priorities and aspirations for the future
- outlines strategies to achieve identified goals and the levels of service the community expects
- highlights the responsibilities of Council and those of other agencies and groups.

Ku-ring-gai: Growing together:

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

The plan has been developed using five themes to deliver the outcomes. These themes are:

- Our unique natural environment is protected and enhanced
- Sustainable urban growth and change
- Infrastructure and assets support community needs
- An inclusive, connected and safe community
- Leadership and service excellence

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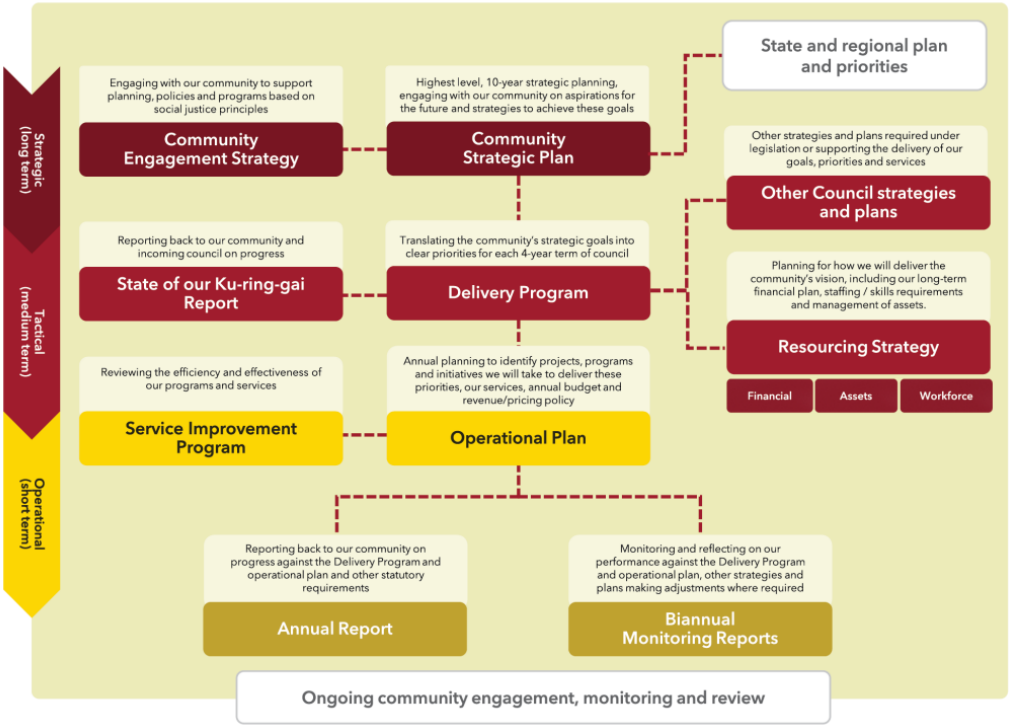

Figure 2-1 – Integrated planning and reporting framework

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2.1.2 Asset Management Strategy 2025-2035

Council's Asset Management Strategy Outlines Council's guiding principles regarding asset management and planning. The policy confirms Council's commitment to asset management. The policy indicates that Council has a number of Asset Management Principles in managing its asset portfolio:

- an Asset Management Strategy exists for implementing systematic asset management and appropriate best practice throughout Council
- all relevant legislative requirements together with social, political, and economic environments are to be taken into account in asset management
- the Asset Management Plans are developed and updated for each asset class. The plans are informed by community consultation and financial planning and reporting
- an inspection process will be developed for each asset class to ensure agreed service levels are maintained and to identify asset renewal priorities
- service levels will be developed and defined in each Asset Management Plan. The service levels will form the basis of annual budget estimates
- future service levels will be determined in consultation with the community
- renewal plans will be developed based on service levels, condition, and risk
- future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading existing services and assets.

Council's Asset Management Strategy establishes framework, strategies and processes required to improve and support the management of assets to enable Council to deliver upon the strategies and achieve the desired outcomes set by the Community Strategic Plan

2.2 Key Stakeholders

Key stakeholders are the groups of people who have an interest in the responsible management of Council's infrastructure assets. Table 2.2 below identifies key stakeholders and their role in the management of Council's assets.

Stakeholder	Role
Councillors (Elected members)	• To provide stewardship for assets owned and/or controlled by Council • To adopt the Asset Management Policy and Asset Management Strategy and monitor their outcomes regularly through IP&R reporting. • Authorise resources for asset management activities in the Delivery Program and Operational Plan • Determine new asset provision and maintenance activities in the Delivery Program and Operational Plan
General Manager	• Ensure implementation of asset management practices and procedure including reporting on the status and effectiveness of asset management within the Council's.
Directors and Managers	• Allocate resources to implement Asset Management Plans (AMPs), Asset Management Strategy, Delivery Programs, and Operational Plans. • Ensure compliance with Level of Service (LoS), allocated budgets, and risk frameworks. • Embed asset management in business processes. • Identify and manage lifecycle risks.

Stakeholder	Role
Asset Management Steering Group	• The Asset Management Steering Group is made up of representatives from Finance and Technical Services and is responsible for: • Reviewing the Asset Management Policy and Asset Management Strategy and ensuring integration with the Long-Term Financial Plan and other Integrated Planning & Reporting documents • Monitoring the implementation of Asset Management Policy, Strategy and Plans • Developing and reviewing processes and practices to ensure assets are managed effectively • Ensuring that asset information is captured and updated into asset registers • Operating within an agreed 'Terms of Reference'.
Manager of Assets & Technical Services	• Management of works and budgets
Coordinator Open Space Recreational and Building Assets	• Supervision of infrastructure network
Asset Officers	• Development of programs, priorities and monitoring of asset condition • Maintenance of data base and systems
Community	• End users of Council's asset network
Council Staff	• Apply asset management practices in day-to-day operations. • Maintain accurate asset data and contribute to reporting.
Maintenance Personnel (contractors)	• To ensure provision of the required/agreed level of maintenance services for assets.

Table 2-2 - Stakeholders

2.3 Goals and Objectives

Our goal in managing parks & recreational assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of parks & recreational asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided

- Risk Management
- Future demand – how this will impact on future service delivery and how this is to be met
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service
- Financial summary – what funds are required to provide the defined services
- Asset management practices – how we manage provision of the services
- Monitoring – how the plan will be monitored to ensure objectives are met
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000 [2]

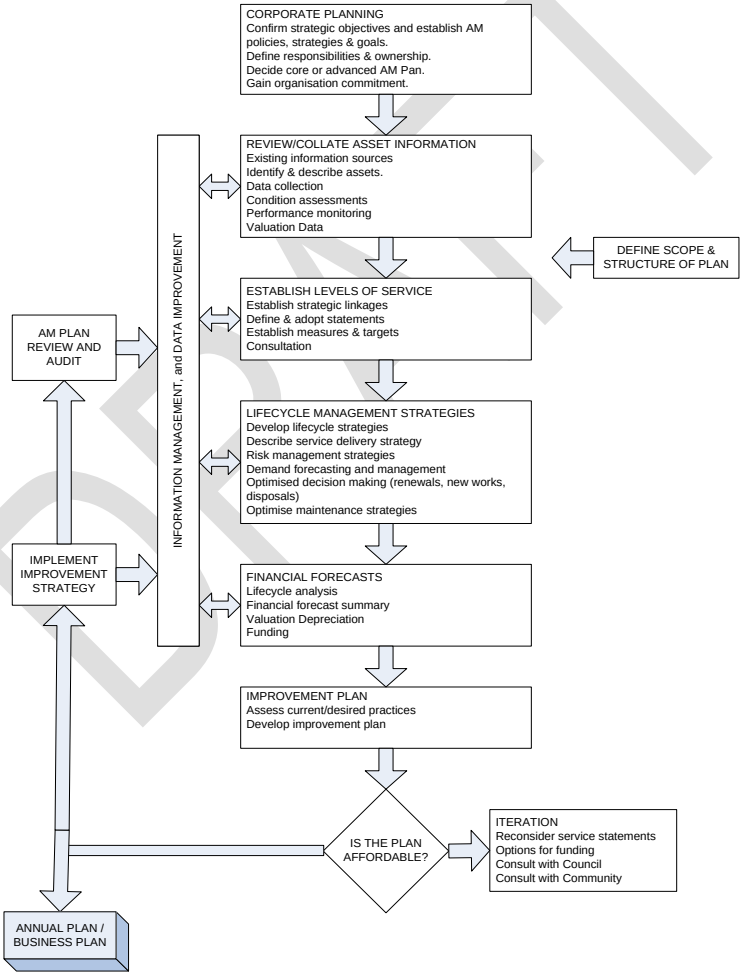

Figure 2-2 – Road Map for preparing an Asset Management Plan

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

2.4 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual[3]. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

3 LEVELS OF SERVICE (LOS)

3.1 Customer Research and Expectations

This asset management plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the asset management plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

In 2024, Council surveyed community attitudes and perceptions regarding Council's delivery of a broad selection of services and facilities. Key objectives of the research were to:

- Assess and establish the community's priorities and satisfaction in relation to a broad selection of Council's external services and facilities
- Identify the community's overall level of satisfaction with Council's performance
- Identify community priorities for the Ku-ring-gai local government area
- Explore and understand resident experiences contacting Council
- Identify the community's level of agreement with statements regarding the Ku-ring-gai local government area.

Overall Satisfaction		Communication	
84% of Ku-ring-gai residents are at least somewhat satisfied with the performance of Council over the last 12 months		80% of Ku-ring-gai residents are at least somewhat satisfied the level of communication Council currently has with the community	
Quality of Life		**Unique Character**	
99% of residents rate their quality of life as good, very good or excellent		79% of residents believe it is important/very important for Council to maintain Ku-ring-gai's unique visual character and identity	
Drivers of Overall Satisfaction			
Satisfaction with the level of communication	Council's consultation and engagement with the community	Long term planning for the area	Development compatible with the local area

Table 3-1 - Community Attitude Survey

Community satisfaction information is used in developing the Strategic Plan and in the allocation of resources in the budget.

Some of the key priorities identified for the next 10 years that relate to the management of the parks & recreational asset network that resulted from the community engagement undertaken for the "Ku-ring-gai 2035 Community Strategic Plan" included:

3 IPWEA, 2015, IIMM.

- making it easier and safer to move around Ku-ring-gai
- effects of population growth and change – on infrastructure, services and facilities
- addressing the needs of older residents
- providing and maintaining infrastructure and facilities – roads, footpaths, drainage, public toilets, etc
- improving access to public transport

As part of an independent online survey conducted between December 2024 and March 2025, residents were asked to identify the highest priority issues for the Ku-ring-gai area over the next 10 years.

While housing and development featured most prominently, around 10–15% of respondents highlighted the importance of recreation, sport, playgrounds and community spaces.

This included calls for upgrades to recreational and sporting facilities, the provision of parks and playgrounds, support for events and activities, and services for children and youth, emphasising the community's expectation that Council continues to invest in accessible and well-maintained community and recreational assets

Table 3.1.2 below, provides specific feedback received from the community surveys regarding the Parks and Recreation Assets class

Community Satisfaction Survey Results				
Service Area	**Service / Facility**	**Importance (T2 Box)**	**Satisfaction (T3 Box)**	**Performance Gap**
Assets, Infrastructure & Facilities	Condition of local roads	95%	66%	29%
Council Leadership and Engagement	Long term planning for the Ku-ring-gai area	91%	63%	29%
Council Leadership and Engagement	Council's consultation and engagement with the community	85%	68%	17%
Assets, Infrastructure & Facilities	Provision and maintenance of local parks and gardens	93%	93%	no gap
Assets, Infrastructure & Facilities	Provision and maintenance of playgrounds	80%	92%	no gap
Assets, Infrastructure & Facilities	Provision and maintenance of sporting ovals, grounds and leisure facilities	87%	88%	no gap

Figure 3-1 Community Survey Research (April 2024) - Performance Gap

Source: Background Paper Ku-ring-gai -Community Feedback Report

3.2 Strategic and Corporate Goals Alignment

This asset management plan is prepared under the direction of the Council's vision, mission, goals and objectives.

Our mission is:

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

Strategic goals have been set by the Council. The relevant goals and objectives and how these are addressed in this asset management plan are summarised in the following table.

Strategy A2 – Community Strategic Plan

Provide, upgrade and maintain open space, recreation and sporting facilities to meet the needs of current and future user groups and a growing population

Reference	Description	Responsible Officer	2025/26	2026/27	2027/28	2028/29
Term Achievement A2.1 A program is implemented to provide, improve and maintain open space, recreation and sporting facilities including multi-use facilities.	**A2.1.1:** Deliver Council's adopted Open Space Capital Works Program on time and within budget.	*Manager Project Services*	✓	✓	✓	✓
	A2.1.2: Maintain existing recreation and sporting facilities in accordance with the Asset Management Plan	*Manager Infrastructure Services*	✓	✓	✓	✓
	A1.2.2: Maintain existing recreation and sporting facilities in accordance with the Asset Management Plan.	*Manager Infrastructure Services*	✓	✓	✓	✓
	A1.2.3: Actively engage with sporting organisations and clubs, user groups and residents during the preparation of plans, policies and strategies for sport and recreation.	*Manager Urban and Heritage Planning*	✓	✓	✓	✓
	A2.1.4: Progressively review Plans of Management for Community land in consultation with Crown Lands.	*Manager Urban and Heritage Planning*	✓	✓	✓	✓
	A2.1.5: Implement priority actions from the Recreation in Natural Areas Strategy.	*Manager Environment and Sustainability*	✓	✓	✓	✓
	A2.1.6: Progress preparation of recreation and open space strategies, plans and policies identified as priorities in the Recreation Needs Study.	*Manager Urban and Heritage Planning*	✓	✓	✓	✓
	A2.1.7: Explore options for Bannockburn Oval in consultation with user groups including Little Athletics and the local community.	*Manager Project Services*	✓	✓		
	A2.1.8: Continue to engage with the relevant stakeholders in progressing the development of the North Turramurra Recreation Area grandstand.	*Manager Urban and Heritage Planning*	✓	✓	✓	✓
	A2.1.9: Manage water harvesting and reuse sites according to Water Reuse Management Plans.	*Manager Infrastructure Services*	✓	✓	✓	✓

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Strategy A2 – Community Strategic Plan

Provide, upgrade and maintain open space, recreation and sporting facilities to meet the needs of current and future user groups and a growing population

Reference	Description	Responsible Officer	2025/26	2026/27	2027/28	2028/29
	A2.1.10: Progress preparation of the Green Grid Strategy consistent with Council's Local Strategic Planning Statement (LSPS).	*Manager Urban and Heritage Planning*	✓	✓		
	A2.1.11: Complete remaining works for the implementation of the adopted Masterplan at Robert Pymble Park.	*Manager Project Services*	✓			
	A2.1.12: Prepare a masterplan for the former Gordon Bowling Club site (4 Pennant Avenue, Gordon) for public open space uses consistent with Council resolution.	*Manager Urban and Heritage Planning*	✓	✓		
	A2.1.13: Prepare a masterplan for the future recreational use of the Roseville Bowling Club site (former site at 47 Warrane Road, Roseville Chase) consistent with Council resolution.	*Manager Urban and Heritage Planning*	✓	✓		
	A2.1.14: Monitor and oversight the construction of the indoor sports facility at St Ives High School by School Infrastructure NSW.	*Manager Urban and Heritage Planning*	✓			
	A2.1.15: Implement an amenities improvement program to recreational and sporting Felds in line with adopted building prioritisation matrix or in conjunction with other funded and programmed capital upgrades.	*Manager Assets and Technical Services*	✓	✓	✓	✓
	A2.1.16: Deliver Play Spaces in accordance with the adopted Ku-ring-gai Play Space Strategy.	*Manager Project Services*	✓	✓	✓	✓
	A3.2.1: Maximise the use and efficiency of the existing community property portfolio to facilitate greater public access, including multi-use, in line with Council's Management of Community and Recreation Land and Facilities Policy.	*Manager Property*	✓	✓	✓	✓
	A.3.2.2: Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards.	*Manager Assets and Technical Services*	✓	✓	✓	✓

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Strategy A2 – Community Strategic Plan Provide, upgrade and maintain open space, recreation and sporting facilities to meet the needs of current and future user groups and a growing population						
Reference	**Description**	**Responsible Officer**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Term Achievement **A2.2:** Partnerships with community groups and organisations assist to optimise the availability and use of open space, recreation and sporting facilities.	A2.2.1: Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities.	*Manager Assets and Technical Services*	✓	✓	✓	✓
	A2.2.2: Facilitate a regular sporting forum and ongoing communication with sporting users.	*Manager Infrastructure Services*	✓	✓	✓	✓

Table 3-2 – Strategic Goals

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3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a Long-Term Financial Plan supported by Asset Management Plans for sustainable service delivery
Australian Accounting Standard AASB116	Reporting on asset condition and consumption to Councillors, management and the community
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work
Protection of the Environment Administration Act 1991	The objects of this Act are as follows: a) to constitute the Environment Protection Authority b) to provide integrated administration for environment protection c) to require the Authority to perform particular tasks in relation to the quality of the environment, environmental audit and reports on the state of the environment
Local Government Amendment (Planning and Reporting) Act 2009	Local Government Amendment (Planning and Reporting) Act 2009 includes the preparation of a long term financial plan supported by asset management plans for sustainable service delivery
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements
Plant Protection Act 1989	This act sets out requirements in respect to Flora Protection
Environmental Protection Act 1994	This act sets out requirements in respect to environmental protection
Rivers and Foreshores Improvements Act, 1948	An Act to provide for the carrying out of works for the removal of obstructions from and the improvement of rivers and foreshores and the prevention of erosion of lands by tidal and non-tidal waters
Protection of the Environment Operations Act 1997	Council is required to exercise due diligence to avoid environmental impact and among others are required to develop operations emergency plans and due diligence plans to ensure that procedures are in place to prevent or minimise pollution.
Native Vegetation Act 2003	This Act regulates the clearing of native vegetation on all land in NSW, except for excluded land listed in Schedule 1 of the Act. The Act outlines what landowners can and cannot do in clearing native vegetation.
Public Works Act 1912	Sets out the role of Council in the planning and construction of new assets.
Rural Fires Act, 1997	An Act to establish the NSW Rural Fire Service and define its functions; to make provision for the prevention, mitigation and suppression of rural fires. Under the terms of this Act Council is required to mitigate any fire that emanate from bushland.

Table 3-3 - Legislative Requirements

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3.4 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the parks & recreational asset management plan are:

Quality How good is the service … *what is the condition or quality of the service?*

Function Is it suitable for its intended purpose …. *Is it the right service?*

Capacity/Use Is the service over or under used … *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Table 3-4 and Table 3-5. Table 3-4 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These organisational measures provide a balance in comparison to the customer perception that may be more subjective.

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years
Service Objective: To provide diverse play environments across the LGA that are safe, well maintained and cater for all ages.				
Quality	Provide safe and accessible public open space assets Compliance - Playgrounds	Condition Rating Customer Requests	Medium	Medium
	Well maintained and suitable passive and active open space infrastructure assets	<100 requests/ complaints per annum for renewal and maintenance requests	Data to be provided and reported annually	
	Confidence Levels		High	Medium
Function	Assets provide intended service and meet diverse needs of community	Assets meet community needs at least 3 out of 5 community satisfaction survey	TBC	TBC
	Confidence Levels		High	Medium
Capacity and Use	Open space assets are accessible and reliable 95% of the time during normal operating business hours	Asset Register Customer Requests	Medium	Medium
	Confidence Levels		High	Medium

Table 3-4 - Customer Level of Service

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3.5 Technical Levels of Service

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. footpath patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. footpath reconstruction, road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road/ existing footpath, transition existing asphalt footpath to concrete, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.[4]

Table 3-5 shows the technical levels of service expected to be provided under this parks & recreational asset management plan. The 'Desired' position in the table documents the position being recommended in this plan.

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations	General upkeep of open space including mowing and cleaning	Scheduled works	Average $10.05M p/a operational and maintenance budget over 10 years	Maintain budget to deliver communities' high expectations
	Condition assessments	Inspections and service requests	Irregular assessments, mostly from a safety perspective	Regular condition assessment to maintain accurate asset register
Maintenance	Reactive maintenance	Service Requests, Work Orders	Average $10.05M p/a operational and maintenance budget over 10 years	Maintain budget to deliver communities' high expectations
Renewal & Upgrade	Implementation of Play Space Strategy action plan	Priority list as detailed in strategy	Progressing with implementation however some misalignment exists in priorities	Progress implementation aligned to strategy priorities and 10yr renewal plan
	Renewal and upgrade of other parks and recreational assets	Capital Works Program	On Target – average of $13.2M p/a over 10 years	As per Capital Works Program

Table 3-5 - Technical Levels of Service

It is important to monitor the service levels provided regularly as these will change. The current performance is influences by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

4 IPWEA, 2015, IIMM, p 2|28.

4 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4-1.

4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4-1.

Demand drivers	Present position	Projection	Impact on services
Population	124,659 (2021)	Projected 171,200 by 2036	Additional demand for new infrastructure will increase life cycle costs of the Park and Recreational asset group
Increased unit rates through inflation	Current costs	Increase in unit rates for infrastructure works	Increase in unit rates for material and labour will impact on future capital and maintenance programs and potential reduction in new and upgraded parks and recreational assets
Technological change	Management systems to monitor performance and change	Advanced systems that improve performance monitoring and predict renewal and maintenance timing more accurately	Improve programs and schedules of prioritisation work based on more accurate data
Transport Oriented Development (TOD)	In May 2024 NSW State Government introduced TOD policy. This policy proposed multi-storey apartment developments for areas within 400m of stations (Roseville, Lindfield, Killara, Gordon). Council has provided an alternative scenario to this proposal that was approved in November 2025 by the NSW State Government.	Increased urban consolidation around railway stations, higher density housing, and development activity	The impact of TODs is yet to be fully understood however, it is generally accepted that there will be: • Greater demand for parks & recreational assets and public domain infrastructure in station precincts

Table 4-1 - Demand Drivers, Projections and Impact on Services

4.4 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4-2. Further opportunities will be developed in future revisions of this asset management plan.

Demand Driver	Impact on Services	Demand Management Plan
Population	Increased demand for new parks, sportsfields, and recreational infrastructure will raise life cycle costs across the Parks & Recreation asset group.	Expand acquisition of open space through both public and private sources, including Council-led initiatives and developer contributions.
Increased unit rates through inflation	Higher costs for materials and labour will affect future capital works and maintenance programs, potentially limiting upgrades to recreational facilities.	Prepare for cost escalation by exploring alternative designs, materials, and delivery methods to reduce overall expenditure.
Technological change	Enhanced data collection and asset management systems will improve prioritisation and scheduling of maintenance and upgrades.	Investigate and adopt innovative design and construction technologies to improve efficiency and sustainability of recreational assets.
Transport Oriented Development (TOD)	Increased population density around transport hubs will drive demand for accessible parks, playgrounds, sportsfields, and passive recreation spaces.	Prioritise investment in green spaces, active transport links, and recreational infrastructure within TOD precincts to support community wellbeing.

Table 4-2 - Demand Management Plan Summary

4.5 Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated, or constructed. There are two contributions plans applicable to the Ku-ring-gai Council area to manage new assets from growth:

- The s7.11 Contributions Plan is known as Ku-ring-gai Contributions Plan 2010;
- The s7.12 Contributions Plan is known as Ku-ring-gai Council s7.12 Local Levy Contributions Plan 2023.

The purpose of the Contributions Plan is to enable Ku-ring-gai Council to request contributions from developers. These contributions are expected to provide services that are likely to be required as a result of development throughout Ku-ring-gai's LGA. The Plan also outlines the programmed work to be completed as part of the expenditure of contributions and is available on Council's website. The Plan requires the carrying out of works or the payment of contributions to go towards the provision, extension or augmentation of services and facilities that will, or are likely to be, required because of development in Ku-ring-gai. These future costs are identified and considered in developing forecasts of future operations, maintenance, and renewal costs for inclusion in the long-term financial plan (Refer to Section 6).

4.6 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk. How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum, we consider how to manage our existing assets given potential climate change impacts for our region. Risk and opportunities will be identified in future iterations of this plan.

5 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the Parks & Recreational assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1 State of the Assets

5.1.1 Physical parameters

Council manages a diverse portfolio of parks and recreational assets that provide opportunities for active and passive recreation across the Local Government Area. These include over 200 hectares of parkland, more than 100 playgrounds, numerous sportsfields, outdoor courts, walking trails, fitness stations, picnic areas, shelters, and park furniture. Playgrounds and sportsfields make up the largest share of the network, while other assets such as fitness equipment, barbecues and shelters represent a smaller proportion but remain highly valued by the community. The parks and recreational assets covered by this asset management plan are distributed across the LGA to support equitable access for residents and visitors.

Asset Category	Asset Type	Quantity
Parks & Open Space	Bushland Sites	131
Parks & Open Space	Regional Parks	2
Parks & Open Space	District Parks	15
Parks & Open Space	Local Parks	180
Playgrounds	Playgrounds	107
Recreational Facilities	Sports Courts, Playing Fields, Fitness, Golf Courses, etc	177
	Total	**612**

Table 5-1 – Park & Recreational Asset Network Summary

5.2 Asset Condition

The condition of the parks & recreational asset network is monitored and updated as part of a five-year condition assessment program. Parks & recreational assets are also frequently inspected by Council staff and their conditions updated as part of customer requests, and Council's capital works program. The condition profile of the parks & recreational assets is shown in Table 5-2.

Condition	Description	% of Replacement Cost
1	Very Good	27.52%
2	Good	24.94%
3	Fair	42.37%
4	Poor	3.70%
5	Very Poor	1.47%

Table 5-2 –Condition Summary

Condition is measured using a "1" to "5" grading system[5] as detailed in Table 5-3.

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

Table 5-3 - Simple Condition Grading Model

5.3 Operations and Maintenance Plan

Operations include regular activities to provide services such as safety and amenity, e.g. inspections and cleaning.

5 IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include tree root removal and safety surface repairs.

Maintenance expenditure is shown in Table 5-4

Financial Year	Maintenance Budget $
2024-25 (Previous)	$ 8,573,940.00
2025-26 (Current)	$ 8,874,027.90
2026-27 (Next)	$ 9,184,618.88

Table 5-4 - Maintenance Expenditure Trends

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and s highlighted in this Parks & Recreational Asset Management Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement and based on a risk management approach.

5.3.1 Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Table 5-5. Note that all costs are shown in current financial year (2025-26) dollar values (i.e. real values).

Parks & Recreational Assets $'000	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Required Maintenance	$8,574	$8,874	$9,185	$9,506	$9,839	$10,183	$10,540	$10,908	$11,290	$11,685	$8,574
Actual Maintenance	$8,574	$8,874	$9,185	$9,506	$9,839	$10,183	$10,540	$10,908	$11,290	$11,685	$8,574
Maintenance Shortfall	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Table 5-5 - Projected Operations and Maintenance Expenditure

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the risk management section of this plan.

Maintenance is funded from the operating budget. This is further discussed in Section 8.

5.4 Renewal / Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in

Asset (Sub)Category	Useful life (Years)
Access\Fire Trails	100
Access\Pathway	100
Access\Road	100
Access\Walking Tracks	100
Buildings	100
Carpark\Surface	35
Drainage	100
Drainage\Dam	100
Drainage\Rainwater Tank	100
Drainage\Sand Slit Drainage	100
Drainage\Subsurface Drainage	100
Electrical	30
Footpaths\Asphalt	40
Footpaths\Concrete	100
Footpaths\Concrete & Paver Banding	100
Footpaths\Decogranite	10
Footpaths\Flagging	40
Footpaths\Pavers	40
Footpaths\Sandstone	40
Footpaths\Stone	40
Furniture	50
Furniture\BBQ	50
Furniture\Benches	30
Furniture\Bike Rack	40
Furniture\Bollard	
Timber	25
Metal/Concrete	50
Furniture\Bubbler	30
Furniture\Combined Table and Seats	30
Furniture\Exercise Equipment	20
Furniture\Flagpole	50
Furniture\Garbage Bin	30
Furniture\Garbage Bin Stand	50
Furniture\Playground Equipment	20
Furniture\Signage	20
Furniture\Table	30
Furniture\Tree Guards	30
Kerb & Gutter	120
Kerb & Gutter\Asphalt	35
Kerb & Gutter\Concrete	120
Lighting	50
Lighting\Flood	50
Lighting\Park	50
Lighting\Security	50
Lighting\Solar	50
Plumbing\Irrigation	20
Plumbing\Sewerage Tank	100
Plumbing\Taps	20
Plumbing\Water Meter	20
Road Structures\Line Marking	20
Road Structures\Wheel Stops	20
Roads\Pavement	50
Roads\Surface: Decogranite	10
Roads\Surface :Asphalt	35

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Asset (Sub)Category	Useful life (Years)
Roads\Surface :Gravel	**50**
Roads\Surface :Concrete	**120**
Sporting Equipment	**30**
Sporting Equipment\Athletics	**100**
Sporting Equipment\Baseball	**30**
Sporting Equipment\BMX Track	**50**
Sporting Equipment\Cricket	**30**
Sporting Equipment\Croquet	**30**
Sporting Equipment\Goal Posts	**30**
Sporting Equipment\Golf	**30**
Sporting Equipment\Multi-Court	**50**
Sporting Equipment\Netball	**30**
Sporting Equipment\Netting	**30**
Sporting Equipment\Oval	**100**
Sporting Equipment\Practice Nets	**20**
Sporting Equipment\Tennis	**30**
Structures	**50**
Structures\Brick	**80**
Structures\Concrete Structure	**100**
Structures\Edging	
Timber/Plastic	**30**
Sandstone/Stone	**50**
Brick	**80**
Concrete	**100**
Structures\Fencing	
Chainwire	**20**
Timber	**30**
Chain/Safety Fence	**40**
Stone	**100**
Structures\Garden Bed	**100**
Structures\Glasshouse	**50**
Structures\Kiosk	**80**
Structures\Memorials	**100**
Structures\Metal Structures	**30**
Structures\Pergola	**80**
Structures\Podium	**80**
Structures\Pump House	**80**
Structures\Retaining Wall	
Timber	**30**
Stone/Brick	**80**
Sandstone/Brick	**100**
Structures\Rotunda	**80**
Structures\Sandstone	**100**
Structures\Sewer Mining Plant	**80**
Structures\Shadehouse	**50**
Structures\Shed	**50**
Structures\Shelters	
Timber	**50**
Metal	**80**
Structures\Steps	
Timber	**30**
Metal	**50**
Stepping Stone	**60**
Sandstone	**80**
Concrete	**100**
Structures\Tennis Pavilion	**80**

Asset (Sub)Category	Useful life (Years)
Structures\Ticket Box	**80**
Structures\Timber Structures	**30**
Surfacing	
Linemarking/Painted Surface	**10**
Tennis Playing Surface	**50**
Surfacing\Artificial Soft fall	**20**
Surfacing\Artificial Turf	**20**
Surfacing\Grass	**100**
Surfacing\Paving	
Decograite/Crush Sandstone	**10**
Asphalt	**40**
Concrete	**100**
Surfacing\Playground Mulch	**15**
Vegetation & Natural Area: Creek and Trees	**100**

Table 5-6.

Asset (Sub)Category	Useful life (Years)
Access\Fire Trails	**100**
Access\Pathway	**100**
Access\Road	**100**
Access\Walking Tracks	**100**
Buildings	**100**
Carpark\Surface	**35**
Drainage	**100**
Drainage\Dam	**100**
Drainage\Rainwater Tank	**100**
Drainage\Sand Slit Drainage	**100**
Drainage\Subsurface Drainage	**100**
Electrical	**30**
Footpaths\Asphalt	**40**
Footpaths\Concrete	**100**
Footpaths\Concrete & Paver Banding	**100**
Footpaths\Decogranite	**10**
Footpaths\Flagging	**40**
Footpaths\Pavers	**40**
Footpaths\Sandstone	**40**
Footpaths\Stone	**40**
Furniture	**50**
Furniture\BBQ	**50**
Furniture\Benches	**30**
Furniture\Bike Rack	**40**
Furniture\Bollard	
Timber	**25**
Metal/Concrete	**50**
Furniture\Bubbler	**30**
Furniture\Combined Table and Seats	**30**
Furniture\Exercise Equipment	**20**
Furniture\Flagpole	**50**
Furniture\Garbage Bin	**30**
Furniture\Garbage Bin Stand	**50**
Furniture\Playground Equipment	**20**
Furniture\Signage	**20**
Furniture\Table	**30**
Furniture\Tree Guards	**30**
Kerb & Gutter	**120**
Kerb & Gutter\Asphalt	**35**

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Asset (Sub)Category	Useful life (Years)
Kerb & Gutter\Concrete	**120**
Lighting	**50**
Lighting\Flood	**50**
Lighting\Park	**50**
Lighting\Security	**50**
Lighting\Solar	**50**
Plumbing\Irrigation	**20**
Plumbing\Sewerage Tank	**100**
Plumbing\Taps	**20**
Plumbing\Water Meter	**20**
Road Structures\Line Marking	**20**
Road Structures\Wheel Stops	**20**
Roads\Pavement	**50**
Roads\Surface: Decogranite	**10**
Roads\Surface :Asphalt	**35**
Roads\Surface :Gravel	**50**
Roads\Surface :Concrete	**120**
Sporting Equipment	**30**
Sporting Equipment\Athletics	**100**
Sporting Equipment\Baseball	**30**
Sporting Equipment\BMX Track	**50**
Sporting Equipment\Cricket	**30**
Sporting Equipment\Croquet	**30**
Sporting Equipment\Goal Posts	**30**
Sporting Equipment\Golf	**30**
Sporting Equipment\Multi-Court	**50**
Sporting Equipment\Netball	**30**
Sporting Equipment\Netting	**30**
Sporting Equipment\Oval	**100**
Sporting Equipment\Practice Nets	**20**
Sporting Equipment\Tennis	**30**
Structures	**50**
Structures\Brick	**80**
Structures\Concrete Structure	**100**
Structures\Edging	
Timber/Plastic	**30**
Sandstone/Stone	**50**
Brick	**80**
Concrete	**100**
Structures\Fencing	
Chainwire	**20**
Timber	**30**
Chain/Safety Fence	**40**
Stone	**100**
Structures\Garden Bed	**100**
Structures\Glasshouse	**50**
Structures\Kiosk	**80**
Structures\Memorials	**100**
Structures\Metal Structures	**30**
Structures\Pergola	**80**
Structures\Podium	**80**
Structures\Pump House	**80**
Structures\Retaining Wall	
Timber	**30**
Stone/Brick	**80**
Sandstone/Brick	**100**
Structures\Rotunda	**80**

Asset (Sub)Category	Useful life (Years)
Structures\Sandstone	**100**
Structures\Sewer Mining Plant	**80**
Structures\Shadehouse	**50**
Structures\Shed	**50**
Structures\Shelters	
Timber	**50**
Metal	**80**
Structures\Steps	
Timber	**30**
Metal	**50**
Stepping Stone	**60**
Sandstone	**80**
Concrete	**100**
Structures\Tennis Pavilion	**80**
Structures\Ticket Box	**80**
Structures\Timber Structures	**30**
Surfacing	
Linemarking/Painted Surface	**10**
Tennis Playing Surface	**50**
Surfacing\Artificial Soft fall	**20**
Surfacing\Artificial Turf	**20**
Surfacing\Grass	**100**
Surfacing\Paving	
Decograite/Crush Sandstone	**10**
Asphalt	**40**
Concrete	**100**
Surfacing\Playground Mulch	**15**
Vegetation & Natural Area: Creek and Trees	**100**

Table 5-6 -Useful Lives for Parks & Recreational Assets

5.4.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the intended recreational or community service e.g. Replacing a playground structure that no longer meets safety standards or renewing a sportsfield with poor drainage that limits usability, or
- To ensure the infrastructure is of sufficient quality to meet the service, e.g. upgrading a worn-out tennis court surface to maintain playability, or resurfacing a walking trail that has become uneven and hazardous.

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the Asset Management Plan as key cost factors,
- Have high operational or maintenance costs, and
- The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 5-7.

Criteria	Weighting
Likelihood of Damage	10%
Consequences of Damage	30%
Total Cost of Works	10%
Number of Complaints	20%
Effectiveness of Works Proposed	10%
Current Condition of Existing Asset	20%

Table 5-7 - Renewal and Replacement Priority Ranking Criteria

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 8.

5.5 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5-8, together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any costs or revenue gained from asset disposals is accommodated in the long-term financial plan.

Currently, two playgrounds have been identified for removal without renewal as recommended by the Ku-ring-gai Play Space Strategy. A disposal of the parent asset has not be considered and requires further review.

Asset	Reason for Disposal	Timing	Disposal Expenditure	Operations & Maintenance Annual Savings
019131	End of useful life	12 – 24 months	< $1,000	< $500 pa
019360	End of useful life	12 – 24 months	< $1,000	< $500 pa
019361	End of useful life	12 – 24 months	< $1,000	< $500 pa

Table 5-8 - Assets Identified for Disposal

6 Creation / Acquisition / Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan but only to the extent of the available funds. In general, there will be assets contributed/donated to Council from development. However, it is not possible to predict the quantity of contributed assets and their value.

6.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

6.1.1 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Figure 6-1 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade / expansion / new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs ***required*** to achieve lowest lifecycle costs. The gap between the required expenditure and budgeted expenditure has informed the discussion on achieving the balance between services, costs, and risk to achieve the best value outcome.

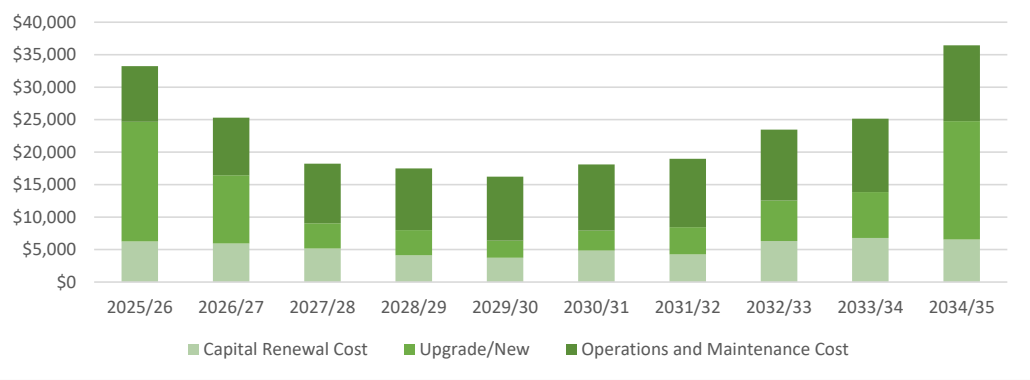

Figure 6-1 - Projected Operating and Capital Expenditure

Year	Capital Renewal Cost ($,000)	Upgrade/New ($,000)	Operations and Maintenance Cost ($,000)
2024-25	$6,246	$18,421	$8,574
2025-26	$5,933	$10,502	$8,874
2026-27	$5,173	$3,874	$9,185
2027-28	$4,114	$3,877	$9,506
2028-29	$3,751	$2,629	$9,839
2029-30	$4,846	$3,066	$10,183
2030-31	$4,258	$4,185	$10,540
2031-32	$6,311	$6,239	$10,908
2032-33	$6,790	$7,063	$11,290
2033-34	$6,554	$18,207	$11,685
2034-35	$6,246	$18,421	$8,574

Table 6-1 – Summary Asset Expenditure

7 RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[6].

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

7.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

Critical Asset	Failure Mode	Impact
Playgrounds in high-use areas (major parks, town centres, near schools)	Equipment failure, broken or unsafe components	Injury to public, closure of facility, financial and reputational impact to Council
Sportsfields (particularly competition fields and sports courts)	Surface deterioration, drainage failure	Reduced usability, cancellation of competitions, community dissatisfaction, potential revenue loss
Park furniture and shelters in high visitation sites	Structural failure, vandalism	Safety hazards, reduced amenity, increased maintenance and replacement costs

Table 7-1 - Critical Assets

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

7.2 Risk Assessment

The risk management process used in this project is shown in Figure 7-1 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2018.

6 ISO 31000:2018, p 2

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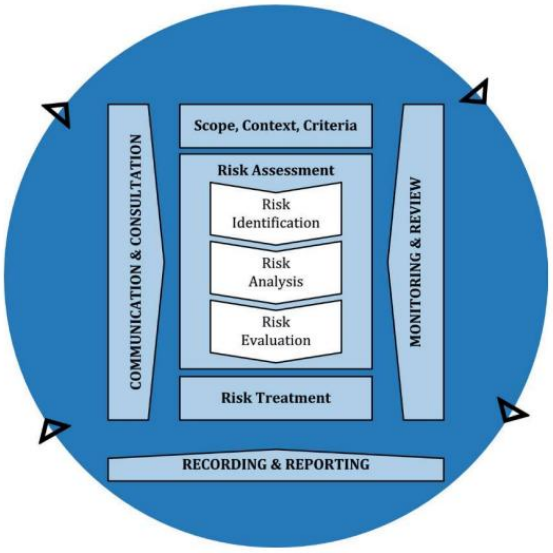

Figure 7-1 - Risk Management Process – Abridged

Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk, and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 7-2.

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Asset renewals not funded when required	Conditions will deteriorate and funding shortfall grows due to higher cost renewal treatments being required	Very High	Limited funding available needs to be directed to highest priority areas including parks & recreational assets.	Not reduced but next actions are understood but risks are reduced by funding priority areas	Staff time
Sportsfields on Former Landfill Sites	Ground instability, settlement, or contamination leading to uneven playing surfaces, damage to infrastructure, and increased risk of injury	H	• Ongoing site monitoring • Engineering investigations and rectification works • Apply for funding support from NSW Waste Levy to manage long-term issues	Medium	Variable – subject to site conditions and external funding
Softfall	Injury/Fatality resulting from failure of asset	High	• Regular site inspections • Annual assessment of quality	Low	$72,000

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
			• Replacement of asset assessed as poor		
Climate Change	Increase in use of water and irrigation	High	• Implement water saving devices Improved irrigation efficiency	Medium	$50,000
Playground Equipment	Injury resulting from equipment age/failure	High	• Regular site inspections • Independent Comprehensive Inspections every 12 months • Removal or repair of equipment assessed as poor	Low	$20,000 annually
Park Shelters and Seating	Injury resulting from age/structural failure	High	• Regular inspections by staff	Low	<$5,000 every 2 years
All Assets	Injuries and/or insurance claims	High	• Increase signage and compliance to Australian Standards	Medium	$10,000
Financial	Assets not maintained, leading to failures	High	• Ensure sufficient funding for operational and maintenance tasks • Align with CSP and Recreation Strategy • Apply for grant funding opportunities for targeted projects	Low	Apply for increased budget allocations
Barbeques	Injury resulting from age/failure	Medium	• Regular inspections by staff • Qualified contractor inspections annually	Low	<$5,000 every 2 years

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.

Table 7-2- Critical Risks and Treatment Plans

7.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This may be included in future iterations of the Asset Management Plan.

7.4 Service and Risk Trade-Offs

The decisions made in adopting this Asset Management Plan are based on the objective to achieve the optimum benefits from the available resources.

7.4.1 Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Temporary closure of parks and recreational assets
- Poor playing court surfaces, thus less bookings and revenue.

- Risk of Public Injury whilst using recreational assets

7.4.2 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Catastrophic – death, huge financial loss, loss in community trust
- Major – extensive injuries, loss of production capability, major financial loss
- Moderate – medical treatment required, high financial loss
- Minor – minor injury, medium financial loss

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

8 FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

The provision of adequate financial resources ensures that Council's parks & recreational assets are appropriately managed and preserved. Financial provisions below requirements impact directly on community development and if prolonged, results in substantial needs for "catch up" expenditure imposed on the community in the future. Additionally, deferred renewal results in increased and escalating reactive maintenance as aged assets deteriorate at increasing rates.

To ensure responsible and sustainable stewardship of our assets, we are committed to balancing our community's needs and aspirations with what is affordable for ratepayers.

Making decisions about funding our parks & recreational assets requires ongoing balancing of service levels, risk, and the need to adequately maintain and renew assets. Our aim is to achieve long-term asset sustainability

8.1.1 Asset Valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at fair value cost.

Gross Replacement Cost	$169,982,000
Accumulated Depreciation	$66,134,000
Net Carrying Amount	$103,848,000
Annual Depreciation	$3,727,000

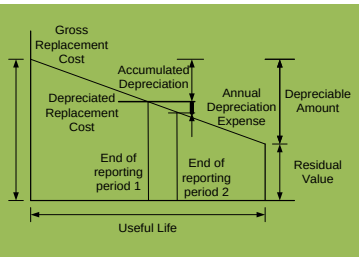

Figure 8-1 – Asset Valuations

8.1.2 Valuation Forecasts

Asset values are forecast to increase as additional parks & recreational assets are added.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

8.1.3 Sustainability of service delivery

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- asset renewal funding ratio, and
- The Financial Plan budgeted expenditures/projected expenditure (over 10 years of the planning period).

8.1.4 Our asset investment strategies / financial deliberations

To achieve the financial objectives outlined in the Long-Term Financial Plan, Council is faced with an infrastructure funding gap, with renewal and maintenance needs exceeding the resources available under the current funding structure. To address this challenge, Council has considered a range of options.

The financial deliberations have considered a 10-year planning period and are described in Table 8-1 Funding Options.

Scenario Option	Description
Do nothing (Base Case, rate peg only)	The Base Case scenario identifies and models the necessary funding required each year to deliver the current levels of service for the asset portfolio over a 10-year period. Continuing with the base case means accepting ongoing underfunding. This would result in further asset deterioration, rising maintenance costs, an increasing infrastructure backlog and declining community service levels. Over time, this approach creates greater long-term liabilities and risks.
Reduce Level of Services (LoS)	Continuing with the base case means accepting ongoing underfunding. This would result in further asset deterioration, rising maintenance costs, an increasing infrastructure backlog and declining community service levels. Over time, this approach creates greater long-term liabilities and risks.
Special Rate Variation (SRV)	This scenario models the impact on asset performance if Council were to invest based on the SRV planned funding allocation projected over a 10-year period. The introduction of a Special Rate Variation (SRV) provides a sustainable funding source dedicated to addressing the ongoing infrastructure gap. This investment will allow Council to: • fund a proactive renewal program across all asset classes • maintain the Building and Infrastructure Asset Renewal Ratio at greater than 100% • reduce reliance on costly reactive maintenance • reduce civil liability and risk • ensure long-term financial sustainability while continuing to deliver valued community services.

Table 8-1- Funding Options

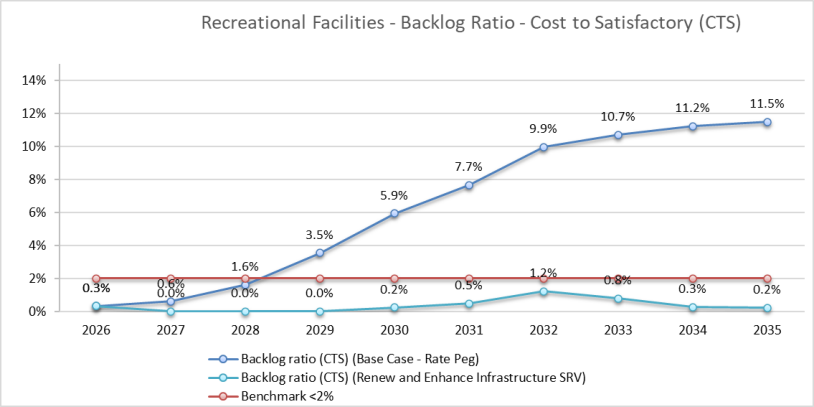

Figure 8-2 - Parks & Recreational Assets Backlog Ratio – Cost to Satisfactory

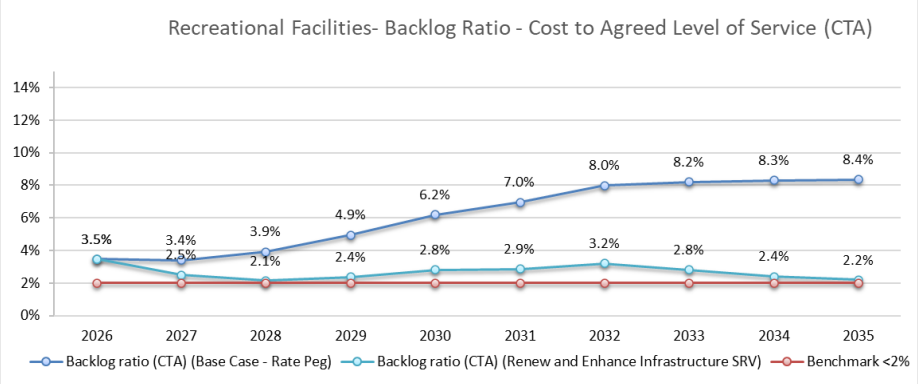

Figure 8-3 - Parks & Recreational Assets Backlog Ratio – Cost to Agreed Level of Service

Financial analysis undertaken confirms that only the SRV option provides sufficient resources to close the infrastructure funding gap while maintaining service delivery. Unlike the other options, the SRV:

- directly aligns funding with the scale of identified renewal needs
- minimises long-term costs by addressing renewal backlogs now, rather than allowing deterioration to accelerate
- preserves existing service levels without requiring large-scale cuts to community programs or assets
- provides a structured, transparent and sustainable funding approach consistent with the Office of Local Government's financial sustainability benchmarks

In summary, the SRV is the only response option that enables Council to meet renewal requirements, address the infrastructure backlog, and continue delivering safe, reliable and fit-for-purpose assets for the community.

8.2 Integration with the Long-Term Financial Plan

To ensure the resources needed to manage our assets are provided in our financial planning instruments, integration of the Asset Management Strategy and the Financial Plan is critical.

The balance between maintaining and renewing our assets and accommodating funding for improvement and growth is a constant challenge – underfunding the renewal of an asset can lead to lower levels of service and deferring an important asset upgrade can mean that the asset is no longer fit-for-purpose.

This AMP has considered a number of options linked to Community Levels of Service. The adopted expenditure included in this AMP is consistent with our affordability after considering these scenarios.

All funding requirements identified for each asset portfolio have been allocated in the Long-Term Financial Plan. This will require future monitoring and further analysis as new asset information becomes available such as updated asset condition data. Funding requirements may potentially change, which will require adjustment to the Long-Term Financial Plan.

Key financial assumptions made in the investment analysis are:

Assumption
Forecast expenditure 2025 to 2030 for Acquisitions and Renewals taken from current project bids and LTFP. This is a list of council acquisition and capital renewal projects with approved funding that are scheduled to proceed for 2025 (i.e. council's delivery program).
Forecast expenditure 2030 to 2035 for Acquisitions is extrapolated based on forecast trend for the project bids or allocation of projects.
Forecast expenditure 2025 to 2035 for Operations and Maintenance is based on data from Ku Ring Gai council 'Special Schedule No.7' which reports Operation and Maintenance expenditure on Infrastructure

Assets. The figures used for both Operation and Maintenance costs are the annual amount charged for Transport Infrastructure Assets for the Financial Year 2023/24
Disposal expenditure based on current asset data and planned divestment of assets. As other assets reach end of life Council will make decisions on whether these assets are renewed, replaced, or divested.
Renewal numbers are based upon financial depreciation rather than asset condition, function and obsolescence. Confidence is asset register listed condition is medium and will be addressed as part of asset improvement plan.
Useful lives and predictive modelling are correct, however as further data and condition for assets is collected and will be revised to best represent the parks & recreational asset database
Current levels of service reflect the current community needs
No known legislative changes or other influences that will impact on, or demand a change in level of service and associated funding throughout the period of the plan
Operation and Maintenance budgets in the 10-year financial plan already allow for price escalation in subsequent years.

Table 8-2- Key Assumptions made in AM Plan and Risks of Change

8.3 Forecast Funding Requirements

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is $ 13,570,700 on average per year.

Over the planning period, projected operations, maintenance, and renewal expenditure averages $13.57 million per year. In comparison, estimated budget allocations average $15.24 million per year, resulting in an overall funding shortfall of approximately $1,672,300 per year, or $16.73 million over 10 years, for the maintenance of the parks & recreational asset network. This gap will be supplemented by $1,672,300 per year through Special Rate Variation (SRV) funding, which is dedicated to meeting the projected expenditure requirements for renewals documented in this plan. This figure excludes the provision of new assets.

Providing infrastructure services in a sustainable manner requires careful alignment of service levels, risks, projected expenditures, and financing. The target is to achieve a financial indicator of approximately 1.0 in the early years of the Asset Management Plan and maintain this balance across the 10-year life of the Long-Term Financial Plan.

8.3.1 Projected expenditures for long term financial plan

Recreational facilities include sports fields, parks, playgrounds, courts, walking tracks, fire trails and the Ku-ring-gai Sports and Aquatic Centre. These assets play a central role in supporting community wellbeing, recreation, and inclusion, and are consistently identified as a high priority in community consultation.

Under the Base Case, the backlog for recreational facilities increases sharply, growing from less than $1 million in 2025/26 to over $19 million by 2034/35. The backlog against the agreed level of service also escalates, exceeding $25 million by the end of the period. This reflects the growing demand for high-quality open space and recreation facilities across the LGA, which cannot be met under existing funding.

In contrast, the preferred rate increase option provides the additional resources required to eliminate the Cost to Satisfactory (CTS) backlog by 2026/27. The backlog against the agreed service level also reduces steadily over the period, ensuring assets are maintained closer to community expectations.

Community consultation highlights that 73% of ratepayers are at least somewhat supportive of paying increased rates to improve recreational facilities, particularly parks and sportsgrounds. The investment under the preferred scenario enables Council to respond directly to this feedback, improving service levels, ensuring more assets are maintained in good condition, and aligning outcomes with the community's expressed priorities.

Tables below present the projected capital and maintenance expenditure, along with backlog forecasts for the preferred SRV option over the next ten years. These backlog projections are based on the reported Cost to Satisfactory (CTS).

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	$409	$0	$0	$0	$358	$713	$1,876	$1,254	$447	$ 413
Backlog - CTA	$6,667	$5,176	$4,638	$5,357	$6,616	$6,971	$8,134	$7,512	$6,705	$6,671
Renewal	$6,246	$5,933	$5,173	$4,114	$3,751	$4,846	$4,258	$6,311	$6,790	$6,554
New/upgrade	$18,421	$10,502	$3,874	$3,877	$2,629	$3,066	$4,185	$6,239	$7,063	$18,207
Maintenance	$8,574	$8,874	$9,185	$9,506	$9,839	$10,183	$10,540	$10,908	$11,290	$11,685
Total Expenditure	**$33,241**	**$25,309**	**$18,232**	**$17,497**	**$16,219**	**$18,095**	**$18,983**	**$23,458**	**$25,143**	**$36,446**

Table 8-3- Projected Expenditures Preferred Scenario - SRV for Long Term Financial Plan ($000)

8.3.2 Forecast Reliability and Confidence

The expenditure and valuations projections in this Asset Management Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale[7] in accordance with Table 8-4.

Confidence Grade	Description
A – Very High	Data based on sound records, procedures, investigations, and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B - High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C - Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D - Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E – Very Low	None or very little data held.

Table 8-4 - Data Confidence Grading System

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered to be “Medium”.

9 PLAN IMPROVEMENT AND MONITORING

9.1 Status of Asset Management Practices[8]

9.1.1 Accounting and financial data sources

This Parks & Recreational Asset Management Plan utilises accounting and financial data. The source of the data is the Enterprise Asset Management and Financials modules of the TechnologyOne CiA system.

7 IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.
8 ISO 55000 Refers to this the Asset Management System

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9.1.2 Asset management data sources

This Parks & Recreational Asset Management Plan also utilises asset management data. The source of the data is the Enterprise Asset Management module of the TechnologyOne CiA system and the ESRI ArcGIS geodatabase.

9.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Parks & Recreational Asset Management Plan is shown in Table 9-1.

Task	Responsibility	Resources Required	Timeline
Review and improvement of spatial asset data mapping	Asset & Technical Services, Information Management	Open Space, Recreational and Buildings, Business Systems, GIS	June 2026
Asset register structure improvements and review of useful lives	Asset & Technical Services	Open Space, Recreational and Buildings, Independent Third Party	June 2026
Establish a strategic asset management system for all infrastructure assets.	Asset & Technical Services	Open Space, Recreational and Buildings	Ongoing
Improve confidence in asset condition and related information in the asset register	Asset & Technical Services	Open Space, Recreational and Buildings	Ongoing
Review Technical Levels of Service	Asset & Technical Services	Open Space, Recreational and Buildings	Ongoing
Move away from primary using depreciation for asset management forecasting and towards condition, function and obsolescence	Asset & Technical Services	Open Space, Recreational and Buildings	Ongoing
Asset specific renewal and priority plans for fire trails, sportfields and sports courts	Asset & Technical Services	Open Space, Recreational and Buildings, Infrastructure Services, Strategy and Environment	Ongoing
Increased communication across all business units and external stakeholders	Asset & Technical Services	Whole of Council cooperation	Ongoing

Table 9-1 – Improvement Plan

9.3 Monitoring and Review Procedures

This Parks & Recreational Asset Management Plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels, risks, forecast costs, proposed budgets, and/or resources available to provide those services as a result of budget decisions.

The Asset Management Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The Asset Management Plan has a life of 4 years and is due for complete revision and updating within four years of each Council election.

9.4 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans
- The Asset Renewal Funding Ratio achieving the target (this target is often 90 – 100%).

10 REFERENCES

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11 APPENDICES

Appendix A: Projected 10-year long-term investment plan (The estimates for individual project may vary without a change to the total allocation for the respective year)

Year	Capital Renewal Cost ($,000)	Upgrade/New ($,000)	Operations and Maintenance Cost ($,000)	Total Annual Cost ($,000)
2025/26	$6,246	$18,421	$8,574	$33,241
2026/27	$5,933	$10,502	$8,874	$25,309
2027/28	$5,173	$3,874	$9,185	$18,232
2028/29	$4,114	$3,877	$9,506	$17,497
2029/30	$3,751	$2,629	$9,839	$16,219
2030/31	$4,846	$3,066	$10,183	$18,095
2031/32	$4,258	$4,185	$10,540	$18,983
2032/33	$6,311	$6,239	$10,908	$23,458
2033/34	$6,790	$7,063	$11,290	$25,143
2034/35	$6,554	$18,207	$11,685	$36,446
Grand Total	**$53,976**	**$78,063**	**$100,584**	**$232,623**

Table A-1 – Projected 10 year long-term investment plan

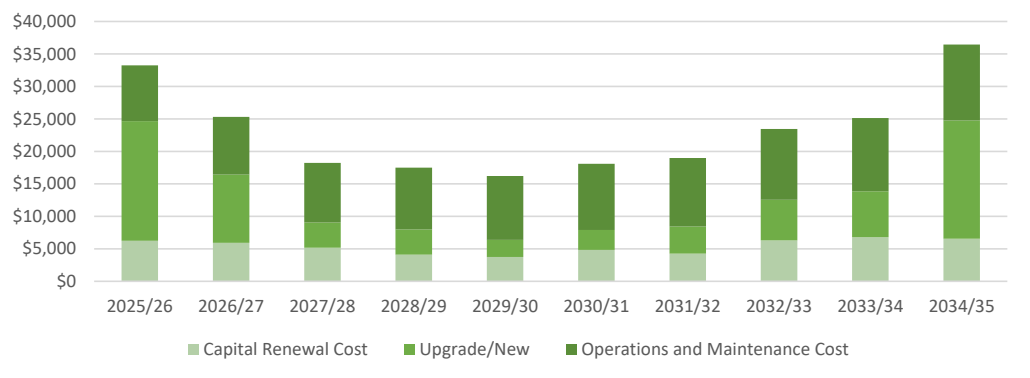

Figure 11-1 10 year Parks & Recreational Funding Plan

Appendix B: Recreational Facilities Priority List - 10 Year Program – Indicative list (The estimates and timing for individual project may vary without a change to the total allocation for the respective financial year)

Recreational Facility	Suburb	Ward	Scenario	Budget Cost	Financial Year
Carrington Park	Wahroonga	Wahroonga	Scenario 1	$127,033.53	2026–27
Claude Cameron Grove	Wahroonga	Wahroonga	Scenario 1	$159,534.81	2026–27
Killara Park - Bert Oldfield Oval	Killara	Gordon	Scenario 1	$459,144.83	2026–27
Lovers Jump Creek Reserve	Wahroonga	Wahroonga	Scenario 1	$182,086.84	2026–27
Queen Elizabeth Reserve	Lindfield	Roseville	Scenario 2	$830,000.00	2026–27
KFAC HVAC upgrade and Electrification Project year 1 - Council Contribution	West Pymble	Comenarra	Scenario 2	$120,000.00	2026–27
Queens Park- The Lookout	Turramurra	Comenarra	Scenario 2	$50,000.00	2026–27
Ramsay Reserve	Pymble	Comenarra	Scenario 2	$50,000.00	2026–27
Regimental Park - Tennis Courts & Croquet	Killara	Gordon	Scenario 2	$450,000.00	2026–27
Turramurra Memorial Park - Sport Field - Rejuvenation	Turramurra	Comenarra	Scenario 3/4	$600,000.00	2026–28
Loyal Henry Park	Roseville	Roseville	Scenario 1	$129,619.81	2027–28
Myall Avenue Park	Wahroonga	Wahroonga	Scenario 1	$17,589.36	2027–28
Richmond Park	Gordon	Gordon	Scenario 2	$200,000.00	2027–28
Cliff Oval Reserve - Sport Field - Rejuvenation	Wahroonga	Wahroonga	Scenario 2	$1,200,000.00	2027–28
North Turramurra Recreation Area	North Turramurra	Wahroonga	Scenario 1	$780,590.84	2027–29

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Rushall Street Reserve	Pymble	Comenarra	Scenario 2	$100,000.00	2027–29
Peewee Park	Pymble	Comenarra	Scenario 1	$150,193.39	2028–29
Regimental Park	Killara	Gordon	Scenario 1	$335,661.23	2028–29
Richmond Park Tennis Courts	Gordon	Gordon	Scenario 2	$400,000.00	2028–29
Samuel King Park (North Turramurra Park)	North Turramurra	Wahroonga	Scenario 2	$489,299.58	2028–29
Secret Park	Pymble	Comenarra	Scenario 2	$61,574.64	2028–29
Sheldon Forest	South Turramurra	Comenarra	Scenario 2	$7,845.39	2028–29
Bicentennial Park - Stage and lighting upgrade	West Pymble	Comenarra	Scenario 2	$250,000.00	2028–29
St Ives Memorial Park	St Ives	St Ives	Scenario 2	$29,141.85	2028–29
Ticket Of Leave Park	Killara	Gordon	Scenario 2	$62,138.94	2028–29
Koola Park	East Killara	Gordon	Scenario 3/4	$500,000.00	2028–29
Lindfield Soldiers-Gardens and Avenue of Honour	Lindfield	Roseville	Scenario 3/4	$50,000.00	2028–29
Melaleuca Park	St Ives	St Ives	Scenario 3/4	$50,000.00	2028–29
Balcombe Park	Wahroonga	Wahroonga	Scenario 2	$100,000.00	2028–29
Old She Oak Reserve	East Killara	Gordon	Scenario 1	$84,849.04	2029–30
Paddys Forest	Lindfield	Roseville	Scenario 1	$27,295.45	2029–30
Princes Park	Killara	Gordon	Scenario 1	$22,288.03	2029–30
Pymble Soldiers Memorial Park	Pymble	Comenarra	Scenario 1	$85,529.79	2029–30
Redfield Reserve	East Killara	Gordon	Scenario 1	$27,066.58	2029–30

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Roland Reserve	Wahroonga	Wahroonga	Scenario 1	$42,745.47	2029–30
Sainty Reserve	Warrawee	Wahroonga	Scenario 1	$49,014.65	2029–30
Sir John Northcott Garden	Wahroonga	Wahroonga	Scenario 1	$8,558.60	2029–30
The Glade- Tennis Courts	Wahroonga	Wahroonga	Scenario 1	$71,737.74	2029–30
The Mall Reserve	St Ives	St Ives	Scenario 1	$129,514.65	2029–30
KFAC HVAC upgrade and Electrification Project year 2 - Council Contribution	West Pymble	Comenarra	Scenario 1	$379,200.00	2029–30
KFAC HVAC upgrade and Electrification Project year 2 - Council Contribution	West Pymble	Comenarra	Scenario 2	$1,500,000.00	2029–30
Karuah Park: Oval - Sport Field - Rejuvenation	Turramurra	Comenarra	Scenario 3/4	$400,000.00	2029–30
Lindfield Park Tennis Courts	Lindfield	Roseville	Scenario 3/4	$200,000.00	2029–31
Twin Creek Reserve	South Turramurra	Comenarra	Scenario 2	$114,150.37	2030–31
Golden Jubilee Field - Sport Field - Rejuvenation	Wahroonga	Wahroonga	Scenario 2	$1,300,000.00	2030–31
Upper Lovers Jump creek	Turramurra	Comenarra	Scenario 2	$50,000.00	2030–31
Vista St Reserve	Pymble	Comenarra	Scenario 2	$35,850.00	2030–31
Claude Cameron Grove - Sport Field - Rejuvenation	Wahroonga	Wahroonga	Scenario 3/4	$200,000.00	2030–31
Loyal Henry Park- Thomas Ave Tennis Courts	Roseville	Roseville	Scenario 3/4	$240,000.00	2030–31
Turramurra Oval	Turramurra	Comenarra	Scenario 1	$927,800.00	2030–32

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Turiban Reserve	Wahroonga	Wahroonga	Scenario 1	$48,379.88	2031–32
Turramurra Memorial	Turramurra	Comenarra	Scenario 1	$8,484.10	2031–32
Turramurra Village Park	Turramurra	Comenarra	Scenario 1	$94,829.33	2031–32
Upper Campbell Reserve	Wahroonga	Wahroonga	Scenario 1	$8,368.41	2031–32
Warrawee Park- Both sides of RD	Warrawee	Comenarra	Scenario 1	$51,034.24	2031–32
William Cowan Oval	St Ives	St Ives	Scenario 2	$1,080,000.00	2031–32
Toolang Playing Field - Sport Field - Rejuvenation	St Ives Chase	Roseville	Scenario 2	$420,000.00	2031–32
Wildflower Garden	St Ives	St Ives	Scenario 1	$522,564.08	2031–33
Roseville Park Oval - remaining masterplan works (not including field)	Roseville	Roseville	Scenario 3/4	$600,000.00	2031–33
William Lewis Park	Wahroonga	Wahroonga	Scenario 1	$46,985.16	2032–33
Bannockburn Bush	Turramurra	Comenarra	Scenario 1	$9,918.26	2032–33
Blackburn St Reserve	St Ives	St Ives	Scenario 1	$87,224.65	2032–33
Clive Evatt Reserve	Wahroonga	Wahroonga	Scenario 1	$10,099.15	2032–33
Cowan Creek Reserve	St Ives	St Ives	Scenario 1	$300,000.00	2032–34
Two Creeks Walking Track - stage 3,4, 5 & bridge replacement	Roseville	Roseville	Scenario 2	$1,500,000.00	2032–34
Willis Avenue Reserve	St Ives	St Ives	Scenario 2	$40,987.00	2033–34
Bannockburn Oval	Turramurra	Comenarra	Scenario 2	$748,454.12	2033–34
Little Digger Park	Roseville	Roseville	Scenario 3/4	$80,000.00	2033–34

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Macks Place	Lindfield	Roseville	Scenario 3/4	$30,000.00	2033–34
Queen Elizabeth Reserve-Tennis Courts	Lindfield	Roseville	Scenario 3/4	$100,000.00	2033–34
Selkirk Park	Killara	Gordon	Scenario 3/4	$65,000.00	2033–34
Seven Little Australians Park and reserve	Lindfield	Roseville	Scenario 3/4	$250,000.00	2033–34
St Andrews Forest	Killara	Gordon	Scenario 3/4	$55,000.00	2033–34
St Ives Rotary Park	St Ives	St Ives	Scenario 3/4	$20,000.00	2033–34
Bicentennial Park-Upper	West Pymble	Comenarra	Scenario 2	$210,558.50	2033–35
Howson Oval	Turramurra	Comenarra	Scenario 1	$286,047.55	2034–35
Blackburn Reserve	St Ives	St Ives	Scenario 2	$20,000.00	2034–35
Bowes Thistlewayte Park	Gordon	Gordon	Scenario 2	$29,441.00	2034–35
Bryce Reserve - Bushland	St Ives	St Ives	Scenario 2	$40,000.00	2034–35
Kent Playing Field	Turramurra	Comenarra	Scenario 2	$1,200,000.00	2034–35
Carrington Park - Sport Field - Rejuvenation	Wahroonga	Wahroonga	Scenario 3/4	$600,000.00	2034–35
Mimosa Oval	Turramurra	Comenarra	Scenario 1	$641,752.46	2034–36
Roseville Park	Roseville	Roseville	Scenario 2	$375,544.86	2035–36
Dairymans Reserve	North Turramurra	Wahroonga	Scenario 1	$23,330.12	2035–36
Honeysuckle Creek Reserve	Killara	Gordon	Scenario 1	$9,806.73	2035–36
Linigen Trail	St Ives	St Ives	Scenario 1	$3,304.35	2035–36

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Minnamurra Reserve	Pymble	Comenarra	Scenario 1	$19,613.47	2035–36
Mitchell Cres Reserve	Turramurra	Comenarra	Scenario 1	$48,397.79	2035–36
Morona Tennis courts/Playground area	Wahroonga	Wahroonga	Scenario 1	$363,254.96	2035–36
Mountbatten Park	West Pymble	Comenarra	Scenario 1	$18,338.59	2035–36
Patricia Gardner Reserve	Lindfield	Roseville	Scenario 1	$83,208.65	2035–36
Pleasant Ave Reserve	Lindfield	Roseville	Scenario 1	$78,152.45	2035–36
Princes Park/Primula Oval	Lindfield	Roseville	Scenario 1	$180,392.91	2035–36
Cherrywood Reserve	Wahroonga	Wahroonga	Scenario 2	$53,404.24	2035–36
Fraser Park	Wahroonga	Wahroonga	Scenario 2	$18,672.02	2035–36
Hammond Reserve	West Pymble	Comenarra	Scenario 2	$11,000.00	2035–36
St Ives Showground - Lighting upgrade	St Ives	St Ives	Scenario 2	$800,000.00	2035–36
Hayle Street Reserve/Banksia Reserve	St Ives	St Ives	Scenario 2	$11,064.00	2035–36
Heritage Square	Gordon	Gordon	Scenario 2	$23,581.09	2035–36
Jinkers Green	Killara	Gordon	Scenario 2	$24,799.65	2035–36
Karuah Park	Turramurra	Gordon	Scenario 2	$128,394.97	2035–36
Lindfield Rotary Park	Lindfield	Roseville	Scenario 2	$53,538.82	2035–36
Wahroonga Park	Wahroonga	Wahroonga	Scenario 3/4	$600,000.00	2035–36

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Ku·ring·gai Council

SERVIENDO GUBERNO

Buildings
Asset Management Plan

Document Control: Version History

Rev No	Date	Revision Details	Author	Reviewer	Approver
V1.0	June 2024	AMP 2024	A Ling		
v1.1	September 2025	Preliminary Draft	T Hawtin		
v1.2	September 2025	Draft – New renewal	T Hawtin		
V1.3	September 2025	Draft – minor revisions for			
V2.0	September 2025	AMP Revision	ND/T Hawtin		
V2.1	November 2025	AMP Revision	M Andrew	M Shah	

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1 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This asset management plan details information about Building assets including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

Assets included in this document include Council's Operational, Community and Commercial buildings including Council offices and depot, public toilets, libraries, preschool facilities, community centres, clubhouses and bus/taxi shelters.

1.2 Asset Description

Ku-ring-gai Council's building assets enable the Community to access and enjoy a range of services and facilities that Ku-ring-gai has to offer These assets include:

- Community Buildings.
- Commercial Buildings.
- Residential Buildings.
- Open Space Buildings.
- Operational Buildings.

These assets have significant value estimated at $207million (2024-2025).

1.3 Levels of Service

Current funding levels are not sufficient to maintain existing services at the current standard. With increasing community demand for building facilities, Council will not be able to fulfil all requests.

In addition, funding is therefore required to address the backlog contained in Report on Infrastructure Assets and forms the basis for the required funding allocation from the Special Rate Variation (SRV).

The forecast funding in this AMP is based on deliberating multiple modelling scenarios informing the 10-year long-term financial budget, in line with the guiding principles of best practice asset management. Based on the scenarios considered, Council has allocated funds through its Long-Term Financial Plan (LTFP) to maintain Council's Infrastructure assets.

Without the SRV funding, the main service consequences are:

- Increase in the number of buildings that will not be 'fit for purpose';
- Condition of buildings will continue to deteriorate.
- Increase in safety related issues are likely to arise.
- Public toilet maintenance service will not be to the standard that the community expects.
- Insufficient funding to accommodate renewal requirements and therefore no new or upgrades to facilities.
- Upgrades and new assets will rely upon grant funding or contributions from clubs which lease these buildings.

1.4 Future Demand

Future demand for services will be driven by population growth, residential and commercial development, rising construction costs, technological advances, and the NSW Government's Transport Oriented Development (TOD) policy.

TOD areas around Roseville, Lindfield, Killara, and Gordon could accommodate up to an additional 24,500 new dwellings over 15 years, significantly increasing pedestrian activity and demand for footpaths, cycleways, and drainage infrastructure. At the same time, rising labour and material costs will reduce the capacity to deliver new and renewal works, creating risks of service backlogs.

To manage these pressures, Council will focus on a mix of strategies: optimising existing assets, securing contributions from developers, adopting innovative designs and materials to offset cost increases, investing in new technologies to improve planning accuracy, and prioritising infrastructure delivery in TOD precincts.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The projected outlays required to deliver the services outlined in this Asset Management Plan – including operations, maintenance, renewal, upgrade, and new assets is estimated at $168 million over the 10-year planning period, averaging $16.8 million per year.

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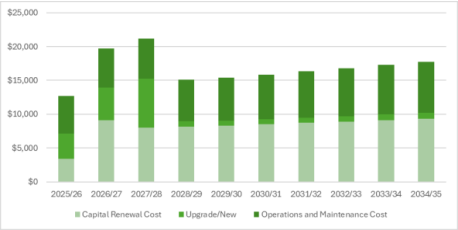
1.6 Financial Summary

1.6.1 What we will do

The anticipated available funding for Building assets projected over a 10-year period is provided below.



Projected Operating and Capital Expenditure

Figure Values are in current (real) dollars.

We plan to provide building services for the following:

- $65 million on Maintenance
- $81.7 million on Renewal / Replacement
- $21 million on New or upgraded facilities

within the 10-year planning period.

1.6.2 Managing the Risks

Our present funding levels are insufficient to continue to manage risks in the medium term. The main risk consequences are:

- Gutters and downpipe replacement is not being addressed when needed resulting in water damage to the internal and or external walls;
- Roof replacement is not undertaken when needed resulting in water damage to the ceiling, fit out and fittings, and carpets causing mould damage and requires the relocation of users.
- Programmed asbestos replacement to comply with Australian Standards e.g. replacing internal wall sheeting, soffits, eaves, and flooring in community Halls etc.
- Closing of buildings such as public toilets that become unsafe for use.
- Air conditioning systems requiring replacement increase reactive maintenance and operational costs.
- Public toilets that are reaching overall poor condition are still operational, however, the community is very dissatisfied with the level of service.
- Safety to human health.
- Damage to Council's reputation.
- Insurance claim/policy refusals.

There are risks associated with providing the service and not being able to complete all identified activities and projects.

Council will manage these risks within available funding by:

- Manage the existing infrastructure
- Ensuring building occupant health & safety remains a priority.
- Closing buildings or areas of buildings that are deemed unsafe.
- Bringing forward high-risk defects for urgent maintenance repairs.
- Maintaining an asbestos register.
- Seek additional funding if required

Should the SRV is not approved, Council may continue to deliver existing Level of Service and consider reducing to remain sustainable in the long term.

1.7 Asset Management Practices

Our framework to manage assets include:

- Enterprise Asset Management and Financials modules of the Technology One CiA system.
- ESRI ArcGIS geodatabase.
- Asset Management Steering Group
- GMD and Council making strategic

Key assumptions made in this AMP are:

- Assets requiring renewal are identified from the Stefan Consulting – Building Upgrade Prioritisation Program 2024.
- The timing of capital renewals is based on the 10 Year Capital Renewal Building Works Program.
- The Condition Ratings and Gross Replacement Cost of buildings provided in the Scott Fullarton Valuation have been used. The Condition Ratings have been confirmed by the work undertaken by Stefan Consulting during the inspection of Council's 291 buildings from its 316 buildings portfolio.
- Building Renewals, Acquisitions, Operations & Maintenance in Years 1 – 10 of the Planned Budget align with the LTFP with recommended amendments as per Stefan Consulting's final report recommendations.

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- Building Operational & Maintenance budgets are combined in the LTFP and classed as 'Maintenance', however it has been calculated via the Business Activity Report 2021/22 that Operations totalled approximately 67% of expenses and Maintenance totalled approximately 33% of expenses. Therefore, these percentages have been adopted for the purposes of the AMP.
- Maintenance in the LTFP increases at 3.5% per annum

1.8 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Undertake condition assessment of all building assets to increase the level of data confidence.
- Undertake specialised inspections as required e.g. asbestos, fire services, DDA.
- Further refine renewal forecasts based on pre-determined criteria using the Stefan Consulting Prioritisation Assessment Tool to provide continuous improvement.
- Council approval/endorsement of this AMP to communicate levels of service and a commitment to process improvement.
- Develop unit rates to calculate required maintenance for all asset sub-types e.g. gutters, roof, carpet etc.
- Formalise the new, renewal and disposal policies.
- Monitor the level of utilization of Council buildings. This will identify underutilization and help Council better understand the benefits of greater occupancy rates.
- Undertake regular building inspections. This will help substantiate the necessity for additional funding

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2 INTRODUCTION

2.1 Background

Ku-ring-gai Council has an extensive reasonable buildings portfolio including 316 buildings with a replacement value of $207 million (2024-2025) spread across the Local Government Area (LGA). This asset management plan communicates the actions required for the responsive management of the building assets, compliance with regulatory requirements, and funding needed to provide the appropriate levels of service over a 10-year planning period.

This plan aligns with the Asset Management Strategy 2025-2035 and covers a 10-year planning period. Some figures within the plan extend beyond the 10-year planning period and are for the purpose of projecting asset management challenges beyond the life of the plan.

The infrastructure assets covered by this asset management plan are shown in Table 2-1. These assets are used to provide a pedestrian mobility to allow the community to access a broad range of services within the LGA.

Building Type	Number of Buildings	Percentage of Portfolio
Administration Type Building	7	2.2%
Amenities	45	14.2%
Amenities (Exeloo Type)	3	0.9%
Aquatic Centre	3	0.9%
Bus/Taxi shelters	46	14.6%
Classrooms/Preschools	13	4.1%
Clubhouse	10	3.2%
Community Centre/Hall	68	21.5%
Cottage	22	7%
Garage/Storage	30	9.5%
Library/Resource Centre	3	0.9%
Maintenance Workshops	2	0.6%
Operational Type Buildings	10	3.2%
Pavilion	32	10.1%
Pumphouse/Shed	15	4.7%
Shop/Café	6	1.9%
Underground Car Park	1	0.3%
Totals	**316**	**100%**

Table 2-1 - Assets covered by this Plan

Council's buildings are quite an ageing portfolio with the majority of the buildings constructed between 1960–1990 and typically remain in their original condition and are all located within the Ku-ring-gai Local Government Area.

The asset management plan is to be read with Ku-ring-gai Council's planning documents, including:

- Ku-ring-gai 2035 Community Strategic Plan

- Asset Management Policy and Asset Management Strategy 2025-2035
- Workforce Management Strategy 2025 – 2035
- Long Term Financial Plan 2025 – 2035
- Scott Fullarton Valuations Pty Ltd – Valuation 2023 Final Report.
- Stefan Consulting Pty Ltd - Building Upgrade Prioritisation Project 2024 Final Report.

Both the Scott Fullarton Valuation Report and the Stefan Consulting Building Upgrade Prioritisation Project Report influence the direction of this AMP. In particular, the Building Upgrade Prioritisation outcomes, have significant impact on Council's long term financial planning.

This Asset Management Plan is prepared under the direction of Council's vision, mission, goals and objectives and the Council strategic planning framework is driven by the Council Plan (Community Strategic Plan 2035)

2.1.1 Ku-ring-gai 2035 Community Strategic Plan

The Long-Term Community Plan for Ku-ring-gai Council is outlined in "Ku-ring-gai 2035 Community Strategic Plan." This document is a vision that has been developed to take local action to ensure our area, and its people can respond in a positive and constructive way to the challenges ahead. Global changes have local impacts, and we have a shared responsibility to work towards addressing these at the community level.

The Ku-ring-gai 2035 Community Strategic Plan:

- identifies the community's priorities and aspirations for the future
- outlines strategies to achieve identified goals and the levels of service the community expects
- highlights the responsibilities of Council and those of other agencies and groups.

Ku-ring-gai: Growing together:

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

The plan has been developed using five themes to deliver the outcomes. These themes are:

- Our unique natural environment is protected and enhanced
- Sustainable urban growth and change
- Infrastructure and assets support community needs
- An inclusive, connected and safe community
- Leadership and service excellence

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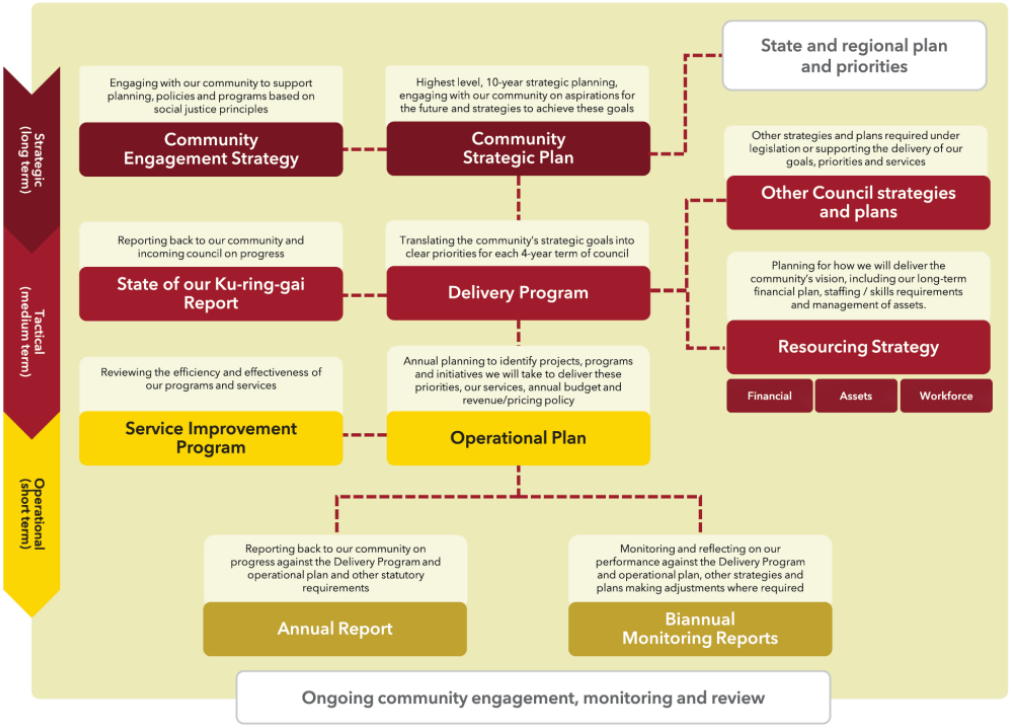

Figure 2-1 – Integrated planning and reporting framework

2.1.2 Asset Management Strategy 2025-2035

Council's Asset Management Strategy Outlines Council's guiding principles regarding asset management and planning. The policy confirms Council's commitment to asset management. The policy indicates that Council has a number of Asset Management Principles in managing its asset portfolio:

- an Asset Management Strategy exists for implementing systematic asset management and appropriate best practice throughout Council
- all relevant legislative requirements together with social, political, and economic environments are to be taken into account in asset management
- the Asset Management Plans are developed and updated for each asset class. The plans are informed by community consultation and financial planning and reporting
- an inspection process will be developed for each asset class to ensure agreed service levels are maintained and to identify asset renewal priorities
- service levels will be developed and defined in each Asset Management Plan. The service levels will form the basis of annual budget estimates
- future service levels will be determined in consultation with the community
- renewal plans will be developed based on service levels, condition, and risk
- future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading existing services and assets.

Council's Asset Management Strategy establishes framework, strategies and processes required to improve and support the management of assets to enable Council to deliver upon the strategies and achieve the desired outcomes set by the Community Strategic Plan

2.2 Key Stakeholders

Key stakeholders are the groups of people who have an interest in the responsible management of Council's infrastructure assets. Table 2.2 below identifies key stakeholders and their role in the management of Council's assets.

Stakeholder	Role
Councillors (Elected members)	• To provide stewardship for assets owned and/or controlled by Council • To adopt the Asset Management Policy and Asset Management Strategy and monitor their outcomes regularly through IP&R reporting. • Authorise resources for asset management activities in the Delivery Program and Operational Plan • Determine new asset provision and maintenance activities in the Delivery Program and Operational Plan
General Manager	• Ensure implementation of asset management practices and procedure including reporting on the status and effectiveness of asset management within the Council's.
Directors and Managers	• Allocate resources to implement Asset Management Plans (AMPs), Asset Management Strategy, Delivery Programs, and Operational Plans. • Ensure compliance with Level of Service (LoS), allocated budgets, and risk frameworks. • Embed asset management in business processes. • Identify and manage lifecycle risks.
Asset Management Steering Group	The Asset Management Steering Group is made up of representatives from Finance and Assets and Technical Services and is responsible for: • Reviewing the Asset Management Policy and Asset Management Strategy and ensuring integration with the Long-Term Financial Plan and other Integrated Planning & Reporting documents • Monitoring the implementation of Asset Management Policy, Strategy and Plans • Developing and reviewing processes and practices to ensure assets are managed effectively • Ensuring that asset information is captured and updated into asset registers • Operating within an agreed 'Terms of Reference'.
Manager of Assets & Technical Services	• Management of works and budgets
Coordinator Open Space Recreational and Building Assets	• Supervision of infrastructure network
Asset Officers	• Development of programs, priorities and monitoring of asset condition

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Stakeholder	Role
	• Maintenance of data base and Asset Information Management Information Systems
Community	• End users of Council's asset network
Council Staff	• Apply asset management practices in day-to-day operations. • Maintain accurate asset data and contribute to reporting.
Maintenance Personnel (contractors)	To ensure provision of the required/agreed level of maintenance services for assets.

Table 2-2 - Stakeholders

2.3 Goals and Objectives

Our goal in managing our assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of building asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided
- Risk Management
- Future demand – how this will impact on future service delivery and how this is to be met
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service
- Financial summary – what funds are required to provide the defined services
- Asset management practices – how we manage provision of the services
- Monitoring – how the plan will be monitored to ensure objectives are met
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000 [2]

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology

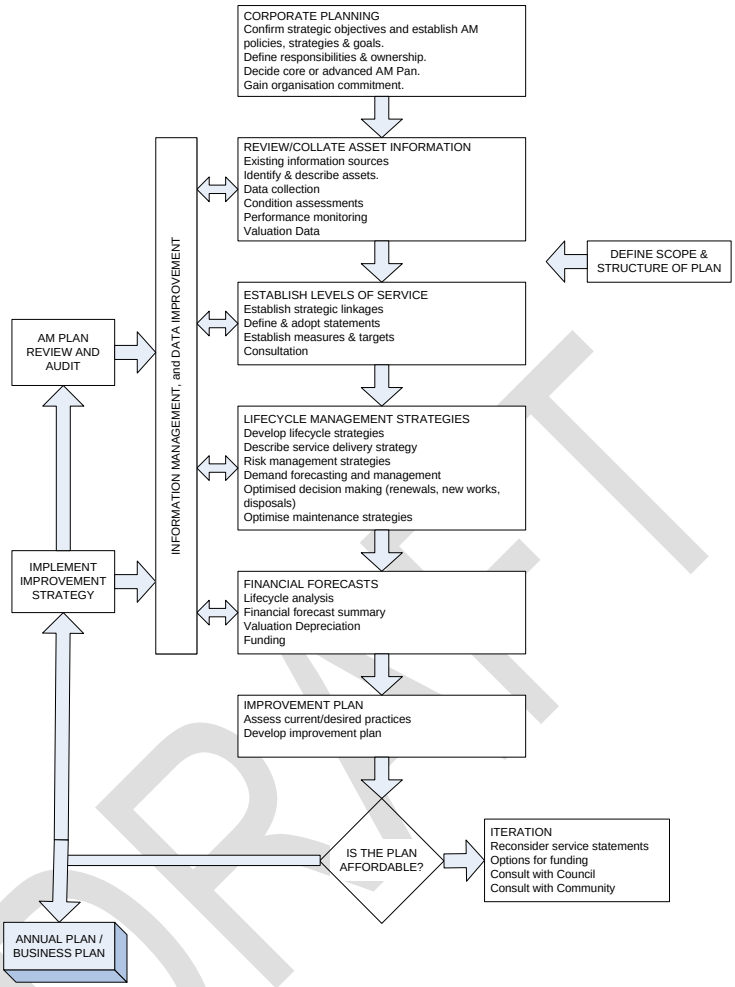

Figure 2-2 – Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

2.4 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual[3]. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

3 IPWEA, 2015, IIMM.

3 LEVELS OF SERVICE (LOS)

3.1 Customer Research and Expectations

This asset management plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the asset management plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

In 2024, Council surveyed community attitudes and perceptions regarding Council's delivery of a broad selection of services and facilities. Key objectives of the research were to:

- Assess and establish the community's priorities and satisfaction in relation to a broad selection of Council's external services and facilities
- Identify the community's overall level of satisfaction with Council's performance
- Identify community priorities for the Ku-ring-gai local government area
- Explore and understand resident experiences contacting Council
- Identify the community's level of agreement with statements regarding the Ku-ring-gai local government area.

Overall Satisfaction		Communication	
84% of Ku-ring-gai residents are at least somewhat satisfied with the performance of Council over the last 12 months		80% of Ku-ring-gai residents are at least somewhat satisfied the level of communication Council currently has with the community	
Quality of Life		**Unique Character**	
99% of residents rate their quality of life as good, very good or excellent		79% of residents believe it is important/very important for Council to maintain Ku-ring-gai's unique visual character and identity	
Drivers of Overall Satisfaction			
Satisfaction with the level of communication	Council's consultation and engagement with the community	Long term planning for the area	Development compatible with the local area

Table 3-1 - Community Attitude Survey

Community satisfaction information is used in developing the Strategic Plan and in the allocation of resources in the budget.

Some of the key priorities identified for the next 10 years that relate to the management of the building network that resulted from the community engagement undertaken for the "Ku-ring-gai 2035 Community Strategic Plan" included:

- making it easier and safer to move around Ku-ring-gai
- effects of population growth and change – on infrastructure, services and facilities
- addressing the needs of older residents
- providing and maintaining infrastructure and facilities – roads, footpaths, drainage, public toilets, etc
- improving access to public transport

As part of an independent online survey conducted between December 2024 and March 2025, residents were asked to rank 16 issues in order of priority. Buildings were identified as high performing with regard to satisfaction (27/49 services/facilities achieved

a satisfaction score of 80% or more. Positively, no measures scored lower than 60%), highlighting the importance the community places on Council maintaining its infrastructure assets.

Figure 3-1 below reflects the 2024 Community Research survey shows that buildings are not one of the main priorities for people living in Ku-ring-gai.

Community Satisfaction Survey Results				
Service Area	**Service / Facility**	**Importance (T2 Box)**	**Satisfaction (T3 Box)**	**Performance Gap**
Council Leadership and Engagement	Long term planning for the Ku-ring-gai area	91%	63%	29%
Council Leadership and Engagement	Council's consultation and engagement with the community	85%	68%	17%
Assets, Infrastructure & Facilities	Condition of community buildings	65%	92%	0%
Assets, Infrastructure & Facilities	Availability and cleanliness of public toilets	70%	78%	0%

Figure 3-1 Community Survey Research (April 2024) - Performance Gap

Source: Background Paper Ku-ring-gai -Community Feedback Report

3.2 Strategic and Corporate Goals Alignment

This asset management plan is prepared under the direction of the Council's vision, mission, goals and objectives.

Our mission is:

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

Strategic goals have been set by the Council. The relevant goals and objectives and how these are addressed in this asset management plan are summarised in the following table 3-2 below.

Strategy A3 – Community Strategic Plan **Provide, upgrade and maintain community buildings and facilities to meet the needs of current and future user groups and a growing population.**						
Reference	**Description**	**Responsible Officer**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
A3.1 The condition, environmental performance and functionality of existing assets is	A3.1.1: Develop and implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities.	Manager Assets and Technical Services	✓			
	A3.1.2: Integrate sustainability and climate resilience measures, incorporating minimum performance	Manager Environment	✓	✓	✓	✓

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Strategy A3 – Community Strategic Plan Provide, upgrade and maintain community buildings and facilities to meet the needs of current and future user groups and a growing population.						
Reference	**Description**	**Responsible Officer**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
improved, including multipurpose opportunities, and new assets achieve agreed standards.	standards, into the building upgrade and renewal program.	and Sustainability				
	A3.1.3: Continue to take action to achieve substantial commencement by August 2026 in order to preserve the current Marian Street Theatre development consent.	Director Strategy and Environment	✓	✓	✓	✓
A3.2 Usage of existing community buildings and facilities is optimised.	A3.2.1 Maximise the use and efficiency of the existing community property portfolio to facilitate greater public access, including multi-use, in line with Council's Management of Community and Recreation Land and Facilities Policy.	Manager Property	✓	✓	✓	✓
	A3.2.2 Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards.	Manager Assets and Technical Services	✓	✓	✓	✓
	A3.2.3 Continue to implement the Ku-ring-gai Fitness and Aquatic Centre (KFAC) management contract to maximise utilisation of this facility.	Manager Assets and Technical Services	✓	✓	✓	✓
	A3.2.4 Develop and implement the St Ives High School Indoor Multipurpose Sports Facility management contract to maximise utilisation of this facility.	Manager Assets and Technical Services		✓	✓	✓
	A3.2.5 Align capital works programs with adopted open space and recreational assets management plans to ensure Council's recreation services meet customer needs.	Manager Assets and Technical Services	✓	✓	✓	✓

Table 3-2 - Goals

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3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a Long-Term Financial Plan supported by Asset Management Plans for sustainable service delivery
Australian Accounting Standard AASB116	Reporting on asset condition and consumption to Councillors, management and the community
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work
Protection of the Environment Administration Act 1991	The objects of this Act are as follows: a) to constitute the Environment Protection Authority b) to provide integrated administration for environment protection c) to require the Authority to perform particular tasks in relation to the quality of the environment, environmental audit and reports on the state of the environment
Local Government Amendment (Planning and Reporting) Act 2009	Local Government Amendment (Planning and Reporting) Act 2009 includes the preparation of a long term financial plan supported by asset management plans for sustainable service delivery
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements
Plant Protection Act 1989	This act sets out requirements in respect to Flora Protection
Environmental Protection Act 1994	This act sets out requirements in respect to environmental protection
Rivers and Foreshores Improvements Act, 1948	An Act to provide for the carrying out of works for the removal of obstructions from and the improvement of rivers and foreshores and the prevention of erosion of lands by tidal and non-tidal waters
Protection of the Environment Operations Act 1997	Council is required to exercise due diligence to avoid environmental impact and among others are required to develop operations emergency plans and due diligence plans to ensure that procedures are in place to prevent or minimise pollution.
Native Vegetation Act 2003	This Act regulates the clearing of native vegetation on all land in NSW, except for excluded land listed in Schedule 1 of the Act. The Act outlines what landowners can and cannot do in clearing native vegetation.
Public Works Act 1912	Sets out the role of Council in the planning and construction of new assets.
Rural Fires Act, 1997	An Act to establish the NSW Rural Fire Service and define its functions; to make provision for the prevention, mitigation and suppression of rural fires. Under the terms of this Act Council is required to mitigate any fire that emanate from bushland.
Local Government (General) Amendment (Stormwater) Regulation	The object of this Regulation is to amend the Local Government (General) Regulation 2005: a) to prescribe the maximum amount that may be charged by a Council for the provision of

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Legislation	Requirement
2006 under the Local Government Act 1993	stormwater management services, and b) to provide that certain information regarding stormwater management service is to be included in a Council's draft management plan, and c) to provide that a Council's annual report is to include certain information relating to the provision of stormwater management services. This Regulation is made under the Local Government Act 1993, including sections 403 (1), 428 (2) (r), 496A and 748 (the general regulation- making power).
Water Management Act 2000	The objects of this Act are to provide for the sustainable and integrated management of the water sources of the State for the benefit of both present and future generations and, in particular: a) to apply the principles of ecologically sustainable development, and b) to protect, enhance and restore water sources, their associated ecosystems, ecological processes and biological diversity and their water quality, and c) to recognise and foster the significant social and economic benefits to the State that result from the sustainable and efficient use of water, including: i. benefits to the environment, and ii. benefits to urban communities, agriculture, fisheries, industry and recreation, and iii. benefits to culture and heritage, and iv. benefits to the Aboriginal people in relation to their spiritual, social, customary and economic use of land and water, to recognise the role of the community, as a partner in managing the environment.

Table 3-3 - Legislative Requirements

3.4 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

Quality How good is the service … *what is the condition or quality of the service?*

Function Is it suitable for its intended purpose …. *Is it the right service?*

Capacity/Use Is the service over or under used … *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Table 3-4 and Table 3-6. Table 3-4 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These organisational measures provide a balance in comparison to the customer perception that may be more subjective.

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years
Service Objective: *Utilise Council provided buildings that are comfortable, safe, and fit for purpose.*				
Condition	Provide buildings in Satisfactory and better Condition	Community Satisfaction and Inspection reports	92% Satisfactory based on Community Survey results	Base Case – Decline Renew Infrastructure SRV – Increase

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years
			Low data from Inspections refer to AMP improvement plan	
	Confidence Levels		High	Medium
Function	Provide functional buildings	Customer satisfaction survey results	92% Satisfactory and importance is 65% of Condition of Community Buildings	Base Case – Decline
	Confidence Levels		High	Medium
Capacity and Use	Provide sufficient spaces to meet demand	Bookings data Leases and Complaints	Mostly Satisfactory	Base Case - Declining as some buildings need to be upgraded to improve capacity
	Confidence Levels		High	Medium

Table 3-4 - Customer Level of Service

3.5 Technical Levels of Service

Technical Levels of Service are long term, tactical tools developed to measure, monitor, and manage functions of service over time regarding quality of assets managed, quantities of assets contributed or constructed, operational and capital expenditure.

These technical measures relate to the allocation of resources to service activities that the Organisation undertakes to best achieve the desired community outcomes and demonstrate effective Organisational performance.

Table 3.5 below shows the relationship between Level of Service and Importance Rating for the different building types.

Level of Service	Importance Rating	Building Type
1	High	Libraries, Preschools, Council Administration Offices, Depot
2	Medium High	Clubhouses, Community Halls (dependent on utilization), Fitness & Aquatic Centre, Public Toilets
3	Medium	Community Halls (dependent on utilization), Pavilions, Showground Office Buildings
4	Medium Low	Showground Stalls, Bus/Taxi Shelters
5	Low	Storage Sheds & Garages

Table 3-5 - Customer Level of Service

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. footpath patching, unsealed road grading, building and structure repairs),

- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. footpath reconstruction, road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road/ existing footpath, transition existing asphalt footpath to concrete, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.[4]

Table 3-6 shows the technical levels of service expected to be provided under this asset management plan. The 'Desired' position in the table documents the position being recommended in this plan.

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations	Minor works as per Stefan Consulting report.	As per Stefan Consulting's report recommendations.	Average $5.7M p/a Operational & Maintenance budget over 10 years.	Maintain budget to deliver maintain communities' high expectations
	Amenities Cleaning	Inspections.	$438,400 p/a.	$518,400 p/a ($80,000 p/a difference is required for increased service level).
Maintenance	AC Servicing	Monthly inspection by contractor to report any issues.	Monthly inspections of units only.	Annual servicing of all units in addition to monthly inspections ($250 x 350 units = $87,500 p/a) or $875,000 over a 10-year period.
	Painting Buildings	Predominantly reactive maintenance.	Approximately $100,000 per annum or $1,000,000 over a 10-year period.	Buildings to be painted continually every 10-year period. Cost $250,000 p/a or $2,500,000 over a 10 year period.
Renewal & Upgrade	Reconstruction	Service Requests, Work Orders, Capital Works Program	On Target with some carry-overs	As per Capital Works Program
	Refurbishment of 142 buildings, as per Stefan Consulting's report recommendations.	As per Stefan Consulting's report recommendations.	36.5M budgeted for capital improvements over 10 years	SRV – Renew infrastructure would include 102.9M for capital improvements over 10 years
	Knockdown & rebuild of 13 buildings, as per Stefan Consulting's report recommendations.	As per Stefan Consulting's report recommendations.	36.5M budgeted for capital improvements over 10 years	SRV – Renew infrastructure would include 102.9M for capital improvements over 10 years
	Marian Street Theatre Refurbishment. Currently not in use due	Subject to Special Rate Variation application as per LTFP.	Not funded.	SRV – Renew, Enhance and Expand Infrastructure would allocate loan repayments

4 IPWEA, 2015, IIMM, p 2|28.

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
	to non- compliance issues.			for an estimated 30M development of Marian St Theatre
	St Ives Indoor Sports Centre	Subject to Special Rate Variation application as per LTFP.	Budget of $31.1M funded from multiple sources including a $13.5M loan.	SRV – Renew infrastructure is needed to partially fund repayments on 13.5M loan
	Infrastructure Renewal	Subject to Special Rate Variation application as per LTFP.	Not funded.	SRV - – Renew infrastructure would inject an additional 66.5M over the Base Case which could be applied to capital building improvements.

Table 3-6 - Technical Levels of Service

It is important to monitor the service levels provided regularly as these will change. The current performance is influences by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

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4 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4-1.

4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4-1.

Demand drivers	Present position	Projection	Impact on services
Population	2021 – 124,703	2036 – 171,200 (include 1.9 per household and include 24,500 additional dwelling)	Requirement to upgrade or expand public toilets, community halls and sporting facilities.
Transport Oriented Development (TOD)	In May 2024 NSW State Government introduced TOD policy. This policy proposed multi-storey apartment developments for areas within 400m of stations (Roseville, Lindfield, Killara, Gordon). Council has provided an alternative scenario that was approved in November 2025 by the NSW State Government	Increased urban consolidation around railway stations, higher density housing, and development activity	The impact of TODs is yet to be fully understood however, it is generally accepted that there will be an: • Increased use of existing public toilets, community halls and sporting facilities • Higher demand for new or upgraded assets due to the higher density of population within the TOD affected zones
Increasing cost	Current costs	Increase in unit rates for building upgrade and renewal.	Increase in unit rates for material and labour will impact on future capital and maintenance programs.
Technological change	Management systems to monitor performance and change	Advanced systems that improve performance monitoring and predict renewal and maintenance timing more accurately.	Improve programs and schedules of prioritisation work based on more accurate data.
Environmental awareness	Education campaigns and sustainability initiatives	Increase the use of recycling materials in Council's construction and renewal program.	Could result in savings in construction.

Table 4-1 - Demand Drivers, Projections and Impact on Services

4.4 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4-2 - Demand Management Plan Summary. Further opportunities will be developed in future revisions of this asset management plan.

Demand Driver	Impact on Services	Demand Management Plan
Population	Requirement to upgrade or expand public toilets, community halls and sporting facilities.	Increase acquisition from both public and private sources, Council and private developers.
Transport Oriented Development (TOD)	The impact of TODs is yet to be fully understood however, it is generally accepted that in there will be an: • Increased use of existing public toilets, community halls and sporting facilities • Higher demand for new or upgraded assets due to the higher density of population within the TOD affected zones	Prioritise investment in facilities around TOD areas.
Increasing cost	Increase in unit rates for material and labour will impact on future capital and maintenance programs.	Prepare for cost increase and consider alternative design to reduce cost.
Technological change	Improve programs and schedules of prioritisation work based on more accurate data.	Investigate & implement design and construction methods using new technology.
Environmental awareness	Could result in savings in construction.	Investigate & implement low environment impact technology or solutions.

Table 4-2 - Demand Management Plan Summary

4.5 Asset Programs to Meet Demand

Asset programs to meet demand can be new assets or upgrade of existing assets. At the time of writing this AMP the majority of assets to meet demand will be upgraded existing buildings as part of the renewal process.

In 2023/24 a functional review of buildings assets was undertaken by Stefan Consulting with the aim of developing a program to modernise/upgrade its building assets for increased community use.

Stefan Consulting developed a customised system to objectively prioritise Council's buildings portfolio and determine the required treatments and associated costs to renew the buildings to an acceptable level. These treatments predominantly relate to capital upgrade improvements requiring significant capital funding and some minor work treatments to be undertaken under maintenance budgets.

The main findings of the project indicate that approximately 53% of the buildings assessed, require capital upgrade with treatment options of either Refurbishment or Knockdown & Rebuild recommended.

Delivery of asset program identified by Stefan Consulting is dependent on SRV – Renew infrastructure scenario. Current funding scenario would greatly extend the timeline for the delivery of the asset program and fail to meet community expectations. The new assets required to meet demand may be acquired, donated, or constructed.

Acquiring new assets will commit Council to ongoing operations, maintenance, and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance, and renewal costs for inclusion in the Long-Term Financial Plan.

There are two contributions plans applicable to the Ku-ring-gai Council area to manage new assets from growth:

- The s7.11 Contributions Plan is known as Ku-ring-gai Contributions Plan 2010.

- The s7.12 Contributions Plan is known as Ku-ring-gai Council s7.12 Local Levy Contributions Plan 2023.

The purpose of the Contributions Plan is to enable Ku-ring-gai Council to request contributions from developers. These contributions are expected to provide services that are likely to be required because of development throughout Ku-ring-gai's LGA. The Plan also outlines the programmed work to be completed as part of the expenditure of contributions and is available on Council's website. The Plan requires the carrying out of works or the payment of contributions to go towards the provision, extension or augmentation of services and facilities that will, or are likely to be, required because of development in Ku-ring-gai.

4.6 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk. How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum, we consider how to manage our existing assets given potential climate change impacts for our region. Risk and opportunities identified to date are shown below in Table 4.3.

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Bushfires	Extreme weather events such as bushfires continue to worsen.	Buildings could suffer bush fire damage thus rendering them unavailable for use. Various user groups may be negatively impacted through reduced ability to occupy affected buildings.	Develop a Plan to evacuate in bushfire prone areas or shut down areas such as the St Ives Showground and Wildflower Garden precincts when the bushfire risk becomes very high.
Increase in Global Temperature	Global temperatures continuing to rise.	Air conditioning units and building materials may not be able to cope with the increase in temperature.	Consider capacity and operating range when upgrading and renewing air conditioning units and building services.
Flooding	Extreme weather events such as flooding continue to worsen.	Low lying areas may be subject to water ingress due to flooding.	Provide measures in place to protect assets such as sand bagging. Develop a plan to evacuate building occupants safely.

Table 4-3 - Managing the Impact of Climate Change on Assets and Services

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

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Table 4.4 below, summarises some asset climate change resilience opportunities.

New Asset Description	Climate Change Impact on these Assets	Build Resilience in New Works
Building Design Modification	Rising temperatures will increase pressure on air conditioning units and building materials	Design to incorporate natural airflow where possible to take pressure off the AC units. Incorporate building design that can manage a wider range of temperature extremes
Building Location	Catastrophic bushfire conditions are expected to worsen. Extreme weather events are expected to cause storm damage and flooding events.	Buildings may need to be re-located away from bushfire prone areas. Buildings may need to be constructed outside of flood prone areas.

Table 4-4 - Building Asset Resilience to Climate Change

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AMP.

5 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the buildings assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1 State of the Assets

5.1.1 Physical parameters

There are approximately 316 building assets managed by Council. The building assets covered by this Asset Management Plan are shown in Table 5-1.

Building Type	Number of Buildings	Percentage of Portfolio
Administration Type Building	7	2.2%
Amenities	45	14.2%
Amenities (Exeloo Type)	3	0.9%
Aquatic Centre	3	0.9%
Bus/Taxi shelters	46	14.6%
Classrooms/Preschools	13	4.1%
Clubhouse	10	3.2%
Community Centre/Hall	68	21.5%
Cottage	22	7%
Garage/Storage	30	9.5%
Library/Resource Centre	3	0.9%
Maintenance Workshops	2	0.6%
Operational Type Buildings	10	3.2%
Pavilion	32	10.1%
Pumphouse/Shed	15	4.7%
Shop/Café	6	1.9%
Underground Car Park	1	0.3%
Totals	316	100%

Table 5-1 – Building Asset Network Summary

5.1.2 Asset Hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The service hierarchy is shown below in Table 5.2 below

Level of Service	Importance Rating	Building Type
1	High	Libraries, Preschools, Council Administration Offices, Depot.
2	Medium High	Clubhouses, Community Halls (dependant on usage level), Fitness & Aquatic Centre, Public Toilets.
3	Medium	Community Halls (dependant on usage level), Pavilions, Showground Office Buildings.
4	Medium Low	Showground Stalls, Bus/Taxi Shelters.
5	Low	Storage Sheds & Garages.

Table 5-2 – Asset Service Hierarchy

5.2 Asset Condition

Condition is measured using a 1 – 5 grading system (IPWEA, 2015, IIMM) as detailed below in Table 5.3 It is important that a consistent approach is used in reporting asset performance enabling effective decision making. A finer grading system may be used at a more specific level, however, for reporting in the AMP, results are translated to a 1 – 5 grading scale for ease of communication.

The condition profile of the building assets is shown in Figure 5-1.

Condition Grading	Description of Condition
1	**Very Good** - free of defects, only planned and/or routine maintenance required.
2	**Good** - minor defects, increasing maintenance required plus planned maintenance.
3	**Fair** - defects requiring regular and/or significant maintenance to reinstate service.
4	**Poor -** significant defects, higher order cost intervention likely.
5	**Very Poor -** physically unsound and/or beyond rehabilitation, immediate action required.

Table 5-3 – Condition Grading System

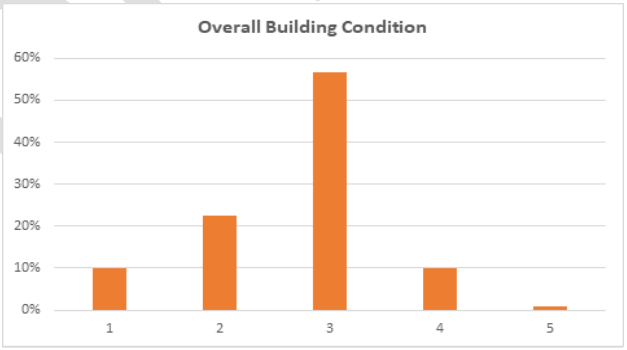

Figure 5-1 - Asset Condition Profile

Condition is measured using a "1" to "5" grading system[5] as detailed in Table 5-4. Overall, 32% of Council's buildings at the time were in Good and Excellent condition, 57% in Satisfactory condition and 11% in Poor and Failed condition.

5 IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Condition Index	Percentage
1 (Excellent)	10%
2 (Good)	22%
3 (Satisfactory)	57%
4 (Poor)	10%
5 (Failed)	1%

Table 5-4 - Simple Condition Grading Model

5.3 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, security, fire services, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include building repairs, plumbing and electrical repair works.

Maintenance does not increase the service potential of the asset, it keeps it in good condition, slows down deterioration, delays necessary renewals and ensures the asset achieves its expected useful life.

Both building Operations & Maintenance costs are combined in the LTFP and classed as 'Maintenance'. However, it has been calculated via the 2021/22 Business Activity Report that the Operations component is approximately 67% and the Maintenance component is approximately 33% of the total. Therefore, the percentage split of 67% for Operations and 33% for Maintenance costs has been adopted for the purposes of the AMP.

The last three financial years detailed breakdown of Council's Operational expenditure (actuals) on building assets is shown in Maintenance expenditure is shown in Table 5-5

Item	2022/23	2023/24	2024/25	2025/26
Security Services	$ 381,500	$ 229,800	$ 382,900	$ 382,900
Facilities/Cleaning Support	$ 258,100	$ 187,900	$ 196,600	$ 207,100
Amenities Cleaning	$ 498,300	$ 544,900	$ 603,400	$ 613,600
Management Support	$ 1,764,800	$ 1,949,400	$ 2,029,200	$ 2,115,000
Trade Services	$ 1,673,300	$1,718,800	$ 1,739,300	$ 2,227,800
Total	**$ 4,576,000**	**$ 4,783,900**	**$ 4,950,800**	**$ 5,546,400**

Table 5-5 - Maintenance Expenditure Trends

Maintenance budget levels are adequate from 2028/29 to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a similar level of service. The current funding over the 10-year period will allow Council to undertake minor works beyond current maintenance practices to overcome certain maintenance challenges. For example, it will allow for roof gutter and ground drainage maintenance beyond current levels to reduce reactive maintenance works.

Before 2028/29 maintenance budgets were inadequate which has had ongoing service consequences and service risks which have been identified and are highlighted in this AMP.

5.3.1 Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Table 5-6. Note that all costs are shown in current financial year (2025-26) dollar values (i.e. real values).

Buildings $'000	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Required Operations & Maintenance	$5,130	$5,333	$5,562	$5,846	$6,007	$6,172	$6,342	$6,516	$6,695	$6,878	$7,067
Actual Operations & Maintenance	$ 5,361	$5,549	$5,743	$5,944	$6,152	$6,367	$6,590	$6,821	$7,059	$7,307	$7,562
Operations & Maintenance Shortfall	-$231	-$216	-$181	-$98	-$145	-$195	-$248	-$305	-$365	-$428	-$495

Table 5-6 - Projected Operations and Maintenance Expenditure

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the risk management section of this plan.

Maintenance is funded from the operating budget. This is further discussed in Section 8.

5.4 Renewal / Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Council commissioned an external review of their building portfolio (Stefan Consulting) in 2023/24. This project mainly addresses the renewal (and acquisition) phase of the building lifecycle. The aim of the project was to modernise Council's building assets for increased community use, by providing functional, fit for purpose buildings that are in good working order whilst creating a comfortable contemporary feel, without over capitalising and achieving value for money outcomes. This mainly aligns with the provision of agreed level of service.

The Stefan Consulting report has been further refined by Council Staff and has been used to develop the current draft 10 Year Capital Renewal Delivery Program.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5-7.

Component	Sub-Component	Industry	Component
Structure	Sub-structure	40-150	100
	Super-structure	40-200	100
Roof	Roof – Tile/Concrete Roof – Metal/Iron	50-100	90 75
Fit outs & Fittings	Internal Finishes	15-30	30
Services	Electrical	20-30	25
	Hydraulic	70-100	Not available
	Fire	15-20	50

	Mechanical	10-60	30
	Transport (Lift)	10-50	40
	Security	10-20	50

Table 5-7 - Useful Lives for Building Assets

5.4.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. buildings are structurally sound), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. buildings are fit for purpose).6

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the Asset Management Plan as key cost factors,
- Have high operational or maintenance costs, and

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 5-8.

Criteria	Weighting
Current Utilisation	30%
Functionality (Fit for Purpose)	20%
Operational	20%
Appeal (Appearance)	25%
Surrounding Amenity	5%
Total	**100%**

Table 5-8 - Renewal and Replacement Priority Ranking Criteria

Renewal will be undertaken using 'low-cost' renewal methods where practical or value for money outcomes. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost. However, modernising the asset to become fit for purpose, whilst not over capitalising, achieves agreed level of service.

6 IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

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Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 8.

5.5 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5-9, together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any costs or revenue gained from asset disposals is accommodated in the long-term financial plan.

Currently, no assets have been identified for disposal without renewal. Council could consider possible sale of surplus assets to fund the required and recommended building upgrades.

Asset	Reason for Disposal	Timing	Disposal Expenditure	Operations & Maintenance Annual Savings
nil			0	0

Table 5-9 - Assets Identified for Disposal

6 CREATION / ACQUISITION / UPGRADE PLAN

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan but only to the extent of the available funds. Following the inspection and assessment of 291 Council buildings, the Building Upgrade Prioritisation project work undertaken by Stefan Consulting recommends significant capital improvements including rehabilitation and knockdown & rebuild of existing Council facilities.

6.1.1 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Figure 6-1 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade / expansion / new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs ***required*** to achieve lowest lifecycle costs. The gap between the required expenditure and budgeted expenditure has informed the discussion on achieving the balance between services, costs, and risk to achieve the best value outcome.

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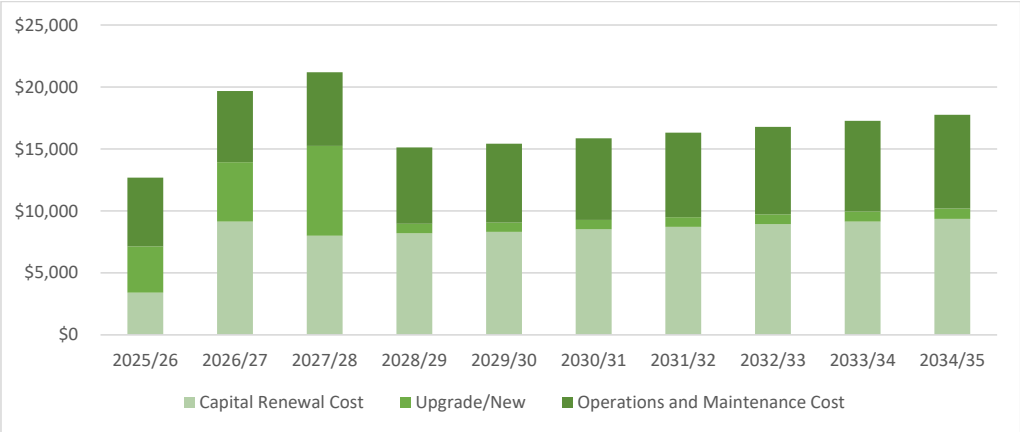

Figure 6-1 - Projected Operating and Capital Expenditure

Year	Capital Renewal Cost ($,000)	Upgrade/New ($,000)	Operations and Maintenance Cost ($,000)
2025/26	$3,406	$3,731	$5,549
2026/27	$9,138	$4,792	$5,743
2027/28	$8,002	$7,243	$5,944
2028/29	$8,194	$775	$6,152
2029/30	$8,316	$740	$6,367
2030/31	$8,516	$758	$6,590
2031/32	$8,720	$776	$6,821
2032/33	$8,929	$795	$7,059
2033/34	$9,144	$814	$7,306
2034/35	$9,363	$833	$7,562

Table 6-1 – Summary Asset Expenditure

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7 RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[7].

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

7.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

Critical Asset	Failure Mode	Impact
Council Administration Buildings	• Collapse • Explosion • Fire	• Death/Injury • Property damage
Council Works Depot	• Collapse • Explosion • Fire	• Death/Injury • Property damage
SES and RFS Buildings	• Collapse • Explosion • Fire	• Death/Injury • Property damage

Table 7-1 - Critical Assets

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Critical assets are those assets where the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. The following buildings are essential for Council's operations and are considered critical assets:

- Council's Administration Buildings located at 818 Pacific Highway, Gordon and 31 Bridge Street, Pymble.
- Council's Works Depot located at 5 Suakin Street, Pymble.
- Council's SES building located at 7A Esk North Wahroonga, and two RFS buildings located at 7A Esk St Wahroonga and 26A Koola Ave Killara.

7 ISO 31000:2018, p 2

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The risks associated with these assets include public health and safety, business continuity and emergencies. With the revision of the current suite of asset management plans, further investigation of critical assets and the required maintenance strategies will be developed.

7.2 Risk Assessment

The risk management process used in this project is shown in Figure 7-1 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2018.

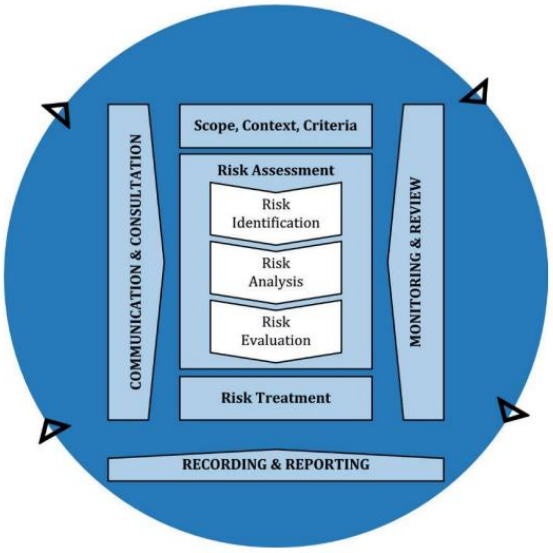

Figure 7-1 - Risk Management Process – Abridged

Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk, and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action), and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 7-2.

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Condition of Buildings	Water ingress could lead to mould, electrical	Very High	Identify affected buildings in Asset Management Plan	Low	TBC

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
	hazards and slip hazards.		and create a case to rectify.		
DDA & BCA Building Compliance	Future legislation could mandate that all buildings must become DDA and/or BCA compliant.	High	Create a funded plan to upgrade or replace non-compliant Buildings.	Low	TBC
Community buildings	Fire, Flooding, Explosion.	High	Compliance with fire safety standards security upgrade.	Low	TBC

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.

Table 7-2- Critical Risks and Treatment Plans

7.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This may be included in future iterations of the Asset Management Plan.

7.4 Service and Risk Trade-Offs

The decisions made in adopting this Asset Management Plan are based on the objective to achieve the optimum benefits from the available resources. Without additional funding outlined in the SRV, there are some capital projects that are unable to be undertaken within the next 10 years.

These include:

- Planned air conditioning replacements and upgrades
- Routine painting of buildings.
- Elimination of Asbestos from all Council buildings.
- Meet additional construction costs due to increased material costs and labour shortages.
- Replace all roofs that are of poor quality and expansion of Gutter capacity.
- Cleaning of all amenities and facilities at least once daily.
- Upgrade old fluorescent lighting.
- Increased CCTV coverage at critical Council buildings
- Upgrades to non-compliant fire protection systems
- Various renewal projects at Ku-ring-gai Sport and Aquatic Centre

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7.4.1 Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Temporary closure of facilities
- Heavy mould build-up within buildings.
- Deterioration of buildings.
- Shutdown of buildings.
- Unclean amenities and regular complaints from residents.
- Inability for staff to deliver optimum service for the Community in the event of a widespread power outage.
- Lack of preserved safety and increased Council liability.

7.4.2 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Catastrophic – death, huge financial loss, loss in community trust
- Major – extensive injuries, loss of production capability, major financial loss
- Moderate – medical treatment required, high financial loss
- Minor – minor injury, medium financial loss
- Human exposure to asbestos fibre.
- Danger from mould inhalation, water hazards, electrical hazards.
- Water and other slip hazards existing for longer periods.
- No compliant buildings.
- Lack of preserved safety and increased Council liability.
- Community members potentially endangered if Council services are reduced.
- Increasing insurance premiums.
- Loss of Council reputation.

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

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8 FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

The provision of adequate financial resources ensures that Council's building assets are appropriately managed and preserved. Financial provisions below requirements impact directly on community development and if prolonged, results in substantial needs for "catch up" expenditure imposed on the community in the future. Additionally, deferred renewal results in increased and escalating reactive maintenance as aged assets deteriorate at increasing rates.

To ensure responsible and sustainable stewardship of our assets, we are committed to balancing our community's needs and aspirations with what is affordable for ratepayers.

Making decisions about funding our building assets requires ongoing balancing of service levels, risk, and the need to adequately maintain and renew assets. Our aim is to achieve long-term asset sustainability

8.1.1 Asset Valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at fair value cost.

Gross Replacement Cost	$256,655,000
Accumulated Depreciation	$93,661,000
Net Carrying Amount	$162,994,000
Annual Depreciation	$3,952,000

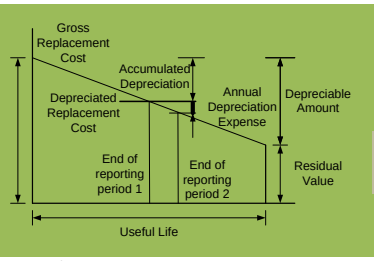

Figure 8-1 – Asset Valuations

8.1.2 Valuation Forecasts

Asset values are forecast to increase as additional buildings assets are added.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts. To keep the existing assets in good or fair condition, additional Renewal budget in the 10-year plan should be increased.

8.1.3 Sustainability of service delivery

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- Asset renewal funding ratio, and
- The Financial Plan budgeted expenditures/projected expenditure (over 10 years of the planning period).

8.1.4 Our asset investment strategies / financial deliberations

To achieve the financial objectives outlined in the Long-Term Financial Plan, Council is faced with an infrastructure funding gap, with renewal and maintenance needs exceeding the resources available under the current funding structure. To address this challenge, Council has considered a range of options.

The financial deliberations have considered a 10-year planning period and are described in Table 8-1 Funding Options.

Scenario Option	Description
Do nothing (Base Case, rate peg only)	The Base Case scenario identifies and models the necessary funding required each year to deliver the current levels of service for the asset portfolio over a 10-year period. Continuing with the base case means accepting ongoing underfunding. This would result in further asset deterioration, rising maintenance costs, an increasing infrastructure backlog and declining community service levels. Over time, this approach creates greater long-term liabilities and risks.
Reduce Level of Services (LoS)	Continuing with the base case means accepting ongoing underfunding. This would result in further asset deterioration, rising maintenance costs, an increasing infrastructure backlog and declining community service levels. Over time, this approach creates greater long-term liabilities and risks.

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Scenario Option	Description
Special Rate Variation (SRV)	This scenario models the impact on asset performance if Council were to invest based on the SRV planned funding allocation projected over a 10-year period. The introduction of a Special Rate Variation (SRV) provides a sustainable funding source dedicated to addressing the ongoing infrastructure gap. This investment will allow Council to: • fund a proactive renewal program across all asset classes • maintain the Building and Infrastructure Asset Renewal Ratio at greater than 100% • reduce reliance on costly reactive maintenance • reduce civil liability and risk • ensure long-term financial sustainability while continuing to deliver valued community services.

Table 8-1- Funding Options

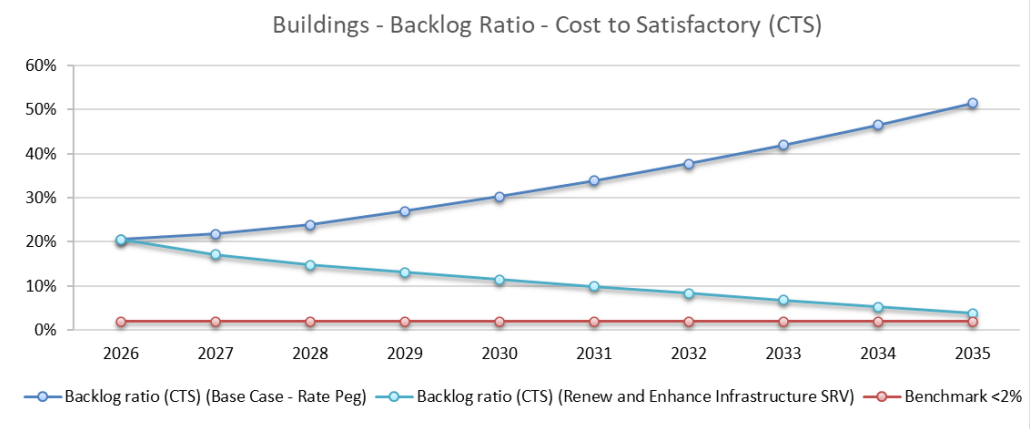

Figure 8-2 -: Buildings Backlog Ratio – Cost to Satisfactory

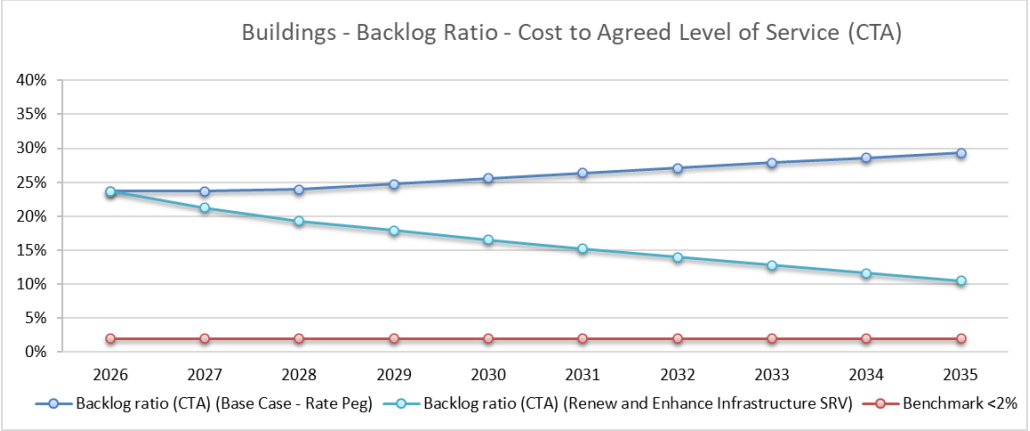

Figure 8-3 - Buildings Backlog Ratio – Cost to Agreed Level of Service

Financial analysis undertaken confirms that only the SRV option provides sufficient resources to close the infrastructure funding gap while maintaining service delivery. Unlike the other options, the SRV:

- directly aligns funding with the scale of identified renewal needs
- minimises long-term costs by addressing renewal backlogs now, rather than allowing deterioration to accelerate
- preserves existing service levels without requiring large-scale cuts to community programs or assets
- provides a structured, transparent and sustainable funding approach consistent with the Office of Local Government's financial sustainability benchmarks

In summary, the SRV is the only response option that enables Council to meet renewal requirements, address the infrastructure backlog, and continue delivering safe, reliable and fit-for-purpose assets for the community.

8.2 Integration with the Long-Term Financial Plan

To ensure the resources needed to manage our assets are provided in our financial planning instruments, integration of the Asset Management Strategy and the Financial Plan is critical.

The balance between maintaining and renewing our assets and accommodating funding for improvement and growth is a constant challenge – underfunding the renewal of an asset can lead to lower levels of service and deferring an important asset upgrade can mean that the asset is no longer fit-for-purpose.

This AMP has considered a number of options linked to Community Levels of Service. The adopted expenditure included in this AMP is consistent with our affordability after considering these scenarios.

All funding requirements identified for each asset portfolio have been allocated in the Long-Term Financial Plan. This will require future monitoring and further analysis as new asset information becomes available such as updated asset condition data. Funding requirements may potentially change, which will require adjustment to the Long-Term Financial Plan.

Key financial assumptions made in the investment analysis are:

Assumption
Forecast expenditure 2025 to 2030 for Acquisitions and Renewals taken from current project bids and LTFP. This is a list of council acquisition and capital renewal projects with approved funding that are scheduled to proceed for 2025 (i.e. council's delivery program).
Forecast expenditure 2030 to 2035 for Acquisitions is extrapolated based on forecast trend for the project bids or allocation of projects.
Forecast expenditure 2025 to 2035 for Operations and Maintenance is based on data from Ku-ring-gai council 'Special Schedule No.7' which reports Operation and Maintenance expenditure on Infrastructure Assets. The figures used for both Operation and Maintenance costs are the annual amount charged for Transport Infrastructure Assets for the Financial Year 2023/24
Asset registers are as accurate and complete as possible at this time. The most recent condition assessment was undertaken in 2023-2024.
Useful lives and predictive modelling are correct, however as further data and condition for assets is collected and will be revised to best represent the buildings asset database
Current levels of service reflect the current community needs
No known legislative changes or other influences that will impact on, or demand a change in level of service and associated funding throughout the period of the plan
Operation and Maintenance budgets in the 10-year financial plan already allow for price escalation in subsequent years.
Register condition represents current actual condition of buildings. Council will continue to carry out periodic condition audits to improve the accuracy of the Asset Register.
Asset values and dimensions are correct. Asset values and dimensions have significant effects on resources required to operate, maintain, and renew these assets.
The estimates used for current rates of renewal will remain constant at current 2024 values for the next 10 year and possible increase in renewal costs may reduce level of works budgeted

Table 8-2- Key Assumptions made in AM Plan and Risks of Change

8.3 Forecast Funding Requirements

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance, renewal, and New/Upgrade expenditure required over the 10 year planning period is $ 16,807,800 on average per year.

The forecast operations, maintenance, renewal and New/Upgrade costs over the 10-year planning period is $ 101,594,000 for the Base case – rate peg and based $ 168,077, 000 for the Renew Infrastructure SRV as per the LTFP. This figure includes all 316 Council buildings some that are not listed in the renewal delivery program, these buildings are better described within the LTFP seeking a Special Rate Variation, to upgrade the Marian Street Theatre, the St Ives Indoor Sports Centre and Infrastructure Renewal.

Providing infrastructure services in a sustainable manner requires careful alignment of service levels, risks, projected expenditures, and financing. The target is to achieve a financial indicator of approximately 1.0 in the early years of the Asset Management Plan and maintain this balance across the 10-year life of the Long-Term Financial Plan.

Projected expenditures for long term financial plan Under the Base Case, the backlog grows significantly, rising from $34.2 million in 2025/26 to $74.6 million by 2034/35 at the satisfactory level, and from $63.2 million to $103.6 million at the agreed level of service.

In contrast, the preferred rate increase scenario reduces the satisfactory level backlog from $34.2 million to $8.1 million by 2034/35. The agreed service level backlog also declines steadily, falling from $63.2 million in 2025/26 to $37.1 million by 2034/35. This reflects increased renewal funding which enables Council to manage the asset base sustainably and address long-term building deficiencies.

Tables below present the projected capital and maintenance expenditure, along with backlog forecasts for the preferred SRV option over the next ten years. These backlog projections are based on the reported Cost to Satisfactory (CTS).

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Backlog - CTS	34,167	30,121	27,470	24,775	22,109	19,399	16,643	13,842	10,995	8,101
Backlog - CTA	63,166	59,120	56,469	53,774	51,108	48,398	45,642	42,841	39,994	37,100
Renewal	3,406	9,138	8,002	8,194	8,316	8,516	8,720	8,929	9,144	9,363
New/upgrade	3,731	4,792	7,243	775	740	758	776	795	814	833
Maintenance	5,549	5,743	5,944	6,152	6,367	6,590	6,821	7,059	7,306	7,562
Total Expenditure	**12,686**	**19,673**	**21,189**	**15,121**	**15,423**	**15,864**	**16,317**	**16,783**	**17,264**	**17,758**

Table 8-3- Projected Expenditures Preferred Scenario - SRV for Long Term Financial Plan ($000)

Buildings condition review

Council is responsible for some 300 buildings with a gross replacement cost of $266.8 million, ranging from administration buildings through to bus shelters, amenities blocks, libraries, community halls, childcare centres and carparks.

In response to a Financial Sustainability Review recommendation, Council in 2023/24 engaged independent asset consultants to develop a prioritised capital upgrade program for Council's buildings portfolio and to review the Asset Management Plan (AMP) for its building assets.

This review identified that about 53% of the evaluated buildings needed capital upgrades, with recommended treatment options of either refurbishment or knockdown and rebuild.

These buildings typically require works to address:

- Modern accessibility standards, including through the construction of access ramps, disabled toilets and providing sufficient internal access movement space

- The needs of the rising number of female athletes and users, including the provision of separated changing facilities and toilets
- Significant issues with the building's structure or performance, such as waterproofing failure, poor lighting or degraded internal finishes.

The review resulted in development of a 10-year detailed prioritised program of building upgrade works with estimated costs of around $163.5 million over 10 years to modernise Council buildings, with most buildings requiring refurbishment and some requiring a knockdown.

8.3.1 Forecast Reliability and Confidence

The expenditure and valuations projections in this Asset Management Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale[8] in accordance with Table 8-4.

Confidence Grade	Description
A – Very High	Data based on sound records, procedures, investigations, and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B - High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C - Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D - Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E – Very Low	None or very little data held.

Table 8-4 - Data Confidence Grading System

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered to be "Medium". The estimated confidence level for and reliability of data used in this AMP is shown below in Table 8.5.

Data	Confidence Assessment	Comment
Demand drivers	Medium	Data is based on sound records and analysis
Growth projections	Medium	Data is based on sound records and analysis
Acquisition forecast	Medium	Data is based on sound records and analysis
Operation forecast	Medium	Data is based on sound records and analysis
Maintenance forecast	Medium	Data is based on sound records and analysis
Renewal forecast - Asset values	High	Data is based on sound records and analysis
- Asset useful lives	Medium	Data is based on sound records and analysis
- Condition modelling	Medium	Data is based on sound records and analysis
Disposal forecast	Medium	Data is based on sound records and analysis

Table 8-5 - Data Confidence Grading System

8 IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

9 PLAN IMPROVEMENT AND MONITORING

9.1 Status of Asset Management Practices[9]

9.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is the Enterprise Asset Management and Financials modules of the TechnologyOne CiA system.

9.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is the Enterprise Asset Management module of the TechnologyOne CiA system and the ESRI ArcGIS geodatabase.

9.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 9-1.

Task	Responsibility	Resources Required	Timeline
Monitor renewal forecasts based on pre-determined criteria.	Assets and Technical Services	Open Space, Recreational, and Building Assets	Ongoing
Establish a strategic asset management system for all infrastructure assets.	Assets and Technical Services	Open Space, Recreational, and Building Assets	Ongoing
Review and improvement of maintenance practices	Assets and Technical Services	Open Space, Recreational, and Building Assets	Ongoing
Formalise the New, Renewal and Disposal Policies.	Assets and Technical Services	Open Space, Recreational, and Building Assets	Ongoing
Review of Useful Lives.	Assets and Technical Services	Open Space, Recreational, and Building Assets	Ongoing
Review of condition inspection practices and frequency	Assets and Technical Services	Open Space, Recreational, and Building Assets	Ongoing
Increased communication across all business units and external stakeholders	Assets and Technical Services	Whole of Council cooperation	Ongoing

Table 9-1 – Improvement Plan

9.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels, risks, forecast costs, proposed budgets, and/or resources available to provide those services as a result of budget decisions.

The Asset Management Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The Asset Management Plan has a life of 4 years and is due for complete revision and updating within four years of each Council election.

9.4 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

9 ISO 55000 (Asset Management System)

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- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans
- The Asset Renewal Funding Ratio achieving the target (this target is often 90 – 100%).

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- Ku-ring-gai Council Building Asset Register – Technology one
- Ku-ring-gai Council Building Asset Priority List – 10 Year Program - 2025/300988
- Ku-ring-gai Council Financial Sustainability Review 2022/23
- Stefan Consulting Building Upgrade Prioritisation Project Report – 2024
- Scott Fullerton Valuation Report – 30 June 2022

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11 APPENDICES

Appendix A: Projected 10-year long-term investment plan (The estimates for individual project may vary without a change to the total allocation for the respective year)

Year	Capital Renewal Cost ($,000)	Upgrade/New ($,000)	Operations and Maintenance Cost ($,000)	Total Annual Cost ($,000)
2025/26	$3,406	$3,731	$5,549	**$12,686**
2026/27	$9,138	$4,792	$5,743	**$19,673**
2027/28	$8,002	$7,243	$5,944	**$21,189**
2028/29	$8,194	$775	$6,152	**$15,121**
2029/30	$8,316	$740	$6,367	**$15,423**
2030/31	$8,516	$758	$6,590	**$15,864**
2031/32	$8,720	$776	$6,821	**$16,317**
2032/33	$8,929	$795	$7,059	**$16,783**
2033/34	$9,144	$814	$7,306	**$17,264**
2034/35	$9,363	$833	$7,562	**$17,758**
Grand Total	**$81,728**	**$21,257**	**$65,093**	**$168,078**

Table A-1 – Projected 10 year long-term investment plan

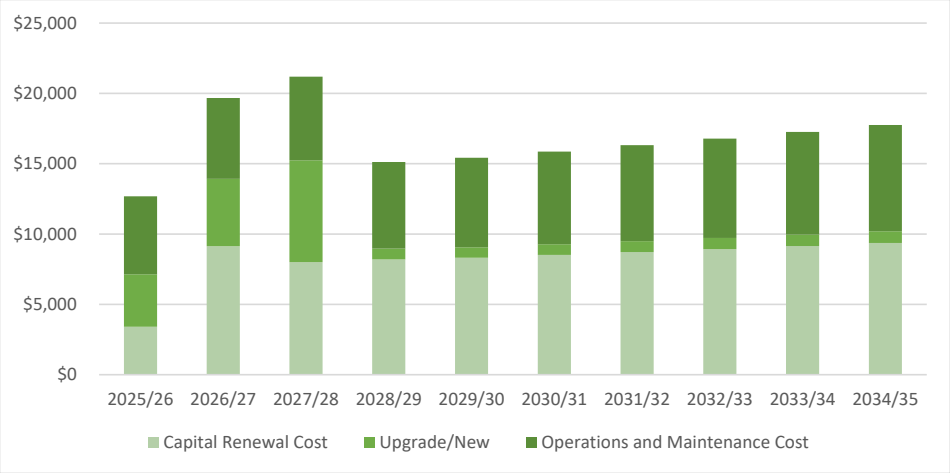

Figure 10 year Building Funding Plan

Appendix B: 10-year Capital Renewal Building Works Program (The estimates and timing for individual project may vary without a change to the total allocation for the respective financial year)

Project	Suburb	Ward	Proposed Treatment	Replacement Cost 2025	Financial Year	Scenario
LGA Wide Infrastructure Planning	LGA	LGA	Minor Works	$1,000,000	2026/2027 to 2035/2036	Scenario 1
Echo Point Park - Amenities	Roseville Chase	Roseville	Refurbishment	$806,725	2026/2027	Scenario 1
Lindfield Soldiers Memorial Park - Clubhouse Amenities	East Lindfield	Roseville	Refurbishment	$1,003,500	2026/2027	Scenario 2/3/4
Killara Park - Bert Oldfield Oval Pavilion	Killara	Gordon	Refurbishment	$1,003,500	2026/2027	Scenario 2/3/4
Barra Brui Oval - Amenities	St Ives	St Ives	Refurbishment	$403,875	2026/2027	Scenario 2/3/4
Bus Shelter - 126 Fox Valley Way, Wahroonga	Wahroonga	Comenarra	Knockdown & Rebuild	$30,000	2026/2027	Scenario 2/3/4
Browns Field - Amenities	Wahroonga	Comenarra	Refurbishment	$215,400	2026/2027	Scenario 2/3/4
Gordon Golf Course - Greenkeepers Building	Gordon	Gordon	Knockdown & Rebuild	$327,000	2026/2027	Scenario 2/3/4
Gordon Golf Course Links - Amenities 10th Hole	Gordon	Gordon	Knockdown & Rebuild	$234,000	2026/2027	Scenario 2/3/4
Wellington Oval - Amenities	East Lindfield	Roseville	Refurbishment	$269,250	2026/2027	Scenario 2/3/4
Bus Shelter - 68 Rosedale Road, Gordon	Gordon	Gordon	Knockdown & Rebuild	$30,000	2026/2027	Scenario 2/3/4
St Ives Tree Tip - Leachate Building	St Ives	St Ives	Refurbishment	$10,000	2026/2027	Scenario 2/3/4
Lindfield Library	Lindfield	Roseville	Refurbishment	$806,725	2027/2028	Scenario 1
Wahroonga Park - Cottage	Wahroonga	Wahroonga	Refurbishment	$1,955,500	2027/2028	Scenario 2/3/4
Edenborough Oval - Amenities	Lindfield	Roseville	Refurbishment	$538,500	2027/2028	Scenario 2/3/4
Golden Jubilee Field - Club/Amenity	North Wahroonga	Wahroonga	Knockdown & Rebuild	$1,398,000	2027/2028	Scenario 2/3/4
Gordon Community Preschool	Gordon	Gordon	Refurbishment	$2,808,000	2027/2028	Scenario 2/3/4
Robert Pymble Park - Tennis Club/Amenity	Pymble	St Ives	Knockdown & Rebuild	$501,750	2028/2029	Scenario 1
Bus Shelter - 77 Archbold Road, East Lindfield	East Lindfield	Roseville	Knockdown & Rebuild	$30,000	2028/2029	Scenario 1
Lindfield Soldiers Memorial Park - Groundsman Shed	East Lindfield	Roseville	Refurbishment	$32,700	2028/2029	Scenario 2/3/4

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St Ives Nursery - Office Garage	St Ives	St Ives	Refurbishment	$9,810	2028/2029	Scenario 2/3/4
Lindfield Soldiers Memorial Park - Storage	East Lindfield	Roseville	Knockdown & Rebuild	$21,800	2028/2029	Scenario 2/3/4
Gordon Bowling Club	Gordon	Gordon	Refurbishment	$1,406,230	2028/2029	Scenario 2/3/4
Loyal Henry Park - Amenities	Roseville	Roseville	Refurbishment	$161,550	2028/2029	Scenario 2/3/4
Morona Avenue Tennis Centre - Tennis Shelter	South Turramurra	Comenarra	Refurbishment	$807,750	2028/2029	Scenario 2/3/4
Kent Oval - Tennis Amenities	Turramurra	Wahroonga	Knockdown & Rebuild	$501,750	2028/2029	Scenario 2/3/4
Regimental Park - Amenities	Killara	Gordon	Knockdown & Rebuild	$807,750	2028/2029	Scenario 2/3/4
Regimental Park - Park Groundsman Shed	Killara	Gordon	Refurbishment	$4,360	2028/2029	Scenario 2/3/4
Lindfield Soldiers Memorial Park - Tennis Amenity	East Lindfield	Roseville	Refurbishment	$66,900	2028/2029	Scenario 2/3/4
Mimosa Oval - Amenities	Turramurra	Comenarra	Refurbishment	$215,400	2028/2029	Scenario 2/3/4
Roseville Chase Oval - Clubhouse	Roseville Chase	Roseville	Refurbishment	$1,048,500	2028/2029	Scenario 2/3/4
Roseville Park - Amenities	Roseville	Roseville	Refurbishment	$807,750	2028/2029	Scenario 2/3/4
Boonah Creative Art Centre	West Pymble	Comenarra	Refurbishment	$807,750	2028/2029	Scenario 2/3/4
Claude Cameron Grove - Amenities	Wahroonga	Wahroonga	Refurbishment	$476,401	2028/2029 to 2029/2030	Scenario 1
Lindfield Soldiers Memorial Park - Storge Shed	East Lindfield	Roseville	Knockdown & Rebuild	$66,800	2029/2030	Scenario 1
Swain Gardens - Amenities	Lindfield	Roseville	Refurbishment	$538,500	2029/2030	Scenario 1
Ku-ring-gai Town Hall	Pymble	St Ives	Refurbishment	$3,469,000	2029/2030	Scenario 2/3/4
St Ives Community Groups Centre	St Ives	St Ives	Refurbishment	$3,231,000	2029/2030	Scenario 2/3/4
East Lindfield Community Hall	East Lindfield	Roseville	Refurbishment	$806,725	2030/2031	Scenario 1
Pymble Presbytery	Pymble	St Ives	Refurbishment	$4,960,440	2030/2031	Scenario 2/3/4
The Old School - Restaurant	St Ives	St Ives	Refurbishment	$936,000	2030/2031	Scenario 2/3/4
Turramurra Library	Turramurra	Comenarra	Refurbishment	$793,750	2030/2031	Scenario 2/3/4
Roseville Park - Oval Store	Roseville	Roseville	Refurbishment	$9,810	2030/2031	Scenario 2/3/4
Firs Estate Cottage	Roseville	Roseville	Refurbishment	$1,785,265	2031/2032	Scenario 2/3/4
Roseville Park - Amenities (Firs Estate)	Roseville	Roseville	Refurbishment	$468,000	2031/2032	Scenario 2/3/4
St Ives Showground - Aero Building	St Ives	St Ives	Refurbishment	$1,801,200	2031/2032	Scenario 2/3/4
Ku-ring-gai Support & Services Centre HACC	Turramurra	Wahroonga	Refurbishment	$702,000	2031/2032	Scenario 2/3/4
Turramurra Memorial Park - Roller Shed	Turramurra	Wahroonga	Refurbishment	$13,080	2031/2032	Scenario 2/3/4

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The Glade - Tennis Clubhouse	Wahroonga	Comenarra	Refurbishment	$167,250	2031/2032	Scenario 2/3/4
Toolang Oval - Amenities	St Ives Chase	St Ives	Refurbishment	$403,875	2031/2032	Scenario 2/3/4
Norman Griffiths Oval - Groundsman Shed	West Pymble	Comenarra	Refurbishment	$13,080	2031/2032	Scenario 2/3/4
Roseville Chase Memorial Com Centre Hall	Roseville	Roseville	Refurbishment	$1,346,250	2031/2032	Scenario 2/3/4
Lofberg Oval - Amenities	West Pymble	Comenarra	Refurbishment	$1,003,500	2031/2032 to 2032/2033	Scenario 1
Carrington Oval - Amenities	Wahroonga	Wahroonga	Refurbishment	$218,201	2032/2033	Scenario 1
North Turra Golf Course - Greenkeepers Building	North Turramurra	Wahroonga	Refurbishment	$122,500	2032/2033	Scenario 1
Wade Lane Car Park - Amenities	Gordon	Gordon	Refurbishment	$269,250	2032/2033	Scenario 1
Swain Gardens - Bird & Garden Room	Lindfield	Roseville	Refurbishment	$1,077,000	2032/2033	Scenario 2/3/4
The Glade Oval - Groundsman Shed	Wahroonga	Comenarra	Refurbishment	$27,250	2032/2033	Scenario 2/3/4
Commercial Building - 4 Park Avenue, Gordon	Gordon	Gordon	Refurbishment	$1,077,000	2032/2033	Scenario 2/3/4
East Roseville Bowling Club - Residence	Roseville Chase	Roseville	Refurbishment	$538,500	2032/2033	Scenario 2/3/4
Bradfield Park KU	Lindfield	Roseville	Refurbishment	$690,000	2032/2033	Scenario 2/3/4
Bus Shelter - Turramurra Bus Xchange (A)	Turramurra	Wahroonga	Refurbishment	$10,000	2032/2033	Scenario 2/3/4
Bus Shelter - Yarrabung Rd (A)	St Ives	St Ives	Refurbishment	$10,000	2032/2033	Scenario 2/3/4
Bus Shelter - Yarrabung Rd (B)	St Ives	St Ives	Refurbishment	$10,000	2032/2033	Scenario 2/3/4
Bus Shelter - Yarrabung Rd (C)	St Ives	St Ives	Refurbishment	$10,000	2032/2033	Scenario 2/3/4
Bus Shelter - Yarrabung Rd (D)	St Ives	St Ives	Refurbishment	$10,000	2032/2033	Scenario 2/3/4
Darnley Oval - Amenities	Gordon	Gordon	Refurbishment	$269,250	2032/2033	Scenario 2/3/4
Gordon Golf Course - Clubhouse	Gordon	Gordon	Refurbishment	$1,048,500	2032/2033	Scenario 2/3/4
Gordon Golf Course - Pro Shop	Gordon	Gordon	Refurbishment	$216,000	2032/2033	Scenario 2/3/4
Gordon Library - Old School Building	Gordon	Gordon	Refurbishment	$1,404,000	2032/2033	Scenario 2/3/4
East Roseville Bowling Club - Greenkeepers Shed	Roseville Chase	Roseville	Refurbishment	$33,250	2032/2033	Scenario 2/3/4
Lofberg Netball Courts - Amenities	West Pymble	Comenarra	Refurbishment	$269,250	2032/2033	Scenario 2/3/4
St Ives YMCA	St Ives	St Ives	Refurbishment	$2,420,176	2033/2034	Scenario 1
Hassell Park Pavilion - Amenities	St Ives	St Ives	Refurbishment	$2,508,750	2033/2034	Scenario 2/3/4

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Karuah Oval - Amenities	Turramurra	Wahroonga	Refurbishment	$669,000	2033/2034	Scenario 2/3/4
Ku-ring-gai Fitness and Aquatic Centre	West Pymble	Comenarra	Refurbishment	$1,382,000	2033/2034	Scenario 2/3/4
St Ives Nursery - Bushcare Chemical Storage	St Ives	St Ives	Refurbishment	$6,540	2033/2034	Scenario 2/3/4
St Ives Nursery - Polyhouse Potting Shed	St Ives	St Ives	Refurbishment	$136,250	2033/2034	Scenario 2/3/4
St Ives Nursery - Potts Storage	St Ives	St Ives	Refurbishment	$13,080	2033/2034	Scenario 2/3/4
St Ives Showground - Administration Building	St Ives	St Ives	Refurbishment	$1,801,200	2033/2034	Scenario 2/3/4
Warrimoo Oval - Tennis Amenities	St Ives Chase	St Ives	Refurbishment	$183,180	2033/2034	Scenario 2/3/4
St Ives Showground - Craft Pavilion	St Ives	St Ives	Refurbishment	$1,801,200	2034/2035	Scenario 2/3/4
St Ives Showground - Maintenance Workshop	St Ives	St Ives	Refurbishment	$80,000	2034/2035	Scenario 2/3/4
St Ives Showground - Mini Wheels Club	St Ives	St Ives	Refurbishment	$1,615,500	2034/2035	Scenario 2/3/4
The Old School - Headmasters Cottage	St Ives	St Ives	Refurbishment	$1,107,950	2034/2035	Scenario 2/3/4
Wildflower Garden - Soil and Fertilizer Shed	St Ives	St Ives	Refurbishment	$30,000	2034/2035	Scenario 2/3/4
Acron Oval - Clubhouse and Amenities	St Ives	St Ives	Refurbishment	$349,500	2034/2035	Scenario 2/3/4
Allan Small Park - Tennis Amenities	East Killara	Gordon	Refurbishment	$100,350	2034/2035	Scenario 2/3/4
Cliff Oval - Amenities & Clubhouse	North Wahroonga	Wahroonga	Refurbishment	$1,077,000	2034/2035	Scenario 2/3/4
Koola Park - Amenities	East Killara	Gordon	Refurbishment	$538,500	2034/2035	Scenario 2/3/4
Koola Park - Pavilion Amenities	East Killara	Gordon	Refurbishment	$1,505,250	2035/2036	Scenario 2/3/4
Ku-ring-gai Bush Fire Brigade	North Wahroonga	Wahroonga	Refurbishment	$1,211,625	2035/2036	Scenario 2/3/4
Queen Elizabeth Reserve - Amenities	Lindfield	Roseville	Refurbishment	$807,750	2035/2036	Scenario 2/3/4
Queen Elizabeth Reserve - Tennis Clubhouse	Lindfield	Roseville	Refurbishment	$501,750	2035/2036	Scenario 2/3/4
Gordon Community Preschool - Garage	Gordon	Gordon	Refurbishment	$56,160	2035/2036	Scenario 2/3/4
Roseville Chase Oval - Groundsman Shed	Roseville Chase	Roseville	Refurbishment	$27,250	2035/2036	Scenario 2/3/4
St Ives Preschool Kindergarten	St Ives	St Ives	Refurbishment	$974,715	2035/2036	Scenario 2/3/4

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St Ives Showground - Dog Hut B	St Ives	St Ives	Refurbishment	$1,615,500	2035/2036	Scenario 2/3/4

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PRODUCTIVITY AND COST-CONTAINMENT REPORT

REPORT PREPARED TO ACCOMPANY COUNCIL'S SPECIAL RATE VARIATION APPLICATION TO THE INDEPENDENT PRICING AND REGULATORY TRIBUNAL (IPART)

DECEMBER 2025

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Executive summary

This report has been prepared to support Ku-ring-gai Council's application for a Special Rate Variation (SRV) in 2026/27, and to provide the community with confidence that Council has a strategy in place for keeping its operational costs as low as possible and improving productivity across its operations.

Ku-ring-gai Council commissioned an independent, high-level review of its financial sustainability in late 2022. This review found that while our core financial strategies were sound, escalating costs presented a substantial funding challenge for ongoing maintenance and renewal of our infrastructure. In response to the review's recommendations, Council completed a detailed analysis of the condition and backlog for community buildings, and drainage assets. This work directly informed our assessment of additional funding needed. The review also highlighted that the Council's operating expenditure per capita and staffing levels were already lower than those of comparable councils, suggesting that opportunities for further savings would be difficult to achieve.

Ku-ring-gai Council operates as a lean and efficient organisation, regularly outperforming most metropolitan councils in key financial performance indicators. Our operating expenditure per resident is 16% below the Sydney average, and our expenditure (for all services) of $320,000 per km of road is 33% below other Sydney councils. Staffing numbers have remained stable, and our ratio of residents to staff is currently the second highest among Sydney councils.

Council has a strategy in place for financial management and efficiency focused on five key elements: disciplined financial governance, optimising revenue streams to lessen the burden on ratepayers, a dedicated service improvement review program, business improvements to reduce waste and streamline processes and transparent public reporting.

Council operates under a stringent legislative and regulatory framework and has a strong governance structure and a disciplined planning and budgeting process in place to contain costs.

Council generates around 58% of our total income from sources other than rates, including user fees and charges, grants, investment returns and leases. This report provides a high-level overview of actions Council has taken to increase revenue from its recreational and other facilities, Council's success in securing millions of dollars in external funding through grants and a commercial leasing policy that has increased the annual returns from our property portfolio by 29% over the past six years (since 2019/20).

Council's Service Improvement Review Program is a series of targeted reviews and benchmarking of operations provide the insights and evidence Council requires to assess its efficiency, resource requirements and opportunities to streamline processes and adjust service levels. Three service reviews were completed in 2024/25, two will be completed by the end of 2025 and an additional four scheduled for completion by June 2026. Conducting four service reviews each year demonstrates Council's ongoing commitment to improving services.

As well as these formal reviews, all service units are actively encouraged to look for business improvements that reduce unnecessary administration and waste and maintain levels of service within available budgets. As a result of these initiatives, Council has realised savings equivalent to $7.4 million over the past 5 years (compared to the 2019/20 baseline) and forecasts these savings to increase by another $3.8 million over the next two years. Council estimates that these initiatives have also freed up to 12,100 hours of administrative time per year (equivalent to around 7 FTEs).

These savings are redirected into other functions and services allowing Council to maintain levels of service with minimal increase in costs.

The fifth and final pillar of our cost containment and efficiency strategy is Council's comprehensive approach to tracking and reporting performance to the community. Council publicly reports its progress against Delivery Program and Operational Plan and performance against performance indicators of efficiency and productivity. Furthermore, the outcomes of Council's service improvement program are detailed in the Annual Report.

Office of Local Government and IPART requirements

Councils in NSW can apply for a Special Rate Variation (SRV) to increase their general income beyond the standard rate peg, subject to approval by the Independent Pricing and Regulatory Tribunal (IPART). This may be used to fund services, infrastructure or improve the financial sustainability of a council.

The Office of Local Government (OLG) provides guidelines for SRV applications. IPART assesses each application against OLG criteria, using a rating system of "demonstrated" or "not demonstrated" for each criterion. One of these criteria productivity and cost-containment.

Specific IPART requirements include the following:

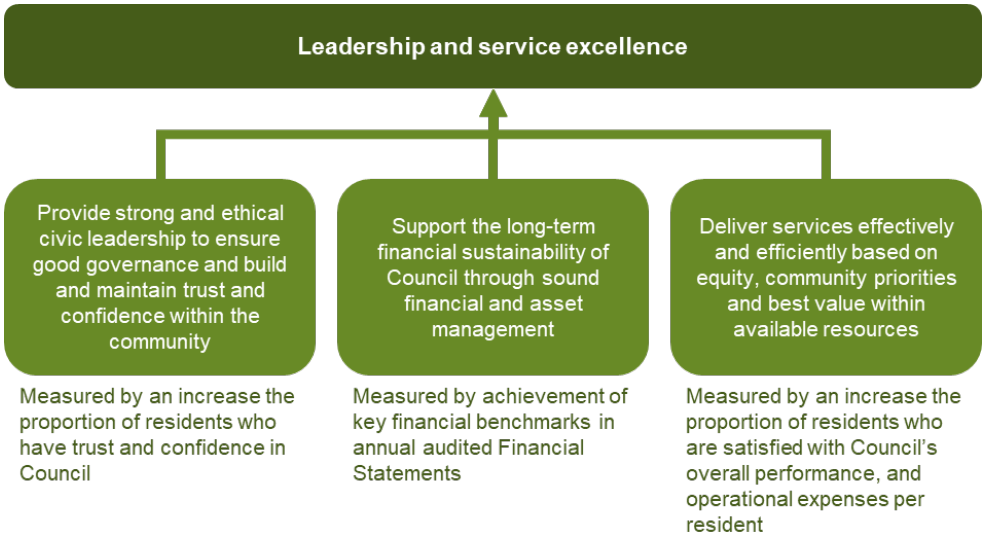
- Council should detail its **strategic approach to improving productivity in operations and asset management**. This may involve a comprehensive review of council functions, targeted reviews of specific areas, alignment of service standards with community expectations, organisational restructuring, process redesign, procurement reviews and asset rationalisation.
- Council should provide **evidence of past productivity improvements and cost-containment strategies**. This requires quantifying the financial gains in dollar terms and as a percentage of operating expenditure. Where quantification isn't possible, Council should explain how the initiative improved efficiency and demonstrate a robust internal process for identifying and implementing such gains.
- Council should detail **planned productivity improvements and cost-containment strategies** for the duration of the proposed SRV. This includes providing evidence of the likelihood of implementation, estimating the financial impact of these strategies, presenting the impact as a percentage of operating expenditure and indicating how these initiatives have been factored into the Long Term Financial Plan.
- To demonstrate a change in efficiency over time, Council should use data to **compare performance over time and against similar councils**. This may include the number of full-time employees (FTE), the ratio of FTE to population, average cost per FTE and contractor expenses over time. This comparative data provides context and highlights a council's progress in improving efficiency.

Our Ku-ring-gai: Growing together

Ku-ring-gai Council's **Community Strategic Plan** (CSP) provides a clear articulation of the community's long-term vision, priorities and aspirations. Our vision under this plan is for a “thriving and connected community where we balance growth and change with the protection of our natural environment and heritage and work together to ensure a vibrant and inclusive future”. The CSP presents five outcomes:

- Our unique natural environment is protected and enhanced
- Sustainable urban growth and change
- Infrastructure and assets support community needs
- An inclusive, connected and safe community
- Leadership and service excellence

One of the five outcomes in the CSP is **leadership and service excellence,** and it includes the following strategies and measures of progress:



Delivery Program and Operational Plan

The **Delivery Program and Operational Plan** (DP&OP) outlines Council's plans and priorities for the next four years, and details how Council will utilise available resources to support the strategies in the CSP. The DP&OP includes the following Term Achievements that it aims to deliver over this term of Council, and actions for 2025/26:

Term Achievement	Key actions and projects for 2025/26
The Community Strategic Plan drives delivery of community priorities through effective strategic planning, prioritisation, advocacy, partnerships and reporting to the community on performance.	• Implement a new integrated planning and reporting framework to support the implementation of Council's strategies and plans, and prioritisation of projects and initiatives based on strategic alignment, community needs and availability of resources. • Update reports and supporting system to deliver clear and comprehensive reporting to councillors and the community on performance and delivery.
Council takes action towards financial sustainability.	• Ensure financial performance aligns with strategic plans by managing income and expenditure in line with adopted budget. • Review the LTFP and identify options such as a special rate variation to maintain financial sustainability. • Actively pursue external funding opportunities through grants, partnerships and other external funding sources. • Ensure compliance with statutory financial reporting requirements, align with external audit requirements and strive for continuous improvements.
Council's property assets are managed to achieve Ku-ring-gai's strategies and priority projects contained within the Community Strategic Plan and Delivery Program.	• Progress Council approved property acquisitions and divestments. • Optimise financial returns from Council's existing property portfolio, given the prevailing market conditions.
Council maintains its commitment to infrastructure asset management priorities.	• Identify available funding sources in the LTFP for infrastructure renewal. • Review the Asset Management Strategy, policy and plans and align with Council's infrastructure priorities.
Council services are progressively reviewed to determine agreed service levels and improvements to service efficiency and sustainability within available resources.	• Prepare a framework for service improvement reviews and develop measures and key performance indicators to track and report on service performance and organisation efficiency. • Conduct systematic reviews of council services to identify opportunities to improve efficiency and effectiveness, in line with the agreed service improvement program. • Continue to integrate sustainability practices into Council's business framework and service delivery.

The DP&OP includes specific actions relating to service excellence, efficient service delivery and prudent financial management, supported by integrated planning and reporting, strategic prioritisation of projects, community needs and the availability of resources.

Financial sustainability is a core focus, and Council is committed to managing finances in a way that does not burden future generations. Council will continue to meet budget objectives, control costs and actively pursue grants and other revenue sources. A program of service improvement reviews will continue to identify opportunities for service improvements, cost savings and innovative service delivery.

Financial sustainability review

To address growing financial pressures, Ku-ring-gai Council commissioned an **independent, high-level review of its financial sustainability** in late 2022. The review confirmed that our financial strategies were sound, but rising costs presented a significant funding issue for essential infrastructure maintenance and renewal.

Council commissioned the review in light of increasing financial challenges, including rising project, maintenance, and operating costs and increasing demands for infrastructure and services. The review examined the following questions:

- Are the assumptions underpinning Council's financial strategies sound?
- Are the strategies sufficient to maintain Council's assets and infrastructure portfolios and deliver its 10-year capital works plan?
- What options does Council have to deliver its maintenance and works commitments and obligations?

Key findings included the following:

- The assumptions in the Long-Term Financial Plan assumptions were satisfactory but becoming unsustainable due to rising costs and materialisation of other financial risks.
- Spending requirements in the Asset Management Strategy were reasonable but needed updating. It confirmed that there was a significant funding gap for maintenance and renewals and capital works costs were increasing substantially.
- Asset sales were politically sensitive and not favoured for funding asset renewals or core operations. Asset sales could be used to fund new assets but were not a sustainable long-term solution to the infrastructure funding gap.
- Ku-ring-gai residents have a higher capacity to pay for additional costs, but Council resources were lower than comparable councils. Operating expenditure per capita was below the average for similar councils. Council has a relatively efficient staffing structure, with each staff member servicing more residents than other major metropolitan councils
- When coupled with lower operating expense per resident and lower increases in operating expenditure of the past 5 years, it found that "Council has been on an improvement path and further opportunities for improvement may be limited"[1].

[1] Ku-ring-gai Council Sustainability Review, by Morrison Low, January 2023, page 22

The review made the following recommendations, and Council has taken the following actions in response:

Recommendation	Actions completed and underway
Revisit the capital works program to ensure proposed capital works are affordable and achievable	Council updated its capital works program for the 2023/24 Delivery Program and Operational Plan (DP&OP), Long Term Financial Plan (LTFP) and Asset Management Strategy (AMS), and the works program is updated annually. The Capital Works Program was reviewed to ensure it is affordable, achievable, and aligned with strategic priorities and adequate funding.
Review LTFP assumptions to better align with the current economic circumstances.	Council updated its assumptions based on Consumer Price Index (CPI) forecasts, interest rate expectations, employee award increases, loan repayment schedules, planned asset sales and other special income and costs for the revised LTFP. Assumptions are reviewed as part of the annual planning and budgeting cycle.
Review the intention to proceed with the St Ives and Marian St Theatre projects. If to proceed these be largely funded by loan and SRV.	Council resolved to proceed with the St Ives Indoor Sports Centre project in partnership with the NSW Department of Education Scenarios in December 2022, to be funded by a $13.5m loan (to be repaid by an increase in rates), general revenue, grants and s7.12 contributions. The project is scheduled for completion in December 2025. The Marian Street Theatre project remains unfunded, and no decision has been made to progress the project. The community was consulted on a range of SRV scenarios in mid-2025, including an option that would repay a loan to cover the capital and ongoing operational costs of the project. However, this option was not supported.
Further work and investigation be undertaken to confirm asset condition, useful lives and asset backlog for roads, buildings and drainage. Once complete funding be reallocated between asset classes and the remaining gap addressed.	The Asset Management Strategy and the capital works program was updated and published in the DP&OP. Council has completed an independent detailed assessment of drainage and building assets, including review of useful lives asset conditions, funding requirements. These detailed assessments informed the Asset Management Plan and Asset Management Strategy.
Review Section 7.11/7.12 plans and contributions	Council reviewed and updated the s7.12 contributions plan and this was adopted by Council in March 2023. The review of the s7.11 contributions plan commenced in 2025/26.
Reconsider alternative funding strategies including fully commercial lease returns and other revenue from fees and charges such as parking	Council has implemented a range of activities to maximise its revenue from sources other than rates. This has included benchmarking and review of fees for recreational facilities, review and renegotiation of lease agreements to bring them into line with market rates and cost recovery principles and active pursuit of grants opportunities. Paid parking has been implemented at Lindfield Village Green and will continue to be considered as development in the area increases.
Undertake a program of service reviews including reviewing service levels and efficiencies and effectiveness	Council commenced a program of formal service reviews. As at end-June 2025 three service reviews have been completed, 2 were underway and four reviews are planned for 2025/26. Council is committed to undertake 4 service reviews each financial year.
Reconsider a sustainable funding strategy, loans, special rate variation options, amend Resourcing Strategy and engage community. Undertake special rate variation application process.	In June 2025, Council adopted a new Community Strategic Plan (CSP), DP&OP and an LTFP that proposed four rate rise options. Council resolved to commence comprehensive community engagement on the rate rise options. The first phase of community engagement concluded in September 2025. The second phase of the community consultation on the revised IP&R reports, incorporating two rate rise options concluded in November 2025.

Key indicators of organisational efficiency

Ku-ring-gai Council operates as a lean and efficient organisation, **outperforming most metropolitan councils in key financial metrics**. This demonstrates our commitment to delivering value for money to residents.

While there are no standard efficiency benchmarks for councils in NSW, data from the NSW Office of Local Government (OLG) provides sufficient information to compare performance. The data sourced from OLG (2023/24) offers reliable quantitative information for assessing our effectiveness in delivering services and managing finances. Overall, Ku-ring-gai Council demonstrates strong efficiency across these key measures.

Total operating budget

Council's total operating budget is $165 million in 2025/26. This covers the full range of Council operations, including maintaining local roads and infrastructure, waste management and recycling, parks and recreation facilities, libraries, community services, planning and development approvals, environmental health and animal control and administration. In addition, Council has committed to invest $72 million in capital works, primarily focused on renewing, upgrading and building new infrastructure.

Operating expenditure per capita

This indicator assesses Council's operational spending for each resident. Lower expenditure per capita generally signifies greater efficiency in service delivery and resource management. In 2023/24, **Ku-ring-gai Council's operating expenditure per capita was $1,215, 16% lower that the Sydney average of $1,441**. This suggests Council is delivering services in a more cost-effective manner than the average across Sydney.

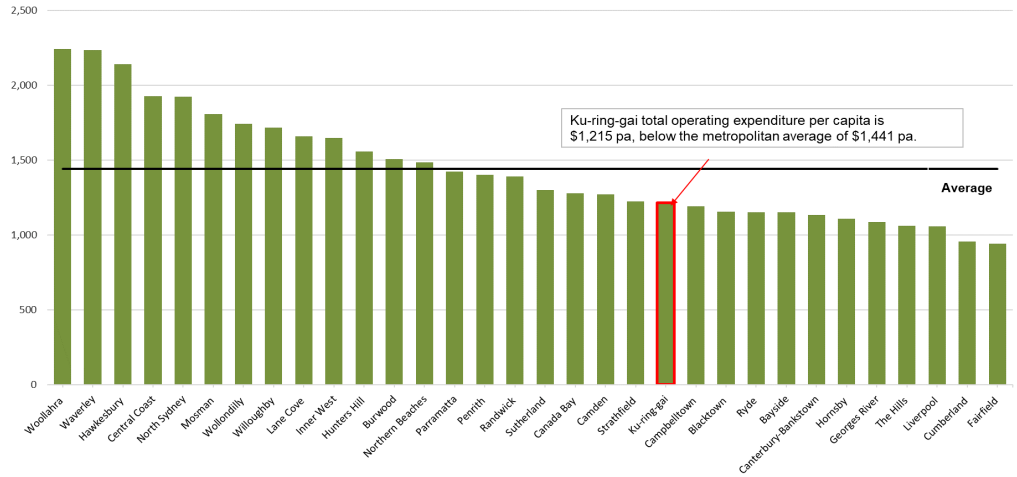


Figure 1: Operating expenditure per capita, comparison across Sydney councils. Source: NSW Office of Local Government (OLG) comparative data 2023-24. Updated data for 2024-25 is not expected to be published until early 2026. Includes metropolitan and metropolitan fringe councils (excluding City of Sydney and Blue Mountains)

Ku-ring-gai Council staff service more residents, on average, than other Councils.

A comparison of change over time shows that Ku-ring-gai Council has **consistently retained a higher population to staff ratio than the Sydney average.** Council's ratio increased slightly (i.e. increased efficiency) between 2019/20 to 2023/24, while the Sydney average decreased over the same period.

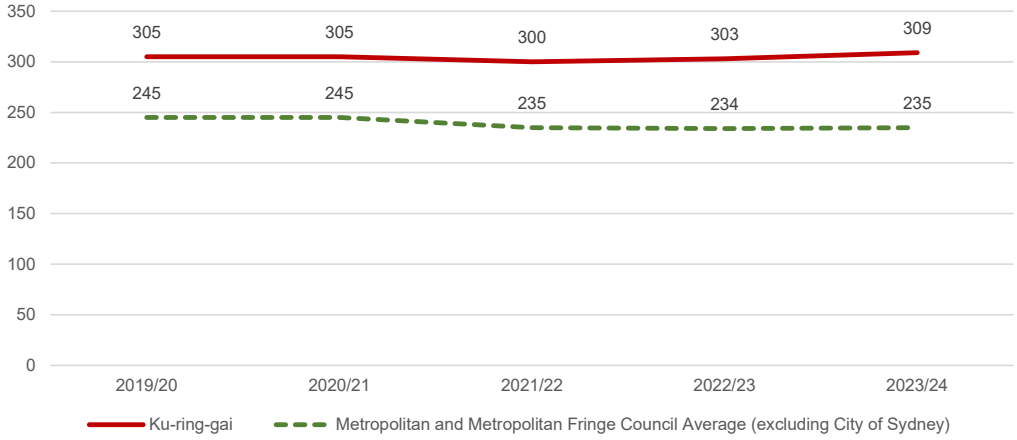


Figure 2: Population to staff ratio comparison. Source: NSW Office of Local Government (OLG) comparative data 2019/20 to 2023/24. Updated data for 2024-25 is not expected to be published until early 2026. Includes metropolitan and metropolitan fringe councils (excluding City of Sydney and Blue Mountains)

Operating expenditure (for all services) per km of road

This indicator examines the total operating expenditure (for all services) relative to the length of roads Council manages. For urban metropolitan councils, lower expenditure per kilometre of road suggests efficiency in providing related services. **Ku-ring-gai's operating expenditure per km of road is $320,000, which is 32% below the metropolitan average of $476,000 per km**.

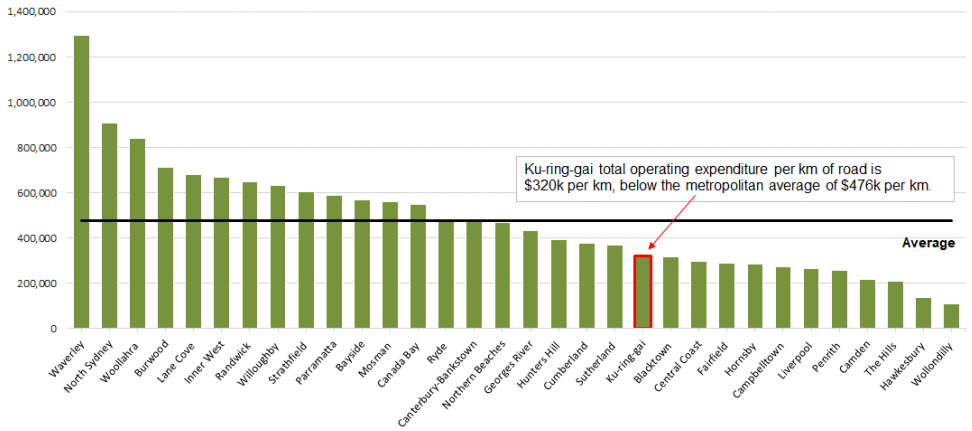


Figure 3: Total operating expenditure per km of road. Source: NSW Office of Local Government (OLG) comparative data 2023/24. Updated data for 2024-25 is not expected to be published until early 2026. Includes metropolitan and metropolitan fringe councils (excluding City of Sydney and Blue Mountains)

Staffing and contractor costs

Ku-ring-gai Council's staffing numbers **have remained relatively stable over time** and Council employed 411 full-time equivalent (FTE) staff in 2023/24[2]. This is an indication of Council's disciplined approach to managing the number of permanent employees, and that Council is effectively delivering services without relying on continuous growth in its permanent workforce.

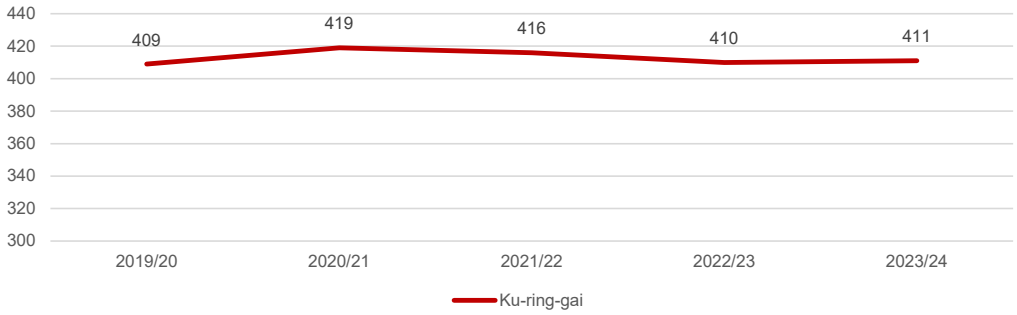


Figure 4: Number of full-time equivalent staff comparison 2019/20 to 2023/24. Source: NSW Office of Local Government (OLG) comparative data 2019/20 to 2023/24. Updated comparative data for 2024-25 is not expected to be published until early 2026. Includes metropolitan and metropolitan fringe councils (excluding City of Sydney and Blue Mountains)

Total employee costs rose from $41.0 million to $49.1 million over the same period[3]. This increase was primarily due to employee award increases that Council has no control over.

Ku-ring-gai's average cost per employee has been below or equal to the average across the Northern Sydney Regional Organisation of Councils (NSROC), with the change over time primarily due to employee award increases each year. This demonstrates that, on a like-for-like basis, Council is managing employee remuneration effectively.

[2] Source: NSW Office of Local Government (OLG) comparative data. Updated comparative data for 2024-25 is not expected to be published until early 2026.
[3] Source: Ku-ring-gai Council Annual Financial Statements.

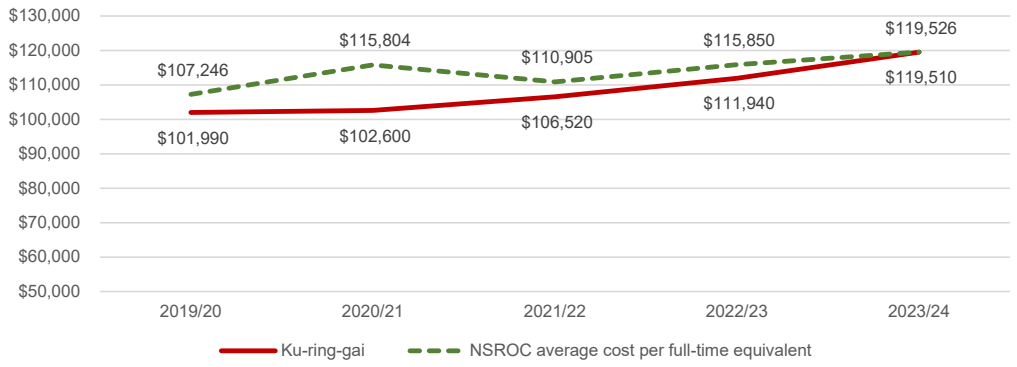


Figure 5: Average cost per full-time equivalent (FTE) employee comparison 2019/20 to 2023/24. This figure is calculated by dividing total employee benefits and oncosts for each council by FTEs. Source: Staffing numbers are sourced from NSW Office of Local Government (OLG) comparative data. Staffing costs are sourced from councils' audited financial statements.

Ku-ring-gai Council's employee costs as a percentage of overall operating expenditure have remained relatively stable over time. This proportion has remained below or equal to the average across the NSROC. Since employee costs are typically the largest single operating expense for local government, keeping this percentage down is a strong signal of operational efficiency and successful resource allocation, as it means a larger share of expenditure is being directed towards materials, contracts and core service delivery.

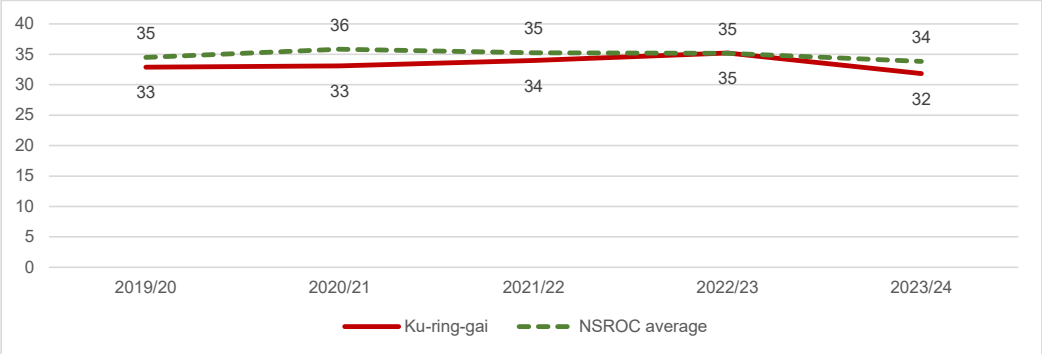


Figure 6: Employee costs as percentage of overall expenditure comparison. Source: Councils' audited financial statements.

Council has a strategy of outsourcing services rather than hiring permanent staff where it is more cost-effective for specific, non-recurring projects or for tasks requiring expertise that is not needed on a full-time basis, such as infrastructure projects or specialised engineering works. Contractor and consultancy costs increased from $43.4 million in 2019/20 to $48.5 million in 2023/24[4], a 12% increase which was mainly driven by post-COVID price increases and inflation.

[4] Source: Ku-ring-gai Council Annual Financial Statements.

Ratio of residents to staff

This indicator measures the number of residents served by each full-time equivalent (FTE) staff member. A higher ratio typically points to greater staff efficiency, with fewer staff responsible for serving a larger population. **In 2023/24, each Ku-ring-gai Council staff member serviced 309 residents, the second highest ratio among Sydney councils and significantly above the Sydney average of 235 residents.**

To put this into perspective, if Council operated with a population-to-staff ratio in line with the Sydney average, Council's employee costs would be approximately 30% or $15 million higher.

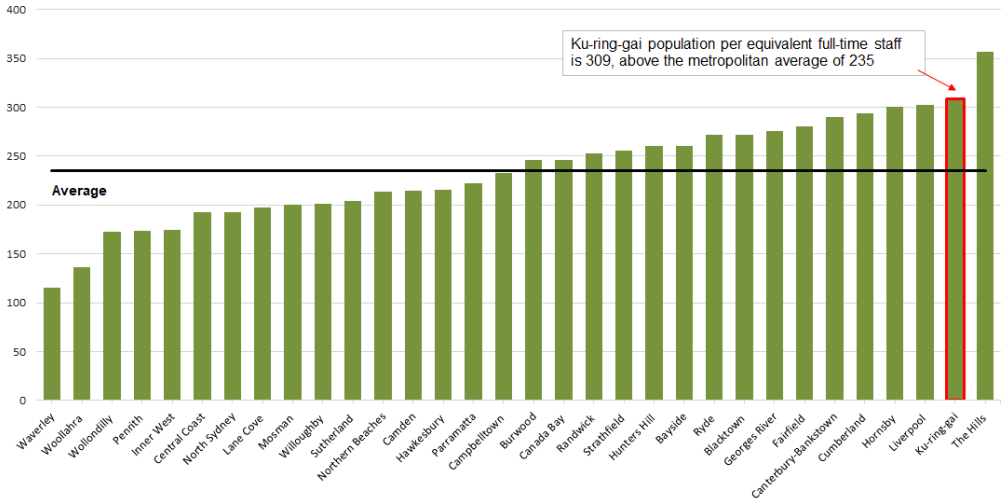


Figure 7: Population per equivalent full time (EFT) staff. Source: NSW Office of Local Government (OLG) comparative data 2023/24. Includes metropolitan and metropolitan fringe councils (excluding City of Sydney and Blue Mountains)

A strategic approach to cost containment and efficiency

Council has a strategic approach to financial management and efficiency focused of **five key elements**: disciplined financial governance, optimising revenue streams to lessen the burden on ratepayers, a dedicated service improvement review program, business improvements to reduce waste and streamline processes and transparent public reporting. Further detail is provided in the following sections of this report.



Figure 8: A strategic approach to financial management, cost containment and efficiency

Key element 1: Financial management and governance

Council operates under a stringent legislative and regulatory framework which ensures responsible and sustainable spending.

NSW local councils operate within a comprehensive framework of legislation and policies designed to ensure sound financial management and effective cost containment. At Ku-ring-gai Council, these arrangements are supported by a range of governance arrangements, planning processes and financial controls.

Legislative and regulatory framework

The *Local Government Act 1993* and supporting regulations establish the fundamental principles and requirements for how Council must manage its finances, including the following:

- Council is legally obligated to adhere to principles such as responsible and sustainable spending aligned with revenue, responsible investment in infrastructure, effective financial and asset management, and consideration of intergenerational equity (Section 8B).
- Council is required to operate within the **Integrated Planning and Reporting (IP&R) Framework**, which mandates the preparation of a Community Strategic Plan (CSP), Delivery Program and Operational Plan (DP&OP) and Long-Term Financial Plan (LTFP). These plans ensure a comprehensive approach to financial management.
- Council is required to prepare **detailed management plans that include comprehensive estimates of income and expenditure**. Council must also maintain robust budgetary control systems to monitor actual performance against these estimates and report significant variances to the Council (Part 2 of the *Local Government (Financial Management) Regulation 1999*).
- Council must maintain **accurate and comprehensive accounting records and adhere to prescribed accounting practices**. This includes maintaining various ledgers, asset registers and contract registers. The Responsible Accounting Officer (RAO) is accountable for these records (Part 4 of the Regulation).
- Council follows stringent requirements for preparing **annual financial reports**, which must adhere to specific accounting standards and provide a true and fair view of our financial position and performance. These reports are subject to audit by the NSW Auditor-General (Part 5 of the Regulation).
- Council must prepare and submit **quarterly budget review statements** to the council and the Office of Local Government (OLG), highlighting financial performance against the budget (Clause 14 of the Regulation).
- Council must adhere to the OLG's **Code of Accounting Practice and Financial Reporting** that provides specific guidance on how financial reports must be prepared.

Governance arrangements

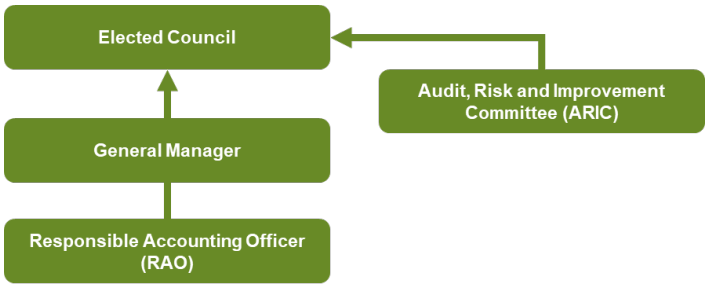
Effective financial management is underpinned by robust governance structures and processes at Ku-ring-gai Council.

Councillors, as the elected governing body, hold the ultimate responsibility for Council's long-term financial sustainability. They are responsible for approving the annual budget, endorsing strategic management plans and approving major financial decisions. Their oversight of our financial performance is maintained through regular, detailed reporting.

The **Audit, Risk and Improvement Committee** (ARIC) provides independent oversight of Council's audit functions, risk management framework, internal controls and financial statements. New terms of reference for the ARIC came into effect in July 2024. As well as ensuring alignment with the Office of Local Government (OLG) Guidelines for Risk Management & Internal Audit for Local Government NSW, the changes strengthen the independence of the committee and provide greater oversight of Council's business improvement program.

The General Manager is accountable for the efficient and economical management of all operations. This includes ensuring that effective procedures are in place for control over assets, liabilities, revenue collection and expenditure. The GM is responsible for implementing financial decisions made by the elected council and providing comprehensive and timely financial reports.

The RAO is responsible for maintaining our accounting records and ensuring the proper collection, security and banking of council funds. They also play a key role in budget preparation and monitoring.



Ku-ring-gai Council has sound internal controls in place to safeguard assets, prevent fraud and error and ensure the integrity of financial information. These include segregation of duties, independent authorisation and payment processes and regular reconciliations. We also have set delegations of financial authority in place, outlining who can approve expenditure and enter into financial commitments, ensuring appropriate levels of oversight. Council is further strengthening its controls through the implementation of new solutions and initiatives (e.g. EFT Sure platform).

Planning and budgeting

All NSW councils are required to integrate financial planning into their broader strategic planning framework to ensure long-term sustainability and cost containment.

The IP&R framework requires Council to develop a long-term CSP, which informs the **Delivery Program** (outlining activities for the council term) and the **annual Operational Plan** (detailing actions for the financial year). This integrated approach ensures financial decisions align with community priorities and overarching strategic objectives.

The **Resourcing Strategy** is a critical component of the IP&R framework that specifically addresses long-term financial planning, proactive asset management and strategic workforce planning. Our LTFP provides a detailed 10-year forecast and robust planning for essential infrastructure maintenance and renewal to ensure our long-term financial sustainability.

Council's annual planning and budgeting process follows a three-step approach:

- Top-down objective setting to align funding with strategic priorities.

- Bottom-up preparation where business units prepare a budget including detailed justification for all change to expenses.
- Rigorous review by management to ensure estimates are realistic and cost-effective.

A core principle of this process is to continue to deliver an operating surplus to fund capital projects without external borrowing, maintain a healthy working capital of at least 5% of operating expenditure and hold internal cash reserves of not less than 10% of operating revenue to manage financial shocks.

Council is **updating its IP&R policy and framework** to strengthen linkages between strategic planning, operational planning, capital works planning, risk management and the annual budget setting process. This will help ensure that funding is directed towards projects that contribute most effectively to strategic objectives and that these projects are adequately funded. Updates are expected to inform the 2026/27 planning and budgeting cycle, with further improvements to be implemented over coming years.

Budget governance and end of year reporting

Ku-ring-gai Council's **Budget Governance Policy** and processes promote efficiency and cost containment through several key mechanisms.

Our formal **Quarterly Budget Review** (QBR) process ensures continuous monitoring of budget performance. Any additional expenditure or identified shortfalls must be fully offset by clearly identified savings in other areas or demonstrable increases in revenue. This “find-and-fund” approach promotes efficient resource management and effectively prevents budget overruns.

Comprehensive **end-of-year processes** include a thorough performance overview and controlled carry-forwards for ongoing projects. At year-end, unspent funds on projects yet to commence must be formally approved by Council.

All budget managers are required to regularly monitor their allocated budgets and report any potential or actual issues to the finance team. Formal quarterly meetings with all budget managers ensure ongoing, open communication and enable early intervention to address potential cost overruns and implement corrective actions.

Council is audited every year, and the NSW Auditor-General's Office has consistently found that our financial statements present a true and fair view of Council's financial position, performance and cash flows in accordance with accounting standards. As a direct result of Council’s disciplined approach to managing expenses, Ku-ring-gai has **consistently been in the top 20 councils in NSW to achieve operating surpluses each year**. These surpluses are directly reinvested into capital projects, reducing the need for external borrowing.

Over the past five years, Council has consistently ranked among the top five councils in NSW for completing the end-of-year process and lodging with the OLG early, and achieving unqualified audit reports. This demonstrates a well-planned, efficient and highly effective year-end process which reduces workload hours by approximately three months.

Asset management

Council's approach to asset management planning helps ensure effective maintenance and utilisation of assets, prolonging lifespan and improving operational efficiency.

In 2020/21, Council conducted a **comprehensive inspection and revaluation of its footpath and open space assets** to ensure data accuracy and alignment with current asset conditions. A subsequent revaluation of footpath assets is currently underway to further refine asset data, assess condition changes and ensure valuations remain reflective of their true service life and replacement costs.

A **revaluation of the drainage assets** was carried out in 2023/24. The drainage assets revaluation was undertaken by an external valuer and resulted in a 14% increase in Gross Replacement Cost (GRC), mainly due to an increase in unit rates. In conjunction with the revaluation, a new optimal renewal methodology was introduced that allowed the drainage assets to be componentised into short-life and long-life components. By adopting this methodology, Council will realise significant cost efficiencies in stormwater management—primarily through the increased use of pipe relining instead of full pipe replacement, supported by more accurate componentisation of assets.

A **functional review of buildings assets** was undertaken by external consultants during 2023/24. This project mainly addressed the renewal phase of the building lifecycle and proposed additional works to improve their utilisation of Council's building assets. Condition of assets was also inspected as part of this process.

An **independent asset management maturity review** against the best practice requirements in the ISO 55000:2024 Asset Management Standards was completed in June 2025. While finding that Council is generally meeting core requirements it identified a number of areas for uplift. An implementation plan has been developed with all actions scheduled for completion by September 2026.

In mid-2025, Council implemented a **restructure of the operations department** to improve Council's project delivery capacity and capability, strengthen asset management and clarify accountabilities. This includes consolidation of asset management and technical responsibilities into one business unit, and the establishment of a dedicated project delivery team.

Procurement and project management

Council's approach to procurement and project management is a core component of its strategy for containing costs, mitigating risks and ensuring the efficient delivery of capital and other projects.

A **whole-of-life costing methodology** is applied to major capital projects (generally over $1 million). This ensures that the long-term financial implications, including ongoing operational and maintenance costs, are thoroughly considered for significant projects and across the project portfolio. This proactive approach is designed to avoid unexpected costs associated with operating and maintaining assets in later years.

Council's **Major Projects Steering Committee** provides enhanced governance for projects over $5 million, reviewing strategy, scope, budget, procurement, and providing stage gate approvals. This rigorous oversight ensures projects remain on track and within budget, and immediate action is taken to address any issues that arise.

Council has a **sound procurement framework** in place to secure value for money and ensure probity and transparency in purchasing. Procurement valued at over $50,000 must go through a formal RFQ process and projects over $250,000 follow formal tendering procedures. Council has formalised procedures in place for projects to ensure consistent estimates, mandatory sign-offs, change control processes, regular performance measurement, detailed job estimates and explicit discouragement of "gold-plating". Council is **updating its procurement policies and procedures**, and this work is expected to be completed in early 2026.

Council employs a risk-based approach to contract management to ensure that oversight is proportional to a contract's value and vulnerability. Council's **contract management policy and procedures** help staff identify and apply the appropriate level of management to ensure compliance without creating unnecessary bureaucracy. The **policy and procedures were reviewed and enhanced** in 2024 and supported by a comprehensive training program for staff and other improvements to internal processes.

An **independent internal audit of Council's contract management processes and controls** completed in May 2025 found that that Council has made significant progress in strengthening its contract management activities. Recommendations arising from the audit are being implemented.

Key element 2: Optimisation of revenue

As well as rates, Council generates revenue from user fees and charges, grants, contributions from development, interest from investments and other sources. Council raises around 58% of its revenue from sources other than rates. We continually seek opportunities to increase revenue from these diverse sources to minimise the financial burden on ratepayers. Our proactive approach to managing financial resources and diversifying revenue streams is central to our cost containment strategy.

User fees and charges

Council's total revenue from user fees and charges has increased by 16% over the past six years, despite significant revenue losses during the COVID-19 pandemic.

	2020/21	2021/22*	2022/23	2023/24	2024/25
Total income from user fees and charges	$20.66 million	$18.05 million	$21.62 million	$22.96 million	$24.09 million
Proportion of total income	13%	12%	13%	13%	13%

Table 1: Total income from user fees and charges. Source: Ku-ring-gai Council Annual Reports and audited financial statements.
(*) Decrease due to loss of income from COVID lockdowns.

While around 25% of Council service charges are capped at a statutory rate (e.g. DA assessments), Ku-ring-gai Council undertakes an annual strategic review of other user fees and charges to ensure fair pricing for residents while strengthening long-term financial sustainability. Proactive reviews of pricing, coupled with targeted strategies to improve facility utilisation, have resulted in significant positive increases over the last five years. Some notable examples include:

Service or facility	Actions	2020/21 revenue	2024/25 revenue	% increase
Tennis courts	Implementation of online booking systems, targeted engagement with user groups and facility improvements to increased court utilisation.	$577k	$1.08m	88%
Halls and meeting rooms	Implementation of an effective online booking system and sustained recovery in usage rates following pandemic restrictions.	$352k	$568k	61%
Golf courses	A strategic review of fees and charges completed in 2022/23 (including a 25% increase to green fees) coupled with successful management of memberships and utilisation.	$1.7m	$2.5m	47%
Holiday activities	Expansion of program offerings and promotions to increased community demand.	$387k	$544k	41%
Aquatic centre (KFAC)	A proactive review of fees, the active management of enrolments and additional programs, delivered in collaboration with Council and the YMCA.	$4.2m	$5.7m	35%
St Ives Showground	Optimisation of event scheduling and commercial use of facilities, successfully attracting larger, more regular bookings.	$126k	$168k	33%
Ku-ring-gai Arts Centre	Programming changes based on community feedback and enhanced social media promotion, leading to higher enrolment and event attendance.	$384k	$489k	27%

Table 2: Sample of Council actions generating increased income from user fees and charges. Source: Ku-ring-gai Council Annual Reports and audited financial statements.

Grants

While receiving foundational financial assistance via the Australian Government's Financial Assistance Grants, Council actively pursues grant opportunities across its service delivery areas. This strategy reduces reliance on Council's general revenue for capital projects and community programs and maximises the value delivered to ratepayers.

	2020/21	2021/22	2022/23	2023/24	2024/25
Grants & Contributions provided for Operating Purpose	$9.45 million	$11.48 million	$17.43 million	$9.98 million	$8.46 million
Grants & Contributions provided for Capital Purposes	$18.49 million	$14.76 million	$14.76 million	$20.18 million	$18.04million
Proportion of total income	18%	17%	19%	17%	15%

Table 3: Income from grants. Sources from Ku-ring-gai Council Annual Financial Statements.

The following examples highlight some recent successes:

- Council secured over $6.5 million to support the construction of the Lindfield Village Green project, and $3.4 million for the St Ives Indoor Sports Centre.
- Over the past five years, Council has successfully secured additional funding to deliver traffic, road safety and active transport projects. This includes $14.6 million[5] in funding over the past 5 years.
- Council secured $909,000[6] in funding to improve its fire trail network.
- Council secured $792,000[7] in additional funding under the Public Library Infrastructure Grants Program for upgrades to Gordon Library in 2022/23 and 2023/24.
- Council's Bio Bank conservation agreements with the NSW Government provide ongoing revenue for maintenance and biodiversity actions in Rofe Park and the Ku-ring-gai Flying Fox Reserve, amounting to around $630,000[8] over the past four years.
- Council secured $200,000[9] funding over the past four years to help maintain local walking trails, ensuring these valuable community assets remain accessible and well-cared for.
- Council secured funding[10] for 21 apprenticeship, traineeship and undergraduate positions under the NSW Government's Early Careers Program. As part of this program, Council is building the next generation of local government staff.

[5] Includes $5.6m under the Local Roads and Community Infrastructure Program, $4.48m under Roads to Recovery, $2.36m from the Australian Government Black Spot Program and $2.17 in regional road block grants, $1.5m under Get NSW Active and $1.1m from pedestrian safety programs between 2020/21 to 2024/25 (Council ref: 2025/382206)
[6] Includes $345,800 in 2020/21, $477,820 in 2021/22 and $85,168 in 2023/24
[7] Includes $38,276 in 2022/23, $553,160 in 2023/24 and $200,839 in 2024/25.
[8] Council ref: Bio Banking Linking Landscapes and Flying Fox Reserve
[9] Includes $140,169 in 2021/22, $21,402 in 2022/23, $34,843 in 2023/24 and $3,584 in 2024/25
[10] The projected total funding is up to $704,000 in 2025/26 and $970,000 in 2026/27, depending on the level of experience and tenure of contracts.

Investment returns

Council's Investment Policy is designed to maximise returns within acceptable risk parameters while safeguarding financial resources. Monthly reports to Council show that our **investment performance is consistently above the industry benchmark.** These strong financial returns reduce reliance on rates for funding infrastructure and services.

This was achieved while the portfolio remained stable, averaging $207 million. The main drivers were rising interest rates combined with active investment management, including daily monitoring and reinvestment at competitive rates. In the last financial year, Council achieved a return of 5.37%. Interest is partly restricted to works funded by development contributions (51%), the remaining is used to fund other infrastructure and services.

	2020/21	2021/22	2022/23	2023/24	2024/25
Total income from interest and investment revenue	$3.38 million	$2.88 million	$7.03 million	$9.32 million	$10.53 million
Proportion of total income	2%	2%	4%	5%	6%

Table 4: Total income from interest and investment revenue. Includes overdue rates and annual charges, general cash and investments and restricted development contribution investments. Sourced from Ku-ring-gai Council Annual Reports.

Property and leases

Under our Commercial Leasing Policy, we aim to ensure market-based rents are payable for commercial activities on council-owned facilities, making these assets productive and reducing the burden on ratepayers. Council manages a diverse portfolio of community, commercial and investment properties.

	2020/21	2021/22	2022/23	2023/24	2024/25
Total income from investment properties and other lease income	$7.57 million	$9.17* million	$7.65 million	$8.88 million	$7.93 million
Proportion of total income	5%	6%	5%	5%	4%

Table 5: Total income from fair value increment on investment properties, rental income from investment properties and lease income from community and commercial rental. Sourced from Ku-ring-gai Council Annual Reports.
(*) Reflects a fair value increment of $1.7m on the investment property at 828 Pacific Highway, Gordon.

Through systematic market reviews, lease renewals and implementing new opportunities for tenancies, Council has **increased its annual returns from commercial leasing** over the past five years, and by 29% over the last six years (since 2019/20, $6.1 million).

Council's property at 828 Pacific Highway generates around $3 million in gross rental income per year which, net of expenditure is used to service and discharge the current loan. Council has also audited its community leasing portfolio and formalised 35 agreements, lease renewals and new leases in accordance with community leasing policy to reduce lost revenue.

Council has also realised around $13 million in proceeds over this period from the sale of surplus and residual Council land, reallocated to other capital works, construction of a new road and other projects.

Key element 3: Service improvement review program

Ku-ring-gai Council is dedicated to providing high-quality, efficient and responsive services that continually meet the evolving needs of our community, and its **Service Improvement Review Program** is a crucial component of its broader cost containment and efficiency efforts. 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 each year and report on the progress and results from service reviews in their annual reports. These reviews support Council to:

- identify areas where resources may be under or over-utilised, enabling it to reallocate staff, technology and budget more effectively.
- pinpoint inefficiencies and streamline business processes to minimise administrative costs and processing times.
- benchmark resourcing and service delivery against industry best practices and other councils to identify areas for improvement and check whether Council is operating efficiently compared to other councils.

The following service improvement reviews are currently underway or have been completed in 2024/25:

- Communications and engagement (completed)
- Sportsfield maintenance (completed)
- Development assessment services (completed)
- Compliance and regulatory operations (in progress)
- Community development programs (in progress)

A service improvement policy and supporting guidelines are in development to support the program and Council is also developing a **benefits realisation framework** to better support tracking and reporting on any savings and other measurable improvements arising from each s review. This will be in place for reporting in the 2025/26 Annual Report.

Communications and engagement

Ku-ring-gai Council engaged an external provider to deliver an **independent service review of its communication and community engagement services** in June 2024. This review aimed to assess, enhance and benchmark Council's communication and community engagement activities against industry best practices.

The review found that Council delivers a significant volume of communications across diverse platforms, undertakes substantial community engagement and a range of new processes (including a new community engagement strategy, matrix and register) were developed to better coordinate consultation and engagement across the organisation. A key finding from the review was that **staffing levels of the Corporate Communications team are lower compared to other benchmarked councils** and the unit is operating with a leaner communication and engagement function relative to its peers.

	Ku-ring-gai	Council 1	Council 2	Council 3
Communications	3.1	5.5	7.5	4.5
Graphic design	2	2.5	2	3
Business engagement	0.5	-	-	-
Community engagement	0.7	4	1.5	2.5
Total	6.3	10.5	11	10
Population (2022/23)	124,172	131,122	151,747	135,686

Table 6: Corporate Communications staffing levels (FTEs) and comparative Sydney metropolitan councils. Source: Communication & Engagement: Service Review final report, May 2025 (Centium)

The review recommended recruitment for additional communications, graphic design and engagement officer roles to increase capacity within the team. These positions will be funded from the existing budget. Further recommendations from the review focused on enhancing service delivery and ensuring a more consistent and effective approach to communications and engagement. These recommendations included:

- updating the Community Engagement Strategy to "close the loop" with participants, developing a standardised feedback template, and systematically capturing and sharing lessons learned
- providing training to staff on risk assessment and mitigation during face-to-face consultation.
- conducting additional research on the needs of young people, people with disabilities and culturally and linguistically diverse communities, and using this research to inform and expand community development initiatives.
- developing a single, clear, and consistent policy and process for all notification activities in the Community Participation Plan and Community Engagement Strategy.

In response to these recommendations, the Community Engagement Strategy was updated and publicly exhibited in July-August 2025. An internal Community Engagement Champions network and improved management oversight of engagement activities have been established. A restructure of the Corporate Communications unit is also underway to build capacity for community engagement and support the transition to digital channels. It is expected that these reforms will have a measurable and positive impact on community satisfaction with Council's communications and engagement.

Maintenance of sportsfields

Ku-ring-gai Council commissioned an **independent service improvement review of Council's sports fields maintenance services** in early 2025. This review aimed to assess current maintenance strategies, resource allocation, user satisfaction and to benchmark Council's practices against industry standards.

The review highlighted that material and contract costs have increased significantly over the past three years (primarily due to rising contractor expenses and electricity), but that employee costs have remained stable. Comparisons with Northern Sydney Regional Organisation of Councils (NSROC) members revealed that Ku-ring-gai provides **a significantly higher number of turf fields per resident, and that operational costs per hectare and per field are amongst the lowest in the region**.

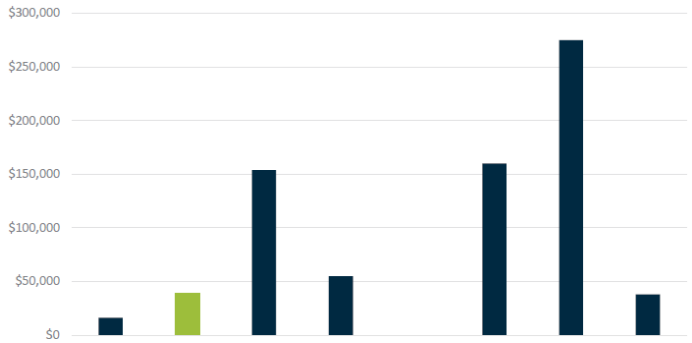


Table 7: Operational budget per sports field for NSROC member Councils (Ku-ring-gai Council is shown in green). Source: Service Review of Sports Fields February 2025 (Morrison Low)

While the review affirmed Council's strong performance, it also identified opportunities for further improvement, including the following:

- develop and adopt a comprehensive sports field strategy to guide future planning and investment, and a sports field capital and renewal program to address the current funding gap
- formally adopt and track costs for sports fields different field classes, develop an internal work order structure to enable better understanding of costs for different activities and service levels, and undertake audits to ensure service levels are maintained
- maintain regular sports forums and communications with sporting codes
- prepare a business case to identify benefits of bringing contracted services in-house
- revisit fees and charges for sporting fields to better align fees with service costs.

While a number of the recommendations arising this review involve longer-term strategic reassessment, Council has made a number of operational improvements and committed to a review of fees and charges for the 2026/27 financial year. It is expected that these reforms will limit or reduce service costs while increasing revenue.

Development application (DA) assessment service

Ku-ring-gai Council commissioned an **independent service review of its DA assessment service**. This review aimed to assess Council's development assessment activities against industry best practices, focusing on efficiency, resource allocation and meeting the needs of applicants.

The review found that the Council faces challenges with the length and complexity of its Development Control Plan (DCP) and its impact on assessment times. It also identified process bottlenecks and highlighted opportunities to improve the experience of customers. The report also pointed to the need for better integration of systems used in the assessment process and the likely impact of NSW Government planning reforms on workload.

The review found that **resourcing levels were comparable to other councils** but would not be sufficient to meet increasing workload and the requirement to reduce assessment times to 85 days in the coming years. The review recommended an increase in staffing or a reallocation of resources to address identified challenges and meet future demands.

	Ku-ring-gai	Council 1	Council 2	Council 3	Council 4	Council 5
Total number of DA staff	28.4	51.4	23	32	6.5	43.7
Total development cost (FY2023/24)	$301,451,181	$374,595,492	$248,424,912	$326,004,467	$89,258,102	$403,173,248
Development cost per FTE	$10,614,478	$7,287,850	$10,801,083	$10,187,640	$13,732,016	$9,225,932
Number of DAs assessed (FY2023/24)	446	969	242	242	124	721
No of applications per FTE	16	19	11	10	19	16

Table 8: Development application (DA) assessment benchmarking data. Source: Development Assessment: Service Review final report, June 2025 (Centium)

Other recommendations from the review focused on enhancing service delivery and ensuring a more consistent and effective approach to assessment of DAs. These recommendations included:

- identifying and amending or removing ambiguous and unnecessary controls in the DCP and improved guidance for applicants
- improving KPI reporting to Council
- prioritising new timeline procedures, introducing and publishing new customer service standards and collecting and analysing data on customer experiences
- exploring the use of AI systems and better digital linkages between applications to improve the assessment process.

As a result of this review, Council has streamlined a number of its business processes and administrative arrangements. As a result, **Council has reduced its average assessment time from 138 days in August 2024 to 94 days in August 2025** - a 32% improvement over 12 months.

Compliance and regulatory operations

Ku-ring-gai 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.

The review found that workloads associated with customer requests regarding building compliance and regulation have increased in recent years.

An independent audit of the ranger compliance framework was also completed in July 2025 and found strong alignment with the principles of ISO 37301:2021 (Compliance Management Systems), with opportunities to improve tracking of training completions and management of legislative changes. Actions to address these issues are to be implemented by early 2026.

Community development programs

Ku-ring-gai Council commissioned an independent assessment of the efficiency, effectiveness and alignment of Ku-ring-gai Council's community development programs to current and future community needs.

Benchmarking showed that there is significant variation in organisational structures and staffing allocations across councils, in the children's and community development services and programs they provide and how they are delivered. Ku-ring-gai and two other benchmarked councils are direct service providers (i.e. high FTE in childcare and aged care). Two of the benchmarked councils largely use a facilitator/advocacy model with much lower FTE counts for community development.

The review highlighted **challenges relating to Council's workforce distribution and the long-term sustainability of some community development services**. Most staff are allocated to children's services, which is challenged by private market competition and the availability of other providers. The current workforce model limits capacity in other areas like multicultural inclusion and disability access. The review made several recommendations, including the following:

- Strategic rebalancing of the service to focus resources on areas of greatest need, market gaps or equity issues.
- Concentrate services where demand is highest (e.g. in specific demographic concentrations) to maximise impact and improve efficiency.
- Adopt a more flexible cross-program staffing model to better allow staff to be redeployed across community development projects.
- Develop a children's services business plan to define Council's role, target populations and clear KPIs for financial sustainability.
- Shift some services towards a facilitator role to mitigate financial and compliance risks.

Environment and sustainability programs

Council is commencing a review of the strategic alignment, efficiency, effectiveness and governance of the programs funded by the environmental levy. The review aims to provide Council with an independent evaluation of the current program, identify any areas for improvement, ensure optimal resource allocation and accountability to the community regarding the use of levy funds.

Libraries

Council is participating LG Professionals Service Reviews in a Box program. This program engages councils in a structured service review process over six months. This collaborative approach ensures that councils can share insights, experiences and best practices, leading to more effective and efficient service reviews. The libraries program runs from November 2025 to April 2026.

The program includes a mix of in-person and virtual workshops, online coaching, comprehensive guidance, data verification, and performance evaluation, enabling participating councils to conduct an extensive review of a specified service within this timeframe.

Planned service improvement reviews

Council has also committed to service improvement reviews of tree management and stormwater renewal and maintenance in the first half of 2026.

Key element 4: Ongoing business improvements

As well as the formal reviews under the service improvement program, all service units are actively encouraged to look for ways to streamline processes, reduce unnecessary administration and waste, and other ways to maintain levels of service within available budgets. Innovations are a standing item on the executive and expected to be included on team meeting agendas and considered during business planning.

As a result of these initiatives, **Council has realised savings equivalent to $7.4 million over the past 5 years (compared to the 2019/20 baseline) and forecasts these savings to increase by another $3.8 million over the next two years. Council estimates that these initiatives have also freed up to 12,100 hours of administrative time per year** (equivalent to around 7 FTEs)**.** These savings are redirected into other functions and services allowing Council to maintain levels of service with minimal increase in costs.

Key examples of these initiatives are outlined below. Where possible, each of these initiatives is supported by quantifiable data to demonstrate the savings and efficiency gains delivered. See **Appendix A** for further detail.

Process improvement and service delivery changes

Council is committed to optimising business processes to reduce time, effort and costs across its operations. By streamlining workflows and processes Council has delivered efficiency gains in a number of areas that allow funding and staff time to be reallocated to other priorities. Initiatives have included the following:

- Council implemented process improvements in dealing with **Land and Environment Court appeals**, including actively giving timely decisions and ensuring the court has necessary information upfront to reduce delays and associated legal costs. As a result, Council has reduced the average cost per case by 37% between 2020/21 and 2024/25.
- Increased reliance on Council's website for communications, engagement and promotional materials has successfully **reduced organisational printing costs** by around $30,000 each year compared to the 2019/20 baseline.
- **Reduction in the use of high-cost newspaper advertising** for Council notices is saving over $100,000 per year.
- Council has been building its capability to **deliver key training programs in-house**, such as leadership development and WHS. By reducing reliance on external facilitators for these courses alone, Council is saving more than $50,000 each year.
- In 2024/25, Council reviewed its approach to **urban forest monitoring**. By leveraging a NSW Government initiative, Council has been able save around $30,000 per biennial survey[11].

[11] In 2023/24, council delayed tree canopy monitoring in order to align with a NSW Government initiative to provide high quality biennial canopy data for the Greater Sydney region. This data was scheduled for acquisition over the 2024/25 summer season. By leveraging this NSW Government initiative, Council has been able to save around $30,000 per biennial survey.

- Council transitioned its **tree permit applications** to an online system, eliminating paper forms and over-the-counter processing to reduce staff processing time by an estimated 7,800 hours per year.

Council is currently reviewing and simplifying service request forms on the website and streamlining internal processes, reducing staff time required to process service requests.

In addition to the formal service improvement program, Council looks for opportunities to adjust service levels to reduce costs while still meeting community expectations. Some changes have included:

- In 2021, Council **rationalised its approach to tree maintenance work**. By streamlining the management process and reducing unnecessary interventions, this initiative has resulted in direct operational efficiencies and cost savings. Council also worked with the State Emergency Service (SES) to clarify roles and responsibilities for after-hours response for fallen trees, leading to a reduction in Council's after-hours requests and service cost savings that have been redirected to preventative and reactive work.
- Council has **streamlined its DA assessment process** by reducing the number of opportunities for applicants to amend plans. This change has increased efficiency by reducing back-and-forth communication leading to a significant reduction in average assessment times. An **online portal for development submissions** has allowed Council to automate workflows and save approximately 250 hours of administrative time per year, while providing a clear channel for community members to have their say on local development.

Technology adoption

Council has made significant investments in modernising its core business systems, leveraging cloud-based solutions and enhancing digital capabilities. These initiatives are designed to improve efficiency and reduce administrative effort. Recent examples include:

- Council has implemented digital systems to transform human resources functions. A **digital onboarding platform and recruitment software** (SCOUT) was implemented in 2020/21. The **online platforms for learning, performance reviews and employee recognition** (ELMO) have also automated feedback cycles and improved communication. Together these technologies have eliminated around 2,300 hours per year of manual processes.
- An **online business paper platform (LG Hub)** was rolled out to councillors and senior management in 2024/25 streamlines the distribution business papers and other information for Councillors, senior management and committee members, reducing printing and distribution costs.
- Council replaced its aging PABX system with **Microsoft Teams Phone** in 2023/24, resulting in an upfront saving of around $40,000 by removing physical handsets and $20,000 in license and support costs over the initial 3-year agreement.
- Council adopted advanced tools to improve efficiency in strategic land use planning. Council employed a **parametric design tool for modelling of alternate scenarios** to the Transport Oriented Development (TOP) plans. This reduced the cost of external consultancy works.
- Council introduced a **new booking system (Bookable) for events, facilities, halls, meeting rooms, sports fields, sports courts and other requests for services**. This streamlines processes, reduces administrative tasks, improves customer service and facilitates improved utilisation. The access control system enabled remote access control for

venues, eliminating the need for staff to physically unlock facilities and providing greater flexibility for hirers.

Council is currently progressing a major transition to a new **Employee Self Service (ESS) platform** that will reduce administrative burden on staff, line managers and improve productivity in the payroll services team. Early estimates suggest a productivity gain of around 1,200 hours per year (equivalent to half a full-time administrative position) once the system is fully implemented by 2026/27. Transition to Ci Anywhere will also automate training administration for more targeted and efficient delivery.

Council is also planning to implement a new centralised system for the **management of work health and safety, enterprise risk management and public liability claims** to eliminate administration and streamline data capture and reporting. Early estimates suggest savings of around 800 hours of administrative time per year.

The upgrade of Council's **property and rating and request management systems** will further streamline workflows, improve data management and long-term efficiencies.

A new **online rates payment platform** (Payble) aims to modernise payment methods, reduce costs associated with manual processing and traditional payment systems, and improve cash flow.

Council is also developing an **artificial intelligence policy and program**. A new policy and governance framework for AI and targeted implementation of AI tools to automate routine tasks is intended to deliver administrative efficiencies across departments.

Asset and resource management

Council has implemented a range of initiatives to proactively manage our physical assets, extend their useful life and reduce ongoing maintenance and operational costs.

For example, Council's **drainage optimal renewal methodology**, allowing componentisation and **relining program** is expected to deliver major cost savings by extending the useful life of stormwater pipes, reducing the need for full asset replacement and minimising ongoing maintenance costs. Council estimates that these techniques can extend the useful life of existing pipes by up to 80-100 years and deliver average cost savings of approximately 24% per km of pipe over conventional method and a reduction in depreciation expense by 15%. This approach will significantly reduce capital expenditure and the infrastructure backlog compared to traditional renewal.

Council is also committed to the **efficient use of energy and natural resources** to deliver cost savings, improved service delivery and improved environmental outcomes. Council's environmental levy funds a range of important programs to protect local bushland and waterways, reduce energy, waste and transport emissions and strengthen the community's resilience to climate change.

Under this broader program, Council has installed **17 solar systems, LED upgrades across multiple Council facilities and major energy efficiency upgrades** at Ku-ring-gai Fitness and Aquatic Centre and other Council buildings. Through these initiatives, Council has delivered a 26% reduction in its electricity use since 2016, saving over $200,000 every year.

The phased integration of **electric and low-emission vehicles** into the Council's fleet is designed to generate net fuel savings. Projections indicate increasing cost savings over future years.

Procurement and contract management

By moving towards a more strategic and consolidated approach to procurement and contract management, Council has been able to streamline its supplier management, leverage its purchasing power to secure better rates and reduce administration. This has helped to improve governance, deliver better value for money and free up resources for other services. Some initiatives in this area include:

- A new **contract for animal impounding** secured savings of around $25,000[12] per year, while maintaining the same level of service.
- Council has made **improvements to library back-office functions, technologies and contract arrangements.** This has included a ban on plastic book coverings, a full review of serial subscriptions and the cancellation of low-use items. Together these are saving around $70,000 in costs over the past 5 years (with approximately $40,000 per year projected for future years) that are redirected to the library collection.
- Council's **printer fleet was reduced** by 10 devices in 2024/25, resulting in a saving of over $60,000. Additionally, the cost per print rates have reduced by over 50% since the last rollout, equating to a saving of $29,000 per annum based on current print volumes. New devices also offer better performance and reduced breakdowns.

Moving forward, Council is preparing to **tender for building services** (cleaning, security, fire, pest control and air conditioning) to achieve further efficiencies through competitive pricing. Council is also establishing a **panel of preferred providers for compliance training**. This aims to consolidate supplier relationships, reduce administrative overhead and ensure a consistent experience for staff.

Organisational change

Changes to organisational structure, roles and staffing levels are an important way to improve organisational efficiency and reduce costs. It is important to note that Council operates with a lean structure across all its operations, and any increases to staffing must be offset by demonstrated savings or funded through other revenue streams.

Council's **library service restructure** in 2021 resulted in savings of $193,000 per year in employee costs. This was achieved by a review of the library staffing structure, changes to staff rostering and a reduction in operating hours. The restructure also allowed for the introduction of specialist services and programs at no extra cost.

[12] Average saving over 2024/25. Future savings estimated as $15,000 p/a.

Key element 5: Tracking and reporting performance

Council takes a transparent and comprehensive approach to tracking and reporting organisational performance. This ensures accountability to the community and provides a clear framework for monitoring progress against our strategic goals.

Progress of the Delivery Program and Operational Plan is monitored quarterly by the General Manager and senior executive team. Six-monthly performance reports are provided to Council on the delivery of actions in the operational plan, progress towards the Council's term achievements and performance indicators.

Financial reports are presented to Council on results of quarterly budget reviews, and proposed adjustments based on actual financial performance.

Council's Annual Report is prepared for the community and presented to Council for endorsement within five months of the end of the financial year. Following this, it is published on Council's website.

Progress and outcomes of service reviews are reported in biannual performance reports and the Annual Report.

Efficiency and productivity measures

Council tracks a range of key indicators, including metrics of efficiency and productivity.

Key financial outcome indicators:

- Council meets key financial benchmarks (in annual audited Financial Statements)
- Operational expenses per resident

Other indicators of efficiency and productivity:

- Average determination times for development applications
- Capital works program completion rates (by asset class)
- Water and electricity consumption from Council operations.
- Completion of Council's annual service improvement review program

Appendix A: Key savings and benefits delivered by business improvements

Project or initiative	Description	2020/21 (actual)	2021/22 (actual)	2022/23 (actual)	2023/24 (actual)	2024/25 (actual)	2025/26 (forecast)	2026/27 (forecast)	Administrative savings (estimated hours per year)	Other non-financial or non-quantifiable benefits
Process improvement and service delivery changes										
Coordinated urban forest monitoring	Coordinated biennial survey data collection with the NSW Department of Planning, Industry and Environment to eliminate the need for Council to conduct a costly independent survey.	-	-	-	-	$30,000	-	$30,000	Nil	Supports regional vegetation monitoring and enhances Council's capacity for strategic planning and environmental assessment.
In-sourcing of key training programs	Developed internal capability to deliver core training (e.g., leadership, WHS), reducing reliance on and cost of external facilitators.	-	-	$80,000	$98,000	$56,000	$55,000	$55,000	Nil	Greater content customisation, improved scheduling flexibility and enhanced internal staff capability and expertise.
Library technology and support operations review	Consolidated program of multiple efficiency measures, including cancelling low-use serials and deliveries, decommissioning redundant IT systems, and improving cataloguing and stocktaking processes to reduce subscription and operational costs. Changed software (Spydus BI) for collection analysis, automating reporting and management tasks to reduce staff time spent on manual data analysis.	-	$7,150	$10,150	$12,837	$43,711	$37,711	$32,024	400	Improved magazine collection relevance, enhanced customer experience and streamlined staff processes for lending items. Improvement in system capabilities and ease of staff training.
Reduced Land & Environment Court costs[13]	Implemented process improvements in dealing with appeals, including actively giving timely decisions and ensuring the court has necessary information upfront to reduce delays and associated legal costs. Council has reduced the average cost per case by 37% between 2020/21 and 2024/25.	$376,960	$784,344	$626,974	$726,583	$912,326	$578,121	$578,121		Less time spent by staff on court-related administration and legal work.
Digital Development Application (DA) submissions[14]	Mandated a new online portal for all DA submissions, automating workflow/acknowledgement and modifying report templates for simple DAs significantly reducing manual processing time.	-	-	-	-	-	-	-	250	Time efficiency from centralising requests, reduction in back-office processing time and improved data management.
Reduction in printed communications[15]	Increased reliance on Council's website for communications, engagement, and promotional	$55,280	$23,153	$25,440	$32,301	$32,930	$29,997	$29,997	N/A	Improved service delivery through increased community engagement and technology

[13] Savings calculated as the difference / reduction in legal expenses each year compared to the 2019/20 baseline. Note that legal costs are driven by the number of appeals and resources required in each case. Council is currently experiencing an upswing in the number of appeals that requires a greater reliance on external consultants and increased costs. In addition, the NSW Government's planning reforms may increase the number of appeals due to an increase in complex large-scale development.
[14] Council processes around 500 to 600 development applications per year. These changes have directly contributed to a 30% reduction in processing times.
[15] Calculated as difference / reduction in council-wide printing expenses each year compared to the 2019/20 baseline. As savings have been realised across Council projects, services and business units, it is not possible to reliably quantify administrative hours saved.

Project or initiative	Description	2020/21 (actual)	2021/22 (actual)	2022/23 (actual)	2023/24 (actual)	2024/25 (actual)	2025/26 (forecast)	2026/27 (forecast)	Administrative savings (estimated hours per year)	Other non-financial or non-quantifiable benefits
	materials, reducing costs associated with external printing suppliers.									usage, and a reduced environmental impact (paper use)
Reduction in advertising costs[16]	Reduced the use of high-cost newspaper advertising for Council notices, shifting to lower-cost channels to deliver direct savings on advertising expenditure.	$109,398	$116,891	$103,496	$142,771	$141,267	$122,764	$122,764	N/A	Supports the shift to more accessible and targeted digital communication.
Streamlined self-service request forms[17]	**Initiative currently underway**. To review and simplify service request forms on the website and streamline internal processes via the DXP project, reducing staff time required to process service requests.	-	-	-	-	-	-	-	tbc	Improved customer service through easier, faster service requests and error reduction.
Online tree permit applications[18]	Transitioned tree permit applications to an online system with streamlined steps, eliminating paper forms and over-the-counter processing to reduce staff processing time.	-	-	-	-	-	-	-	7,800	Improved customer experience and convenience, faster application processing times, reduced paper use and environmental impact.
Online rates payments[19]	Implemented a new online rates payment platform (Payble) to modernise payment methods, reduce costs associated with manual processing and traditional payment systems, improve cash flow, reduce outstanding debts, and enhance the outstanding rates ratio.	-	-	-	-	-	$95,000	$95,000	2,200 (forecast)	Improved customer convenience and access to payment options.
Records digitisation program[20]	Converted physical documents in the repository to digital formats to reduce off-site storage costs and improve accessibility.	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	tbc	Improved data accessibility and retrieval speed, reduced physical storage footprint and enhanced long-term record preservation.
Online booking system[21]	Introduced the Bookable system for events, facilities, and services to automate booking processes and reduce staff administration time on manual requests.	-	-	-	-	-	-	-	tbc	Improved customer convenience, 24/7 self-service access to bookings and better resource utilisation tracking.

[16] Calculated as difference / reduction in council-wide advertising expenses each year compared to the 2019/20 baseline. As savings have been realised across Council projects, services and business units, it is not possible to reliably quantify administrative hours saved.
[17] Savings estimates have not been included for this item. This project is currently underway as part of an upgrade from Technology One's Core Enterprise Suite to CiAnywhere, and this project incurred a net implementation cost. Although the streamlining of request forms is expected to yield substantial administrative efficiencies over time, administrative savings have not yet been formally quantified or estimated.
[18] No significant direct financial savings from this initiative. However, streamlining of permit application processing is yielding significant administrative time savings. Council processes 3,000-4,000 applications per year and process improvements are savings around 2 hours of administrative time per application.
[19] Forecast savings are based on business case and calculated as reduced quantity of BPAY net increase in direct debit charges resulting in savings of $30k to $45k. Transition to digital notices decreased postage costs and realised savings of $48k to $70k.
[20] Savings calculated as average annual reduction between baseline year (2019/20) and 2024/25 in Government Records Repository (GRR) and Museums of History expenses. Projections assumed to continue historical trend.
[21] No significant direct financial savings from this initiative. However, streamlining of booking processes is yielding significant administrative time savings.

Project or initiative	Description	2020/21 (actual)	2021/22 (actual)	2022/23 (actual)	2023/24 (actual)	2024/25 (actual)	2025/26 (forecast)	2026/27 (forecast)	Administrative savings (estimated hours per year)	Other non-financial or non-quantifiable benefits
Technology adoption										
Digital recruitment and onboarding platform[22]	Implemented an end-to-end applicant tracking system (Scout) to streamline recruitment workflows, reduce time-to-hire, and eliminate paper-based onboarding processes.	-	-	-	-	-	-	-	1,000	Faster integration of new hires, improved first-week experience, and better tracking of recruitment metrics.
Integrated HR systems[23]	Implemented a Learning Management System (LMS), digital performance review, and employee recognition platform to streamline administration, reduce reliance on external facilitators, and automate HR cycles.	$8,000	$8,000	$8,000	$8,000	$8,000	$8,000	$8,000	1,300	Improved compliance tracking, increased training accessibility, continuous feedback model, improved goal tracking, and enhanced employee morale and retention.
Employee self-service portal	**Initiative currently underway**. To implement a portal for employees to manage time, leave, payslips and personal information directly, reducing administrative support time from HR and payroll staff as well as employee time per transaction.	-	-	-	-	-	-	-	1,200 (forecast)	Greater employee autonomy, fewer HR help desk queries
WHS & risk management system	**Planned initiative.** To implement a new system to migrate manual forms and automate processing for WHS, enterprise risk management and public liability claims, reducing manual administrative effort.	-	-	-	-	-	-	-	800 (forecast)	Streamlined reporting, improved data quality and accuracy, and real-time reporting and analytics for risk.
Advanced urban planning tools[24]	Adopted a cloud-based urban planning tool (Giraffe) to unify mapping, modelling, and analytics, replacing manual GIS and spreadsheet work and significantly reducing the time and cost of scenario development.					$60,000	$15,000	$15,000	600	Improved accuracy and defensibility of dwelling calculations, faster iterative design, clearer community engagement materials and staff skill development.
Digitised compliance inspections	Transitioned inspection records from paper to electronic format, saving staff time in manual form management and data entry after on-site inspections.	-	-	-	-	-	-	-	152	Faster turnaround time for inspections and improved data availability.
PABX phone system replacement[25]	Replacement of the aging PABX system with Microsoft Teams Phone to reduce recurring maintenance costs and associated telephony expenses.	-	-	-	-	$46,667	$6,667	$6,667	180	Improved internal and external communication capabilities and system reliability.
Asset and resource management										

[22] No significant direct financial savings from this initiative. However, streamlining of recruitment and onboarding processes is yielding significant administrative time savings.
[23] Note that software licensing costs are $31,906 p/a.
[24] Savings estimated as reduced consultancy costs resulting from in-housing urban planning technology and expertise. Higher savings realised in 2024/25 due to avoidance of one modelling contract to support Transport Oriented Development (TOD) alternative project. Giraffe licence fee is $3k p/a.
[25] Council saved $40,000 by removing physical handsets and $20,000 in license and support costs over the initial 3-year agreement.

Project or initiative	Description	2020/21 (actual)	2021/22 (actual)	2022/23 (actual)	2023/24 (actual)	2024/25 (actual)	2025/26 (forecast)	2026/27 (forecast)	Administrative savings (estimated hours per year)	Other non-financial or non-quantifiable benefits
Energy management & Net Zero Strategy[26]	Implemented a range of initiatives (e.g., efficiency upgrades, solar, fleet electrification, strategic procurement) to reduce energy consumption and energy costs across Council operations.	$25,793	$25,793	$25,793	$25,793	$25,793	$25,793	$25,793	N/A	Reduced greenhouse gas emissions towards the target of Net Zero by 2040 and improved sustainability performance.
Street lighting upgrades[27]	Upgraded street lighting to energy-efficient LED technology to deliver ongoing energy savings on utility bills.	$173,481	$173,481	$173,481	$173,481	$173,481	$173,481	$173,481	N/A	Improved public lighting quality and reduced environmental footprint.
Outsourcing of traffic counts[28]	Outsourced traffic count services to external contractors to reduce the internal staff time and costs associated with managing the process, data collection and paperwork.	-	-	-	-	-	-	-	450	Frees up internal staff time for other core activities and improves data quality through specialist contractors.
Drainage relining program[29]	Implemented a program to relining existing drainage infrastructure instead of full trench reconstruction, resulting in major cost savings, backlog reduction, lower depreciation expenses and minimising ongoing maintenance costs.	-	-	-	$285,553	$285,553	$485,553	$485,553	nil	Reduced disruption to public areas during works, extended lifespan of existing assets, and improved stormwater management/flood mitigation.
Electrification of gas boiler at Ku-ring-gai Fitness and Aquatic Centre (KFAC)[30]	Replacement of the gas boiler at the Aquatic Centre with an electric system to achieve net fuel savings and reduce reliance on high-cost gas.	-	-	-	-	-	-	$32,000	nil	Reduced greenhouse gas emissions, improved system reliability and safety, and supports Council's sustainability goals.
Uptake of electric and low emissions vehicles[31]	Transitioning parts of the Council fleet to electric and low-emissions vehicles to deliver net fuel savings compared to traditional combustion engines.	-	-	-	$7,000	$26,000	nil	tbc	nil	Supports a greener environmental agenda and reduces fleet maintenance requirements.
Printer fleet replacement[32]	Reviewed printing requirements and undertook an end-of-life replacement of the printer fleet to	-	-	-	-	$79,000	$29,000	$29,000	nil	Reduced paper usage and improved reliability of printing services.

[26] Savings calculated as average annual reduction between baseline year (2019/20) and 2024/25
[27] Savings estimated using the average annual reduction in energy and LED replacement and maintenance costs against baseline in 2018 (when the program commenced). While electricity consumption has steadily decreased over the years, LED rollout and maintenance costs have fluctuated.
[28] No significant direct financial savings from this initiative. Outsourcing of traffic count costs in 2024/25 were $22k. Estimate of administrative savings of approximately 45 counts per year at 10 hours each.
[29] A comprehensive revaluation introduced an optimal renewal methodology, enabling componentisation into short-life and long-life components. This supports a relining program that reduces renewal costs and aligns the cost to agreed service (CTA) with the satisfactory level (CTS). These changes have reduced CTS and CTA and are reflected in Council's Asset Management Strategy (AMS) and Long-Term Financial Plan (LTFP). This program is forecast to deliver ongoing reductions in maintenance and replacement costs as the program progresses. Savings are based on an assumption of 25% of maintenance program delivered as relining instead of trench reconstruction, and 50% saving on price of lining vs trenching reconstruction – with estimates of savings of $200k per year from 2025/26. Note that relining costs are driven by the volume of planned works and resident requests. Savings resulting in reduction in backlog calculated as $156,236 p/a and savings in depreciation calculated as $129,317.
[30] Note that this conversion project is expected to finish in March 2027, so will only generate a fraction of these estimated annual savings in 2026/27.
[31] Estimate based on average cost of fuel savings between $1000 and $1,850.
[32] Council reduced printer fleet from 52 to 42 saving $50k, with reduced print rates realising additional savings of $29k per year.

Project or initiative	Description	2020/21 (actual)	2021/22 (actual)	2022/23 (actual)	2023/24 (actual)	2024/25 (actual)	2025/26 (forecast)	2026/27 (forecast)	Administrative savings (estimated hours per year)	Other non-financial or non-quantifiable benefits
	consolidate and acquire more efficient devices, reducing consumables and maintenance costs.									
Procurement and contract management										
New contract for animal impounding	Reviewed the existing contract and secured a new provider on significantly better financial terms	-	-	-	$36,459	$15,071	$15,000	$15,000	nil	Improved service quality from the contractor and increased community engagement and events.
Organisational change										
Library service review and restructure[33]	Undertook a significant review resulting in a restructure of staffing, changes to operating hours, and rostering adjustments to achieve savings in the salary budget (casuals and overtime).	$118,454	$193,000	$193,000	$193,000	$193,000	$193,000	$193,000	nil	Addition of specialist roles (marketing, programming, technology) resulting in service improvements and higher customer satisfaction.
Total savings between 2020/21 and 2024/25 (compared to 2029/20 baseline)		$7,466,089								
Total forecast savings for 2025/26 and 2026/27							$3,856,487			
Total estimated annual administrative time savings (excluding forecasts)									12,132 hours	

Table 9: Estimated savings and benefits delivered by business improvements 2020/21 to 2024/25, and projected savings for 2025/26 to 2026/27. Notes: All costs foregone and savings delivered have been reviewed and validated against Council's general ledger. Administrative time savings estimated by responsible business unit managers. Assumes that financial or administrative savings roll over to subsequent years. Implementation costs (e.g. software configuration and licence costs) have been referenced in explanatory notes where applicable. Excludes initiatives and programs delivering indirect savings and efficiencies or where actual savings cannot be independently validated.

[33] Note: Note this does not include redundancy payouts (one-off costs) of around $300k. Casual staff savings have been realised since 2020/21. Savings for future years align with budget reductions already approved ($193k).

POLICY FOR COVERT ELECTRONIC SURVEILLANCE FOR ILLEGAL DUMPING

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	For Council to consider and adopt the revised Covert Electronic Surveillance Policy for Illegal Dumping
BACKGROUND:	Council adopted its inaugural Covert Electronic Surveillance Policy in 2014. The policy was introduced and adopted for the purpose of assisting in managing and minimising illegal dumping within the Ku-ring-gai Council local government area.
COMMENTS:	Council receives in excess of 1100 cases of dumped waste each year. Dumping varies from small bags of rubbish or items of discarded furniture to larger scale dumping of truckloads of hazardous materials in isolated bushland areas. The use of covert surveillance cameras is one measure that can assist Council in managing and preventing illegal dumping as it can be an extremely effective technique in intelligence gathering, collecting evidence of prosecutions and deterring would be dumpers.
RECOMMENDATION:	That the draft, revised Covert Electronic Surveillance Policy, Version 3, be adopted.

PURPOSE OF REPORT

For Council to consider and adopt the revised Covert Electronic Surveillance Policy for Illegal Dumping

BACKGROUND

Council adopted its inaugural "Covert electronic surveillance for illegal dumping policy "in 2015 which outlined the legal and operational processes for conducting covert surveillance within the Ku-ring-gai local government area. Version 2 of the Policy was adopted in 2018.

In reviewing this policy, appropriate amendments have been made regarding updating links to related NSW legislation.

Covert surveillance cameras will only be deployed on public lands, for which Ku-ring-gai Council is the authorised regulatory authority or on private lands, only with the prior express written permission of the landowner, public utility or occupiers of the land.

COMMENTS

Deployment of covert surveillance cameras is a tool used by regulatory officers to assist in gathering information regarding illegal dumping.
Council receives more than 1100 cases of dumped waste each year. Dumping varies from small bags of rubbish or items of discarded furniture to larger scale dumping of truckloads of hazardous materials in isolated bushland areas.

To ensure Council is legally able to conduct covert surveillance activities, Council must comply with the Privacy and Personnel Information Protection Act and Regulations thereunder. The policy as drafted and subject of this report accords with the principles of the Act.

The use of covert surveillance cameras by Ku-ring-gai Council's regulatory officers is restricted to investigations involving or associated with illegal dumping. There is no scope for the covert surveillance cameras to be used for any other activity. An in-house administrative Code of Practice/ Standard Operating Procedure has been developed and must be followed by all officers involved in this type of surveillance activity. The operating procedure includes appropriate escalation of permissions to be obtained from senior management of Council prior to deployment of covert surveillance cameras in the field.

INTEGRATED PLANNING AND REPORTING

Leadership and service excellence

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
Ku-ring-gai Council is a high performing organisation and a strong civic leader. Council builds strategic partnerships with other councils, government agencies, not for profit and community groups. Council has a focus on innovation and customer service to deliver continuously improving services to the community.	Provide strong and ethical civic leadership to ensure good governance and build and maintain trust and confidence within the community.	Review policies, delegations and authorisations to support good decision making and compliance with changing legislation and guidelines.

GOVERNANCE MATTERS

The review and adoption of the Covert Electronic Surveillance Policy for illegal dumping is in accord with the principles of the Privacy & Personal Information Protection Act and Regulations there under.

RISK IMPLICATION STATEMENT

There are no material risks that arise from the recommendation contained in this report. Any minor issues that may occur, can be managed within Council's current policies, procedures, resources and budget.
Readoption of this policy will ensure integrity of the risk management framework associated with the administration of functions requiring regulatory actions.

FINANCIAL CONSIDERATIONS

There are no specific costs associated with the re-adoption of this Policy. Management actions associated with the implementation of this policy is funded through Council's recurrent budget.

SOCIAL CONSIDERATIONS

There are no social considerations associated with the recommendations in this report. Use of surveillance cameras will be strictly in accordance with the Privacy and Personal Information Protection Act and Regulations thereunder.

ENVIRONMENTAL CONSIDERATIONS

Environmental benefits include reduction in illegal dumping incidents in areas such as public land, parks and reserves thereby reducing the risk of pollution.

COMMUNITY CONSULTATION

The community has not been consulted in development of this revised policy. This is because the policy does not include any fundamental changes to that previously adopted.

INTERNAL CONSULTATION

As operation of the surveillance cameras is only undertaken by officers within the Development & Regulation Department, no other internal department consultation was undertaken.

SUMMARY

Management of dumped waste is a key activity and responsibility of Council. Use of covert surveillance equipment is an important tool to assist Council in addressing illegal waste dumping. The use of surveillance cameras by Council since 2015 has resulted in the successful prosecution of a number of dumpers, particularly in isolated bushland areas and within parks and reserves and upon nature strips.

The revised draft Covert Electronic Surveillance Policy, Version 3, maintains the framework for regulatory functions associated with managing and minimising illegal dumping within the Ku-ring-gai local government area.

RECOMMENDATION:

That the draft, revised Covert Electronic Surveillance Policy, Version 3, be adopted.

Tony McCormack
Team Leader Regulation

Attachments: A1⇩ Draft Covert Electronic Surveillance Policy for Illegal Dumping 2025/301411

Ku-ring-gai Council

Policy

Covert Electronic Surveillance for Illegal Dumping

Version Number 3

Adopted: November 2025

Effective:

Covert Electronic Surveillance for Illegal Dumping 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:	110	**TRIM Record No:**	2025/301411
Controlled Document Type:	Policy		
Controlled Document Name:	Covert Electronic Surveillance for Illegal Dumping Policy		
Version Number:	3		
Department:	Development and Regulation		
Distribution:	Internal and External		
Review Period: **Max < 4 years**	4 years	**Next Review Date:**	November 2029
Document Status:	Final		
Approval Type:	Adoption by Council		
Version Start Date:	November 20025	**Version End Date:**	November 2029

Related Document Information, Standards & References

Related Legislation:	Privacy and Personal Information Protection Regulation 2019 Privacy and Personal Information Protection Act 1998 (PPIP Act) Workplace Surveillance Act 2005 (NSW) Workplace Surveillance Regulation 2022 Local Government Act 1993 Surveillance Devices Act 2007 State Records Act 1998 Security Industry Act 1997 Protection of Environment Operations Act 1997	Authority to implement program is contained within.
Related Policies (Council & Internal)	Graffiti Removal Policy Complaints Management Policy	Contains aims, objectives and basic standards under which the project will operate
Related Documents - Procedures, Guidelines, Forms, WHS Modules/PCD's, Risk Assessments, Work Method Statements, etc	NSW Information Protection Principles NSW Government Policy Statement and Guidelines for the Establishment and Implementation of Closed-Circuit Television (CCTV) in Public Places Privacy Management Plan Overt Surveillance in Public Places: Code of Practice Ku-ring-gai Standard Operating Procedure - Covert electronic surveillance for illegal dumping	Contains aims, objectives and basic standards under which the project will operate

Version History

Version Number	Version Start Date	Version End Date	Author	Details and Comments
1	10/03/2015	N/A	Colin Wright	First version
	06/02/2018	31/10/2018	Colin Wright	Reviewed
2	31/10/2018	TBA	Anne Seaton	Reviewed
3	Nov 2025	TBA	Anne Seaton	Reviewed

Policy

Purpose and objectives

Reducing litter and illegal dumping is a key outcome area for Council. Illegal dumping is the unlawful deposit of waste on land, which is waste materials dumped, tipped or otherwise deposited onto private land where no licence or approval exists to accept such waste. Illegal dumping varies from small bags of rubbish or items of discarded furniture to larger scale dumping of truckloads of potentially hazardous materials in isolated areas, such as bushland.

Illegal dumping is a constant and highly visible problem. Businesses and individuals illegally dump to avoid either disposal fees or time and effort required for proper disposal. The Ku-ring-gai Council area covers 8536 hectares. Land use includes approximately 3730 hectares of residential zoning, 48 hectares of business zoning, 1047 hectares of road reserves, 59 hectares of open space parks, 212 hectares of open space sportsgrounds, 70 hectares of State Authority Land, 180 hectares of private open space, 1100 hectares of bushland managed by Council and 1683 hectares declared as National parks or Nature Reserves.

The purpose of this Policy is to ensure Council may legally conduct electronic surveillance operations using remote cameras for covert investigative surveillance across its local government area. The Policy will underpin Council's activities concerning its dumping prevention campaigns and guide the process in using and storing the information obtained from covert surveillance.

The objectives of this Policy are:

- To ensure Ku-ring-gai Council complies with the requirements of the *Privacy and Personal Information Protection Act 1998* (PPIP Act) and the *Privacy and Personal Information Protection Amendment (CCTV) Regulation 2019* for crime prevention and public place safety surveillance.

- To assist with identifying the persons or company responsible for illegal dumping.

To provide evidence in any regulatory action Council may pursue against persons or a company for illegally dumping.

Scope

Surveillance can be an extremely effective technique in intelligence gathering; collecting evidence for prosecutions and deterring would-be dumpers, however it can be time consuming and expensive. It is therefore prudent to limit surveillance activities to known hot spots and times when illegal dumping is most likely to occur.

The use of covert surveillance cameras is one measure that can assist in managing and preventing illegal dumping. It is intended to use the covert surveillance cameras across the whole Ku-ring-gai local government area, deployment being dependent on the offence and likelihood of offending actions.

Responsibilities

In respect of managing waste, littering and dumping, Ku-ring-gai Council is an Appropriate Regulatory Authority (ARA) under the Protection of the Environment Operations Act 1997 (POEO Act) and the Protection of the Environment Operations (Waste) Regulation 2014(Waste Regulation). Council has further regulatory powers under the Local Government Act 1993, Road Transport (General) Regulation 2021 and Public Spaces (Unattended Properties) Act 2021.

Ku-ring-gai Council is the administrator of an existing CCTV and covert camera surveillance program established in 2015. Ku-ring-gai Council's regulatory staff hold appropriate operational delegations and are therefore authorised for the operation, monitoring and retrieval of recorded footage and materials of

the surveillance program. The authorised officers may only access recorded material in accordance with the endorsed Code of Practice for covert camera operations.

Managers and supervisors are accountable for ensuring:

- their employees are conversant with the legislation, this policy and relevant procedures.

The Director is accountable for:

- developing appropriate systems and processes, within the department, which meet the requirements of the legislation and this policy; and
- ensuring compliance with legislation, this policy and relevant procedures.

The General Manager is accountable for:

- ensuring a budget is available to meet policy objectives; and
- ensuring compliance with policy standards.

All other employees, volunteers and contractors are accountable for:

- familiarising themselves with this policy and procedures and seeking clarification on any aspect of the policy from their supervisor.

Policy statement

Policy

Council will provide covert electronic surveillance to nominated locations in the Council LGA in accordance with the objectives and stated principles to assist in preventing or minimising illegal dumping as part of a range of measures to manage and prevent the issue.

Covert electronic surveillance will operate to assist in lawful investigations as defined in the Code of Practice for Covert Electronic Surveillance for Illegal Dumping.

Principles

The following Principles are to be adhered to in the implementation of the Covert Investigative Surveillance Program:

Covert Investigative Surveillance Program

1. Covert surveillance for illegal dumping will be conducted fairly, lawfully, and only for the purposes for which it is established or which is subsequently agreed in accordance with the Standard Operating Procedure for Covert Electronic Surveillance for Illegal Dumping.
2. The Covert Investigative Surveillance for Illegal Dumping Program will not limit the privacy and civil liberties of individual members of the public, including the rights to freedom of religious and political expression and assembly.
3. Ku-ring-gai Council has primary responsibility for compliance within the purposes and objectives of the Covert Investigative Surveillance Program for Illegal Dumping; for the maintenance, management and security of the Program and; the protection of the interests of the public in relation to the Covert Investigative Surveillance for Illegal Dumping Program.
4. Ku-ring-gai Council will be accountable to the public for the effective operation and management of the Program. This will be done through regular evaluation and monitoring of the Program.
5. Covert Surveillance devices are to be placed on public lands only, of which Ku-ring-gai Council is the Authorised Regulatory Authority as per the Protection of Environment Operations Act 1997.
6. Covert Surveillance devices on private property or lands under the care or control of the state will only be placed if express written permission has been obtained from the landowner, public utility and/or the occupiers of the land.
7. For the purposes of proactive or reactive intelligence gathering, Council will operate under the provision of the Evidence gathering Guideline in accordance with the commonwealth Evidence Act 1995, and the principles of the Privacy and Personal Information Protection Act 1998 and its associated guideline, together with the Surveillance Devices Act 2007. Information recorded will be accurate, relevant and not exceed that necessary to fulfil the purposes of the Covert Investigative Surveillance for Illegal Dumping Program.
8. The retention of; and access to, recorded material will be only for the purposes provided by this Policy or applicable laws and in accordance with any requirements for the retention and disposal of personal information. Recorded materials will be retained for 28 days unless they are required for law enforcement purposes or other lawful requirements.
9. All contact between Ku-ring-gai Council and the NSW Police, in relation to the Covert Investigative Camera Surveillance Program, will be conducted strictly in accordance with the Code of Practice. Everything reasonable within the power of Ku-ring-gai Council will be done to prevent unauthorised use or disclosure of the information.

Operations

Council will deploy covert surveillance cameras in accordance with the following principles:

1. To gather information about locations and times illegal dumping is most likely to occur.

2. To capture information when an act of illegal dumping is underway.

3. To collect personal information for lawful purposes directly related to the function of regulatory actions.

4. To monitor and place surveillance cameras in accordance with the responsibility of any staff delegated as an Authorised Council Officer in accordance with S187 part 8.2 of the Protection of the Environment Operations Act 1997 by the General Manager.

5. To ensure when an incident is identified to which a response or action is required, the responsible authorised Council Officer will record the incident in the secured record system by:
    a. logging the incident with a detailed description
    b. recording the date, time and location of the incident
    c. attaching any recorded images of the offence
    d. recording the outcome of any investigation into the incident and
    i. subject to the evidence, referring the matter for legal proceedings.

6. To impose the responsibility upon the authorised Council Officer to ensure :
    a. information is retained or disposed of securely,
    b. all necessary measures are taken to stop unauthorised access for the potential abuse of any information.

7. To insist that Authorised Council Officers involved in covert surveillance operations will be required to sign a confidentiality document stating they will not disclose information to a person or organisation unless lawfully directed to so. The agreement also confirms the Officer has read and will abide by the Ku-ring-gai Council “Covert Electronic Surveillance for Illegal Dumping Policy” and “Standard Operating Procedure for Covert Electronic Surveillance for Illegal Dumping” and will adhere to the required standards.

All images obtained will be retained in accordance with timeframes and requirements of the State Records Act 1998 and regulations there under.

Definitions

Term / Abbreviation	Definition
Authorised Council Officer	An officer of Council holding delegations from the General Manager to act in accordance with S187 part 8.2 of the Protection of the Environment Operations Act 1997 .
Public Place	Defined from the *Local Government Act 1993* and refers to public reserves, public bathing reserves, public baths or swimming pools, public roads, public bridges, public wharfs or public road-ferries with the additional of public transport and car parks.
Closed Circuit TV (CCTV)	Surveillance by means of camera monitors, recording visual images of activities, in a public place.
Covert Investigative Surveillance Program	Undercover investigation generally using electronic surveillance equipment such as cameras to detect offenders.
Covert	Disguised / Hidden
Illegal Dumping	Depositing of any waste other than litter, upon public or private land or waters where no consent has been obtained from the Council or the granting of an environment protection licence from the *Environment Protection Authority.*
Lawful investigation	An investigation carried out by an agency under specific legislative authority or where the power to conduct the investigation is necessarily implied or reasonable contemplated under an *Act* or other law.
Standard Operating procedure	Ku-ring-gai Council Standard Operating Procedure for Covert Electronic Surveillance for Illegal Dumping"

SPORTSFIELDS BOOKING POLICY AND SPORTSFIELD CLOSURE POLICY

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	For Council to adopt the Sportsfields Booking Policy and Sportsfields Closure Policy following community consultation.
BACKGROUND:	The use and management of Sportsfields is important to the community and other users both from an allocation and access perspective.
COMMENTS:	These policies will assist in the sustainable management of Council's sportsfields in consideration of all users.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	That Council adopts the Sportsfields Booking Policy and Sportsfields Closure Policy as attached to this report.

PURPOSE OF REPORT

For Council to adopt the Sportsfields Booking Policy and Sportsfields Closure Policy following community consultation.

BACKGROUND

The use and management of sportsfields has become an increasingly important issue for Council to manage as sporting numbers increase and sporting user groups diversify. Equitable access to sportsfields and associated facilities while managing appropriate impacts would benefit from a formalised approach.

While the Generic Sportsground Plan of Management provides an overarching framework for the requirements, conditions and use of the land, it is considered a more specific policy is required to prescribe a process for the appropriate allocation to user groups for seasonal, permanent and casual hirers.

There is no existing Sportsfield Booking Policy, this will be Council's first such policy. Previously, conditions of use and historical practices have been used to determine bookings.

The existing Wet Weather Policy has been reviewed and is now proposed to be a Sportsfields Closure Policy which addresses closures that may be required for reasons other than just wet weather. It incorporates improvements that have been made to notification of closures to user groups and the general public.

At the Ordinary Meeting of Council on 22 July 2025, Council resolved to put the draft policies out to community consultation for a period of 28 days.

COMMENTS

The development of these policies has included the review of internal processes and of other Councils' processes and policies in relation to the booking of sportsfields and sportsfield closures. These policies will assist in the sustainable management of Council's sportsfields in consideration of all users.

Sportsfields Booking Policy

The intent of the new proposed Sportsfields Booking Policy is to:

"Provide equitable access and safe playing conditions for users whilst sustainably managing available Sporting Fields."

This policy would apply to all hirers wishing to use sporting fields in Ku-ring-gai on either a casual, seasonal, or permanent hire basis.

Objectives of the Sportsfields Booking Policy are to:

- Ensure Council has the capacity to provide safe playing fields for the community.
- Provide the opportunity for a diverse range of recreation activities for sporting user groups.

- Support the outcomes prescribed in Council's Plan of Management for Sportsgrounds with reference to appropriate use.
- Establish timeframes for seasonal allocation and specify where sportsfields will not be available due to annual season changeover and renovation periods as well as other scheduled maintenance or capital works activities are undertaken.
- Provide a hierarchy for booking approvals.

Sportsfields Closure Policy

The Sportsfields Closure Policy is intended to apply in situations where Council's sportsfields are impacted by adverse weather (wet or dry) and to assist in guiding the decision to play or train on sportsfields to prevent damage to the playing surface and provide a safe surface for use.

The emphasis of the current policy is closure due to wet weather and the process followed to make these decisions. The existing process allows Council to decide to close a field during the week and leaves the decision to close a field to the Club or Association that has booked the field for weekend use based on Council's recommendation on a Friday. Historically, there has been conjecture over this point, and it has become increasingly difficult to manage the expectations of users versus the condition of sportsfields, recovery and management of a large number of users and teams by associations and clubs.

Objectives of the new proposed Sportsfields Closure Policy are to:

- Ensure Council has the capacity to provide safe sportsfields for the community.
- Provide a process for assessing the suitability of sportsfields for play when impacted by adverse weather
- Provide a transparent process for all users and stakeholders to make decisions.
- Support the outcomes prescribed in Council's Plan of Management for Sportsgrounds with reference to appropriate use.
- Determine ground closures including what areas and for what period the sportsfield is to be closed.

INTEGRATED PLANNING AND REPORTING

Outcome 3: Infrastructure and assets support community needs

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
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.	A2.1: A program is implemented to provide, improve and maintain open space, recreation and sporting facilities including multi-use facilities.	A2.1.2: Maintain existing recreation and sporting facilities in accordance with the Asset Management Plan.

	A2.2: Partnerships with community groups and organisations assist to optimise the availability and use of open space, recreation and sporting facilities.	A2.1.3: Actively engage with sporting organisations and clubs, user groups and residents during the preparation of plans, policies and strategies for sport and recreation.

GOVERNANCE MATTERS

The Sportsfields Bookings Policy is a new policy and as such will be saved to the policy register and require regular updates.

The Sportsfields Closure Policy will replace the existing Wet Weather Policy and will be saved to the policy register and require regular updates.

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 are no costs associated with the development of these policies.

Council's approved Fees and Charges are utilised for the implementation of the policy.

SOCIAL CONSIDERATIONS

The establishment and update of these policies will allow for more structured and fair access to sportsfields for all users and set out guidelines for sportsfield closures.

Access to sportsfields is considered to be a significant social benefit for the community.

ENVIRONMENTAL CONSIDERATIONS

There are no environmental considerations associated with either of these policies.

COMMUNITY CONSULTATION

Consultation for both policies commenced at the Annual Sports Forum in July 2024. From the feedback at the Sports Forum, it was considered that the existing process for Council to close fields during the week and clubs and associations to make the decisions on the weekend should remain unchanged. It was considered that the existing process of communication of closures was working well and supported by the user groups. The Draft Policy was updated to reflect these considerations. All those in attendance were advised of the pending consultation period and the process for providing comments.

At the Ordinary Meeting of Council on 22 July 2025, Council resolved to put the draft policies out to community consultation for a period of 28 days and both policies were put out to community consultation through Council's "Your Say" page on our website and Council's eNews.

There were three (3) submissions received during the consultation period one (1) relating to the Sportsfields Booking Policy and two (2) relating to the Sportsfields Closure Policy.

The comments received are summarized below:

Policy	Commentor	Summary of concerns
Sportsfields Bookings Policy	Northern Suburbs Football Association	Concerns relate to the Definition of a Community Sporting Group or Association, specifically that the definition should include that the group or association should be affiliated with the official State or Federal body for that sport. In addition, the concerns relate to the group or association being able to prove that a large percentage of their membership lives within the Ku-ring-gai LGA. Other comments not related to the policy will be responded to separately.
Sportsfields Closure Policy	Northern Suburbs Football Association	Concerns relate to periods where sportsfields may be closed for extended periods and the calculation of a fee seasonal hire. Other comments not related to the policy will be responded to separately.
Sportsfields Closure Policy	Hamish Gillespie-Jones (FCPA)	Concerns relate to the amount wet weather closures and the belief that there should be less closures and play allowed to proceed, especially for Rugby Union. Other comments not related to the policy will be responded to separately.

Review of comments: Sportsfields Booking Policy

After reviewing the comments received, the definition for Community sporting group or association: *"A group that provides benefit to the community on a non-profit basis to be evidenced by the group's constitution, legal status and recent annual report",* is considered to be appropriate and it is not considered that any changes to the draft policy are required.

A review of the requirements for affiliation with a peak sporting body was undertaken and it was found that the requirements could exclude some local community sporting groups that are not currently affiliated and could prevent the continuation of some existing bookings and/or competitions.

Other comments received in relation to this policy relating to the amount of members within Ku-ring-gai LGA were not considered to be suitable for inclusion within the policy as it is possible for some sports to still be considered a community sporting group or association while traversing LGA boundaries and this should not impact on their access to facilities at a community rate.

Review of Comments: Sportsfields Closure Policy

After reviewing the comments received in relation to the Sportsfields Closure Policy, it is not considered that any changes to the draft policy are required.

The existing arrangements for the calculation of seasonal hire rates have been in place for some time and consultation around the potential to increase seasonal hire rates to allow for wet weather refunds was not supported when put to the 2024 Annual Sports Forum. While it is acknowledged that wet weather refunds do not apply for seasonal hire, there are other benefits that seasonal hirers receive that include no charge for non use of floodlights during wet weather or any other closure.

Comments received in relation to the amount of closures during wet weather are noted however, the condition of the surface and the minimisation of damage due to use during wet weather are considered more important than allowing play to occur at the risk of the sportsfield not being able to be used for weeks following.

INTERNAL CONSULTATION

Consultation on both policies has been undertaken internally with relevant staff from the Strategy and Environment, Community and Operations departments.

SUMMARY

Following internal and community consultation, it is considered that the policies as previously reported to Council and as consulted to the community, remain unchanged and are adopted.

It is important to note that there has never been a Sportsfield Bookings Policy in place and the adoption of this policy will provide the basis for further policy development in this area, which could include expanding the policy to include other bookable activities in the future and the opportunity to better manage all defined hirers within a bookings hierarchy.

A copy of the policy, as previously reported, can be found in Attachment A1.

A copy of the policy, as previously reported, can be found in Attachment A2.

RECOMMENDATION:

That Council adopts the Sportsfields Booking Policy and Sportsfields Closure Policy as attached to this report.

Matthew Drago
Manager Infrastructure Services

Item GB.10 **S03881**

Attachments:	A1⇩	DRAFT Sportsfields Booking Policy post community consultation	2025/299063
	A2⇩	DRAFT Controlled Document Number 223 - Sportsfields Closure Policy - Version 1 - Post Consultation	2025/302147

Ku-ring-gai Council

Draft Policy

Sportsfields Booking Policy

Version Number 1

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Sportsfields Booking Policy

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Controlled Document Information

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Related Document Information, Standards & References

Related Legislation:	Local Government Act 1993 Crown Lands Act 1989 Crown Lands Management Act 2016	
Related Policies (Council & Internal)	Plan of Management for Sportsgrounds Council's Fees and Charges Ku-ring-gai Council – Sportsground Wet Weather Policy Code of Conduct	
Related Documents - Procedures, Guidelines, Forms, WHS Modules/PCD's, Risk Assessments, Work Method Statements, etc	Management of Community and Recreation Land and Community Facilities Procedure All current and future adopted Plans of Management	
Other References		

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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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Policy

Purpose

Council has a range of sportsfields available for use in the Ku-ring-gai Local Government Area. They are currently utilised by a variety of user groups including community sporting groups, schools, casual hirers and the general public.

This policy has been developed to assist sportsfields users and managers in the sustainable use of sportsfields under the control and management of Ku-ring-gai Council in consideration of all users of these sportsfields.

The goal of the policy is to:

"Provide equitable access and safe playing conditions for users whilst sustainably managing available Sporting Fields"

This policy applies to all hirers wishing to use sporting fields in Ku-ring-gai on either a casual, seasonal, or permanent hire basis.

Objectives

- Ensure Council has the capacity to provide safe sportsfields for the community.
- Provide the opportunity for a diverse range of recreation activities for sporting user groups.
- Support the outcomes prescribed in Council's Plan of Management for Sportsgrounds with reference to appropriate use.
- Establish timeframes where sportsfields will not be available due to annual season changeover and renovation periods as well as other scheduled maintenance or capital works. activities are undertaken.
- Provide a hierarchy for booking approvals.

Responsibilities

Manager Infrastructure Services is responsible for:

- Overall responsibility of Sportsfields Booking Policy
- Ensuring compliance with policy standards
- Resolution of disputes over clashes of seasonal allocation or other booking requests

Coordinator Open Space Services is responsible for:

- Ensuring compliance with this policy and procedures

Sportsfields Booking Officer is responsible for:

- Allocating bookings to hirers
- Facilitating the implementation of this policy

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Policy Details

Seasonal Allocation:

Allocation packs are dispatched four times per year as follows**:**

- **Summer Season** – allocated in July for September – March.
- **Winter Season** – allocated January for April – August.
- **Schools** – allocated in October for the next school year – valid for school days and hours only.
- **Permanent** - allocated in October for the next year.

Traditional seasonal sports have priority during the respective seasons. For example, Cricket during the Summer season and Football during the Winter season.

Where a field does not receive any seasonal allocation request for the current seasonal sport then the hierarchy of booking priorities outlined below will be applied and conflicts will be resolved in line with this policy.

Seasonal Allocation packs must be returned to Council by the date specified on the allocation pack for the relevant season.

Bookings will only be confirmed once Council officers have:

- Received the Signed Acceptance of Terms and Conditions of Hire through Council's online booking system.
- Received confirmation of Bond details (if applicable)
- Assessed the hirer has the financial capacity to meet their ongoing obligations to Council.
- The hirer is responsible for ensuring all details and hire arrangements are confirmed prior to commencement of hire.
- Hire applications are valid from the commencement and termination times, as specified in the booking.

Late applications will only be considered after bookings have been allocated to those applications received on time.

Any booking request for additional times made after the confirmation of seasonal allocation will be charged at a casual rate, as per Council's adopted and current fees and charges and will be only confirmed subject to availability.

The nominated person/s on the application will be liable for charges assessed for any use over and above the times and places on the application form. Charges will be made in accordance with Council's current and adopted fees and charges.

In the event of non-payment of account and/or no evidence of a payment arrangement, Council reserves the right to terminate the permanent hire agreement. All outstanding payments will be deducted from the bond and charged in addition, if incurred.

Booking requests will not be processed until all outstanding accounts are up to date.

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Hierarchy of booking approvals

Council will give preference to seasonal hirers in the first instance over casual hirers. The hierarchy for approval of bookings of sporting fields is as follows:

1st priority: Community sporting groups and associations
2nd priority: Public schools
3rd priority: Private Schools
4th priority: General community/commercial and casual hirers.

Where a clash exists for allocation requests between two or more groups that cannot be separated by the booking's hierarchy, Council bookings staff will work with all parties to accommodate each request which may mean an alteration to the requested time, day or location for one or both hirer/s.

If no resolution can be made between parties, Council's Manager Infrastructure Services will make a determination of the booking and priority will be given to the user group that has a greater connection with the Ku-ring-gai Community and community sport, has a connection to the specific facility such as a lease of a clubhouse, is a local community club or association, or is an elite or representative team of a local association.

It should be noted that the hierarchy for bookings does not apply to the St Ives Showground main arena due to major events and licence holders. The St Ives Showground Venues Team will manage seasonal allocation and casual bookings of this space in consultation with the Sportsfields Bookings Officer.

Academy/Elite/Squad training providers

Academy or elite training providers will be charged at a casual hire rate and will not be able to use the community clubs or associations allocation of sportsfields.

The exception to this is where a community club or association is utilising a provider **only** for members of the community club or association during a training allocation. This is subject to approval in writing from Council. For the purposes of this policy, this type of training will not be considered personal training. This will be considered sports training. Council reserves the right to decline approval for this training if it does not comply with these requirements.

Community clubs or associations engaging in 1on1 training, or small group training sessions will not be considered personal training**.**

Preseason, Out of Season Bookings and Seasonal Changeover

Council receives many requests from user groups for pre-season and out of season bookings for training and trial matches. These generally fall in the small window allowed for Council's maintenance teams to complete seasonal changeover between Summer and Winter. For this reason, the majority of fields are closed for this period. These closure periods are necessary to undertake maintenance and renovation works.

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Bookings for sportsfields for preseason training and trial matches may be accepted if:

- Field conditions are acceptable.
- Maintenance activities have been completed or are not programmed during this period.
- The intensity of use will not impact on the recently completed works.
- Players are to not wear studded shoes or boots. Only flat soled sports shoes are allowed unless Council has given approval.

Requests will be considered on a case-by-case basis.

With regards to preseason, training and trial matches, Council will generally allocate sportsfields that will be less impacted during winter season.

The only exception to the above are synthetic fields which are available year-round, unless closed for maintenance.

General Booking Requests

Due to the automated nature of the new booking system, due dates for booking requests must be strictly adhered to as remaining availability may be requested by and allocated to other hirers.
Outside of allocation periods, booking requests should be submitted a minimum three business days prior to booking date.

For booking requests within three business days from the booking date, Council's Sportsfields Bookings Officer should be contacted directly.

Fees and Charges

All bookings will be invoiced according to Council's adopted and current Fees and Charges for the current financial year.

Invoicing and payments

Invoicing will be established within Council's Bookings software and will be required when the booking is confirmed.

Seasonal and permanent hirers will be invoiced quarterly for confirmed bookings as allocated, and payment will be required in line with Council's payment terms. Payments will not be refunded for any cancellations during that quarter.

For Casual hirers, payment is due at the time of the confirmed booking. Cancelations can be made, and funds credited if this is completed within two weeks prior to the booking and can be refunded if made more than 2 weeks prior to the booking.

Hirers will be responsible for the costs associated with hiring a groundsperson on a weekend after the preparation of the facility. Any requests for staff must be made prior to Friday morning to allow the Sportsfield Supervisor to allocate a team member.

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Wet weather credits & refunds

Ku-ring-gai Council has a policy that covers wet weather closures. This policy can be found on Council's website. www.krg.nsw.gov.au

Only Public Schools who have made a seasonal booking are eligible for wet weather credits if cancellation in writing is received prior to the commencement of the booking. All other seasonal and permanent hirers are not entitled to a refund for wet weather.

Terms and conditions

Any hirer will be subject to Council's Bookings Terms and Conditions which can be found on Council's website and must be agreed to at the time of booking.

Sub-letting, unpermitted use and display of advertising material

The allocated use of a sportsfield does not permit the hirer to sublet or permit any third party to use any part of the sportsfield without prior written consent of Council. This is regardless of whether a fee has already been paid to Council by a club or association for the use of the sportsfield.

Users of sportsfields are not entitled to exclusive use or occupation of adjoining facilities such as carparks or change facilities otherwise agreed with Council by lease or licence.

The display of advertising material on sporting fields or surrounding areas is not permitted without prior approval of Council.

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Definitions

Term / Abbreviation	Definition
Seasonal hirer	Group or organisation that hires sportsgrounds on a seasonal basis, with two allocations being undertaken per year to cater for summer & winter sporting activities.
Casual hirer	Hirer that books as a one – off on an ad hoc basis.
Permanent hirer	Hirers that pertain to regular use of a specific facility for a specific time period not exceeding 12 months.
Community sporting group or association	A group that provides benefit to the community on a non-profit basis to be evidenced by the group's constitution, legal status and recent annual report.
Public School	Schools funded and run by the state government
Private School	Schools that are not dependent upon national or local government to finance their financial endowment.
Allocation Pack	Documents sent to hirers with relevant information relating to bookings before each season
Summer Season	Sport undertaken between September & March. Traditional sports include Cricket, Athletics & Futsal.
Winter Season	Sport undertaken between April & August. Traditional sports include Soccer, Australian Rules Football, Rugby Union, Rugby League, Baseball & Softball
Seasonal Changeover	This is the time between winter & summer seasons that Council changes the sportsgrounds from one sport to another to cater for seasonal sport.
Academy/Elite/Squad	A specialised training program provided by a commercial business to enhance skills of participants engaging in the training.
Representative Team	A team comprising of the highest calibre of players from an association
Training	Use of fields by teams of players usually undertaken after traditional hours of work or school for the purpose of practice.
Competition	Games traditionally played on weekends under the control of a relevant association.

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Ku-ring-gai Council

Draft Policy

Sportsfields Closure Policy

Version Number 2

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Other References		

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Version history

Version Number	Version Start Date	Version End Date	Author	Details and Comments
1	3 December 2003	18 August 2020	Janice Bevan	First version.
2	April 2025	(date version ceased to be in effect)	Manager Infrastructure Services	New version updated to current format and in line with custom and practice.

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Introduction

This policy is intended to apply in situations where Council's sportsfields are impacted by adverse weather, and assist in guiding the decision to play or train on sportsfields to prevent damage to the playing surface and provide a safe surface for use.

Objectives

- Ensure Council has the capacity to provide safe sportsfields for the community.
- Provide a process for assessing the suitability of sportsfields for play when impacted by adverse weather
- Provide a transparent process for all users and stakeholders to make decisions.
- Support the outcomes prescribed in Council's Plan of Management for Sportsgrounds with reference to appropriate use.
- Determine ground closures including what areas and for what period the sportsfield is to be closed.

Scope

Assessing the field conditions during adverse weather

The following points are intended as a guide only, as conditions vary from location to location due but not limited to variations in weather conditions, drainage, usage levels or individual sports, etc. As a guide, training or play is likely to cause damage to the playing surface of sportsgrounds if they exhibit any of the following characteristics:

Factors considered include;

- Surface water present
- Water rises to the surface when walking across the surface (indicates soil is at saturation point).
- Surface is slippery to walk on, or grass dislodged easily
- Heavy and/or consistent rain occurs immediately prior to or during training or play.
- Dry/hard surface (times of drought)
- Bare areas – could be due to drought or damage following use after wet weather

Process for Sportsfields Closures due to adverse weather:

Monday to Friday – During adverse weather Council will inspect each sportsfield and will be responsible for making any decision to open or close a sportsfield due to adverse weather and if conditions pose a safety risk to participants or if continued use could cause damage to the playing surface.

Council's Closure Hotline will be updated by 2.30pm each weekday if sportsfield status changes. Council's website will also be updated by 2.30pm to give a status update on each sportsfield.

Weekends – The decision to play on a rain affected field will rest with the club or association that has made the booking based on a recommendation issued by Council on Friday afternoon.

Council staff will inspect the field on Friday to determine the condition of each field. If it is considered that the sportsfield will be damaged or unsafe for play if play occurs on the weekend then it will be recommended that play does not proceed. Some fields may not be affected by the adverse weather in which case the recommendation may be that play can proceed or be limited to certain areas on the field.

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This information will be emailed to all clubs and associations at 2.30pm on Friday and also placed on Council's website on the Closure page. The Closure Hotline will be changed stating hirers will need to check on the recommendations on Council's website.

The information will be in a table format with each sportsfield identified with a specific recommendation to either proceed with play, not proceed or only to proceed if no further rain is experienced.

This information is a guide to assist clubs and associations to make an informed decision.

Compliance:

All users of the sportsfields, including associations, clubs, teams and individual players, are expected to adhere to this closure policy.

Clubs and associations may be held financially responsible for any damage caused to sportsfields due to play or training occurring during or after adverse weather conditions that is undertaken contrary to Council's closure or recommendation.

The cost of damage will be determined based on advice from Council Officers and will incorporate two key components: the initial cost to repair the damage to enable the Sportsfield to return to use, and the long-term cost of repairing the damage at the end of the season, to enable the following scheduled season use to occur.

Council reserves the right to withdraw the use of its Sportsfields to a club or association that causes excessive and/or repeated damage to sportsfields due to training or play occurring during or after adverse weather conditions.

In the event of a suspected breach of the Sportsfield Closure Policy a site meeting will be convened with representatives of the club and Council staff.

Following discussion at the site meeting, if a breach of policy has occurred a letter will be sent to the said club or association detailing the breach of policy, and the costs of works required to repair the damage. The General Manager, Mayor and Ward Councillors will also be notified.

If the club or association wishes to appeal the decision of Council, a written request to Director Operations for a review of the original decision is to be made, within 14 days of first being notified. A review will be undertaken by Manager Infrastructure Services.

Wet weather credits & refunds

Ku-ring-gai Council has a policy that covers wet weather closures. This policy can be found on Council's website. www.krg.nsw.gov.au

Only Public Schools who have made a seasonal booking are eligible for wet weather credits if cancellation in writing is received prior to the commencement of the booking. All other seasonal and permanent hirers are not entitled to a refund for wet weather.

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Sportsfield Maintenance in response to wet weather:

Following wet weather conditions, sportsfields will undergo thorough assessment and maintenance to ensure their safe and timely reopening.

Council gives no guarantee that damaged sportsfields will be repaired by the next game or within the current season of the respective sport.

Maintenance activities may include aerating, reseeding, and leveling the playing surface to mitigate damage caused by wet weather use.

Sportsfield Closure Due to Maintenance

Council will close sportsfields for maintenance, particularly during periods of wet weather, drought or when grounds are deemed unsafe or damaged.

Council maintain the grounds to ensure that they stay in good playing condition. In order to do this, Council may need to close sportsfields from time to time. This could include tasks such as grass care and mowing, linemarking, weed/pest control, soil testing and irrigation works.

Major maintenance occurs each March and September, between sports seasons when grounds are closed for sporting seasonal changeover.

All scheduled maintenance requiring field closure will be communicated to hirers and all efforts will be made to accommodate alternate arrangements or re-scheduling of training or matches.

Responsibilities

Responsibilities

Manager Infrastructure Services is responsible for:

- Overall responsibility of Sportsfields Closure Policy
- Ensuring compliance with policy standards
- Resolution of disputes regarding use of sportsfield.

Coordinator Open Space Services is responsible for:

- Ensuring compliance with this policy and procedures
- Facilitating the implementation of this policy

Sportsfield Bookings Officer

- Updating information to user groups, on website and Closure line

Policy owner

- Director Operations

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Definitions

Term / Abbreviation	Definition
Community sporting group or association	A group that provides benefit to the community on a non-profit basis to be evidenced by the group's constitution, legal status and recent annual report.
Public School	Schools funded and run by the state government
Private School	Schools that are not dependent upon national or local government to finance their financial endowment.
Damage	Impact on the surface of the sportsfield outside of normal wear & tear.
Sportsfield	Grass area marked out for play including turf wickets
Seasonal Changeover	This is the time between winter & summer seasons that Council changes the sportsgrounds from one sport to another to cater for seasonal sport.
Training	Use of fields by teams of players usually undertaken after traditional hours of work or school for the purpose of practice.
Competition or matches	Games traditionally played on weekends under the control of a relevant association.
Adverse weather	Significant rain or drought events that impact on the sportsfield surface

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KU-RING-GAI LOCAL TRANSPORT FORUM DATES FOR 2026

EXECUTIVE SUMMARY

HI PURPOSE OF REPORT:	To determine the Ku-ring-gai Local Transport Forum (LTF) meeting dates for 2026.
BACKGROUND:	Meeting dates are scheduled to suit Council's meeting cycle and time constraints for the preparation of Committee meeting minutes for Council's agendas.
COMMENTS:	Determining meeting dates in advance assists both internal and external stakeholders. The proposed meeting dates for 2026 are: • 18 February 2026 (In-person) • 18 March 2026 (On-line) • 22 April 2026 (On-line) • 20 May 2026 (In-person) • 17 June 2026 (On-line) • 22 July 2026 (On-line) • 19 August 2026 (In-person) • 23 September 2026 (On-line) • 21 October 2026 (On-line) • 18 November 2026 (In-person)
RECOMMENDATION:	That the Ku-ring-gai Local Transport Forum meetings for 2026 be scheduled monthly between February and November as per dates specified.

PURPOSE OF REPORT

To determine the Ku-ring-gai Local Transport Forum (LTF) meeting dates for 2026.

BACKGROUND

The Ku-ring-gai Local Traffic Forum (LTF) meeting dates are proposed to suit Council's meeting cycle and time constraints for the preparation of the meeting minutes for Council's agenda. Meeting dates may change during the year subject to circumstances at the time.

The Minutes of each LTF will be referred to an Ordinary Meeting of Council.

COMMENTS

Scheduling meeting dates in advance assists both internal and external stakeholders.

LTF meetings will be held online every month, except for quarterly meetings which are in-person. Members would be encouraged to attend quarterly meetings in person; however, they may participate via audio-visual link if necessary.

Some LTF meetings during 2026 may be altered, postponed or cancelled with advance notice provided to all members. Where urgent matters arise, an additional meeting may be called to address the matter in a timely manner.

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
A4: Provide, upgrade and maintain Ku-ring-gai's local road and footpath network, traffic facilities and other road infrastructure.	A4.2: The local road network and associated traffic facilities are improved and maintained.	A4.2.1: Obtain endorsement and approval from the Ku-ring-gai Traffic Committee and Council for the new or upgraded traffic and pedestrian facilities at identified sites and secure funding. A4.2.2: Support monthly meetings of the Ku-ring-gai Traffic Committee or as required.

GOVERNANCE MATTERS

The dates will be entered into the relevant calendars.

RISK MANAGEMENT

There is no risk management considerations associated with this report.

FINANCIAL CONSIDERATIONS

There are no financial implications associated with this report.

SOCIAL CONSIDERATIONS

There are no social considerations associated with this report.

ENVIRONMENTAL CONSIDERATIONS

There are no environmental considerations associated with this report.

COMMUNITY CONSULTATION

There is no community consultation associated with this report.

INTERNAL CONSULTATION

Internal stakeholders have been consulted about the dates.

SUMMARY

The report recommends the schedule of Ku-ring-gai Local Transport Forum meetings for 2026 are held on the third Wednesday of every month as per the recommendation.

RECOMMENDATION:

That the Ku-ring-gai Local Transport Forum (LTF) meetings in 2026 be scheduled for the dates as follows:

- 18 February 2026 (In-person)
- 18 March 2026 (On-line)
- 22 April 2026 (On-line)
- 20 May 2026 (In-person)
- 17 June 2026 (On-line)
- 22 July 2026 (On-line)
- 19 August 2026 (In-person)
- 23 September 2026 (On-line)
- 21 October 2026 (On-line)
- 18 November 2026 (In-person)

Deva Thevaraja
Manager Traffic and Transport

Peter Lichaa
Director Operations

LOCAL TRANSPORT FORUM - DECISION MAKING FRAMEWORK AND ASSOCIATED DELEGATIONS

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	The purpose of this report is to present to Council a governance and monitoring framework for the proposed Local Traffic Forum (LTF).
BACKGROUND:	At the Ordinary Meeting of Council on 21 October 2025, Council considered Item GB.1 and resolved in part for a report to be presented to Council on a possible governance and monitoring framework for the proposed Local Traffic Forum (LTF).
COMMENTS:	The proposed measures clarify the advisory role of the LTF, establish a tiered decision-making framework, enhance transparency through timely publication of agendas and decisions, introduce a quarterly network-impacts dashboard for monitoring outcomes, and provide for a 12-month review to assess effectiveness and identify improvements.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	That Council approve the recommendations A to E of this report.

PURPOSE OF REPORT

The purpose of this report is to present to Council a governance and monitoring framework for the proposed Local Traffic Forum (LTF).

BACKGROUND

At the Ordinary Meeting of Council on 21 October 2025, Council considered Item GB.1 and resolved the following:

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 (LTF) 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 LTF to consider the outcomes of that review and provide advice to Council on any amendments or improvements deemed appropriate.

Parts A, B, and C of the resolution above have been previously adopted by Council. Therefore, this report addresses parts D-H of the resolution.

COMMENTS

Recommendation Part D

That Council establish the Local Transport Forum (LTF) 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.

The inclusion of this ensures clarity regarding the governance framework for the LTF under Transport for NSW's (TfNSW) 2025 Authorisation and Delegation Instrument. While the Instrument transfers significant powers to Council, it also specifies that the LTF is an advisory body only and does not have decision-making authority. This recommendation confirms that all decisions to regulate traffic or install prescribed traffic control devices on local roads remain reserved to Council unless expressly delegated.

By adopting this approach, Council:

- aligns with TfNSW guidance that the LTF provides technical advice and coordination but does not issue approvals;
- maintains accountability and transparency by ensuring decisions are made by the elected body or its authorised delegate;
- provides certainty to stakeholders that advice from the LTF will be considered but is not binding, and
- supports compliance with the Instrument, which requires Council to retain ultimate responsibility for traffic regulation and prescribed devices.

This governance position will be reflected in the updated Terms of Reference for the LTF.

Recommendation Part 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.

This Recommendation builds on Recommendation D by providing a structured approach to decision making under the 2025 Authorisation and Delegation Instrument. While Recommendation D confirms that all decisions remain reserved to Council unless expressly delegated, Recommendation E requires the development of a tiered framework to clearly define which matters should be determined by Council and which can be delegated to the General Manager (or their sub-delegate as approved under Council's internal schedule of delegations).

A tiered decision-making framework and associated delegations for traffic regulation and Prescribed Traffic Control Devices (PTCD) have been prepared, including a flow chart illustrating the approval process and a detailed list of PTCD types with corresponding delegations. These are provided in Attachments A1 and A2 to this report. Incorporating these into the LTF Terms of Reference in Attachment A3 will provide clarity on roles and responsibilities, support compliance with TfNSW's 2025 Authorisation and Delegation Instrument, efficient operational decision making and compliance with governance requirements.

Recommendation Part 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.

This Recommendation will be implemented.

Recommendation Part 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.

A suitable dashboard is being developed and will be presented to the LTF in early 2026 for consideration and then to Council for adoption.

Recommendation Part H

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

A 12-month review will be undertaken and presented to the LTF to review the findings and provide advice to Council on any amendments or improvements deemed appropriate.

GOVERNANCE MATTERS

Council decisions regarding traffic related decisions and actions are governed primarily by the Local Government Act 1993 (NSW), the Roads Act 1993 (NSW) and the powers granted through the TfNSW 2025 Instrument.

The Instrument transfers powers for the regulation of traffic and the installation of prescribed traffic control devices (PTCD) on local roads from TfNSW to Council. In accordance with the TfNSW Instrument and resolution of Council on 21 October 2025 (ref: GB.1), final decisions remain with Council unless expressly delegated to the General Manager (or their sub-delegate as approved under Council's internal schedule of delegations). This is formalised through the tiered decision-making framework in the draft Terms of Reference for the LTF.

RISK IMPLICATION STATEMENT

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

COMMUNITY CONSULTATION

There is no community consultation associated with this report.

INTERNAL CONSULTATION

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

SUMMARY

This report addresses Council's Resolution of GB.1 from the Ordinary Meeting of Council on 21 October 2025 concerning governance arrangements for the LTF under TfNSW's 2025 Authorisation and Delegation Instrument.

It proposes confirming the LTF as an advisory body, adopting a tiered decision-making framework with clear delegations, publishing LTF agendas and decisions online for transparency, introducing a quarterly dashboard to monitor traffic and safety outcomes, and conducting a 12-month review to assess effectiveness. These measures aim to strengthen governance, accountability, and informed decision-making in local traffic management.

RECOMMENDATION:

That:

A. The Local Transport Forum (LTF) be established as an advisory forum only and confirm that all decisions to regulate traffic or install Prescribed Traffic Control Devices (PTCD) under the TfNSW's 2025 Authorisation and Delegation Instrument on local roads are reserved to Council unless expressly delegated.

B. The tiered decision-making framework and associated delegations for regulating traffic and installing Prescribed Traffic Control Devices (PTCD) as detailed in Attachments A1 and A2 of this report and as incorporated into the LTF Terms of Reference in Attachment A3 be implemented. Council notes that this framework clearly identifies matters reserved to Council and those delegated to the General Manager or other designated officer, ensuring compliance with TfNSW's 2025 Authorisation and Delegation Instrument.

C. The Local Traffic Forum agendas, minutes, and any officer determinations made under delegation be published on Council's website within 10 business days of the meeting or determination, accompanied by a plain-English decision note and relevant plans.

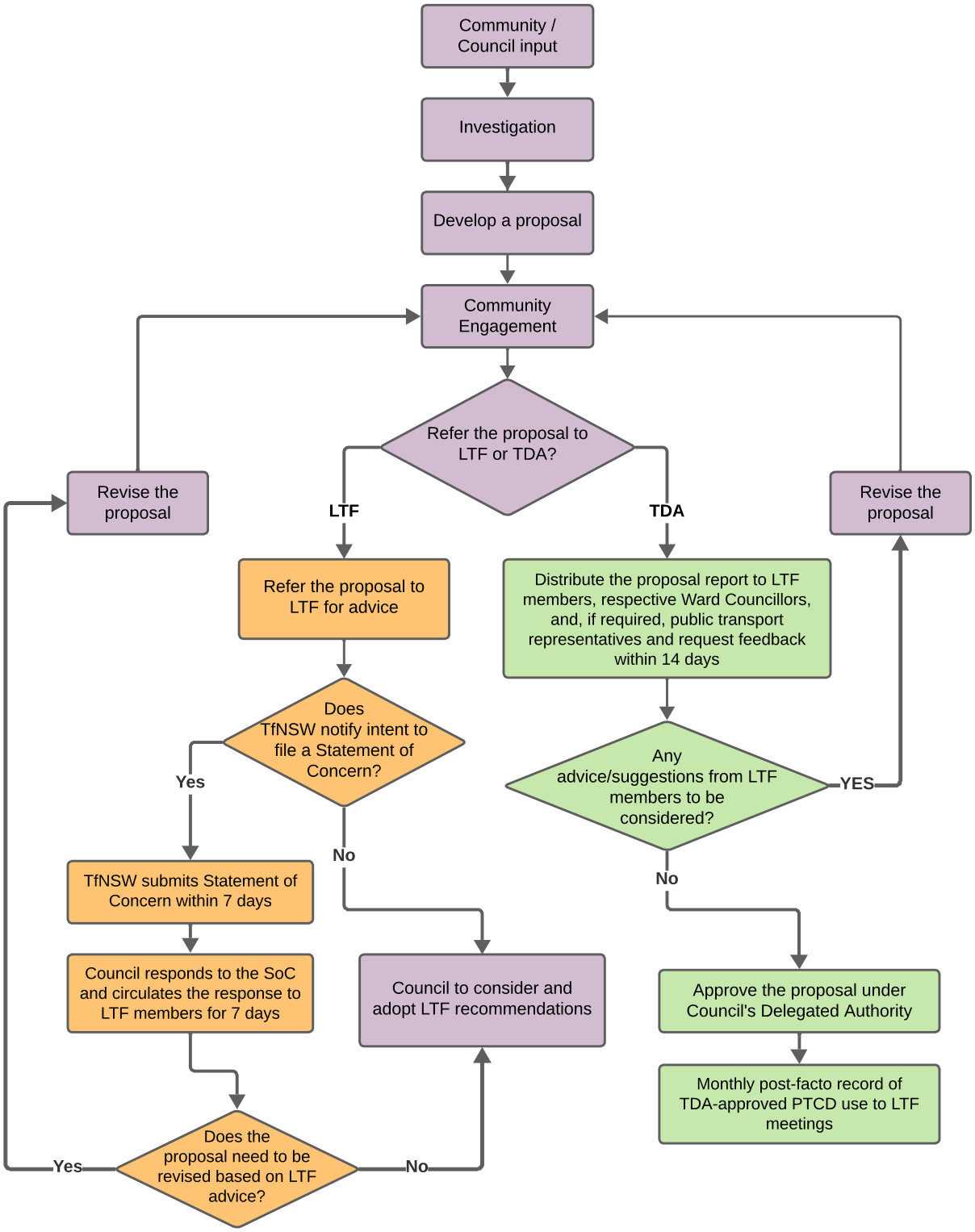
D. A quarterly network impacts dashboard for Councillors, summarising delegated decisions, observed traffic and safety outcomes, and any Statements of Concern issued by TfNSW, be developed and presented to the Local Traffic Forum in early 2026 for consideration and then to Council for approval.

E. Arrangements be made for a review of the implementation and effectiveness of the Parts A-D of this recommendation twelve months after their commencement, with the outcomes of the review to be considered by the Local Traffic Forum and reported to Council together with any recommended amendments or improvements for Council's determination.

Deva Thevaraja
Manager Traffic and Transport

Attachments:	A1⇩	Approval Process - Prescribed Traffic Control Devices (PTCD) - Final	2025/397124
	A2⇩	List of Prescribed Traffic Devices	2025/397266
	A3⇩	Draft ToR Ku-ring-gai Local Transport Forum 28.11.25	2025/397731

Approval Process - Prescribed Traffic Control Devices (PTCD)



List of Prescribed Traffic Control Devices	Referred to LTF?	Delegation
PTCDs for speed controls		
Speed limit adjustments	Yes	Council
School Zone adjustments	Yes	Council
Shared Zone	Yes	Council
High Pedestrian Activity Area	Yes	Council
Speed cushions	Yes	Council
Other traffic calming measures	Yes	Council
PTCDs for intersection controls		
Stop	No	GM (or their delegate)
Give Way	No	GM (or their delegate)
Change of priority at intersections	Yes	Council
Roundabout	Yes	Council
No Right Turn / No Left Turn / No U-turn	Yes	Council
Mandatory Turn (Left/Right Turn Only)	Yes	Council
Traffic islands used to enforce lane discipline	Yes	Council
Keep Clear pavement marking	No	GM (or their delegate)
PTCDs for regulation of traffic		
Lane shift	Yes	Council
Lane addition / reduction	Yes	Council
One-way / No Entry	Yes	Council
Load limit	Yes	Council
No Trucks sign	Yes	Council
No Buses sign	Yes	Council
Pedestrian controls		
Pedestrian crossing - at-grade	Yes	Council
Pedestrian crossing - raised	Yes	Council
Pedestrian refuge	Yes	Council
Kerb extensions / islands - to reduce crossing distance without marked crossing	Yes	Council
PTCDs for on-street parking controls		
No Parking	No	GM (or their delegate)
No Stopping	No	GM (or their delegate)
Bus Zone	No	GM (or their delegate)
Taxi Zone	No	GM (or their delegate)
Loading Zone	No	GM (or their delegate)
Works Zone	No	GM (or their delegate)
Mail Zone	No	GM (or their delegate)
Disabled parking	No	GM (or their delegate)
Carshare parking	No	GM (or their delegate)
Time-restricted parking	No	GM (or their delegate)
Pavement marking for marked on-street parking bays	No	GM (or their delegate)
Special Event related traffic controls*		
Class 1 and Class 2 Events (Major or moderate impact)	Yes	Council
Class 3 and Class 4 Events (Minor or localised impact)	No	GM (or their delegate)
Temporary use of PTCDs		
Temporary traffic control device to restrict or prohibit passage along a road of any persons, vehicles, or animals; or compel or prevent a turn, exceeding 6 months	Yes	Council
Temporary traffic control device that prevent or impede the safe or efficient operation of public transport, exceeding 24 hours	Yes	Council
Temporary traffic control devices that do not require referral to LTF	No	GM (or their delegate)

*Classes of special events refer to the *'NSW guide to traffic and transport management for special events'*
Class 1 Event - Major impact on traffic & transport network, e.g. major impact or closure of the principal transport route.
Class 2 Event - Moderate impact on traffic & transport network, e.g. moderate impact of the principal transport route.
Class 3 Event - Minor impact on traffic & transport network, e.g. local street closure accessed from a State Road
Class 4 Event - Localised impact on traffic & transport network, minimal impact on non-event community.

KU-RING-GAI LOCAL TRANSPORT FORUM

The terms of reference for the Local Transport Forum are outlined below:

Role of the Forum

The Transport for NSW Authorisation and Delegation Instrument (2025) authorises Council to use prescribed traffic control devices under s122 of the Road Transport Act 2013 and delegates Transport's power under s115 of the Roads Act 1993 to regulate traffic for any purpose.

One of the conditions of the Instrument is that Council establish a Local Transport Forum (formerly known as Local Traffic Committee). The functions of the Forum include:

- collaboration between agencies involved in transport management
- advice on street design, infrastructure and traffic control facilities
- coordination of planned events and activities
- advice and information sharing on transport plans, policy, and management
- ensuring a public record of decisions relating to roads and streets.

Membership

Membership is limited to formal and informal members. Each category provides a single representative.

Formal members:

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

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

Representatives of local bus companies will be invited to any meeting where a proposal is likely to affect public passenger services.

Informal members are representatives of Bicycle Institute of NSW, Ambulance Service and Fire Service, and others as determined by the Forum.

Term of membership

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

Mandatory referral of proposals

The following proposals must be referred to the Forum:

- Proposals which restrict or prohibit passage on a road, or compel or prevent a turn from one public road to another public road for longer than 6 months
- Proposals that prevent or hinder the operation of a public passenger service, prevent access to a public transport station, stop or service, remove or impact any bus priority measure.

Proposals of less than 24 hours do not need to be referred to the forum.

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 as per the table and decision-making process below. Council will consider the Forum's advice before determining any such matter.

Council approval will be sought through the minutes and recommendations arising from each Forum put to the following Ordinary Meeting of Council.

Delegation and decision-making framework

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

The framework outlined in Table 1 reflects the tiered decision-making framework required by Council resolution. Council staff will periodically review this framework and delegations (in consultation with the Forum) and report back to Council for consideration of any amendments.

The General Manager or their delegate may consult with members of the Forum prior to determining matters for which delegation has been granted to the General Manager (as outlined in Table 1).

There is no voting at the Forum, as Council is responsible for decisions it takes on local roads. Members and attendees are to provide advice in good faith, share information and coordinate activities and plans. Council is obliged to consider any advice provided by the Forum, but any decisions are the sole responsibility of Council.

List of Prescribed Traffic Control Devices (PTCDs)	Referred to LTF?	Delegation
PTCDs for speed controls		
Speed limit adjustment	Yes	Council
School zone adjustment	Yes	Council
Shared zone	Yes	Council
High pedestrian activity area	Yes	Council
Speed cushion	Yes	Council
Other traffic calming measure	Yes	Council
PTCDs for intersection controls		
Stop	No	GM (or their delegate)
Give way	No	GM (or their delegate)

Change of priority at intersection	Yes	Council
Roundabout	Yes	Council
No right turn / no left turn / no U-turn	Yes	Council
Mandatory turn (left/right turn only)	Yes	Council
Traffic islands used to enforce lane discipline	Yes	Council
Keep clear pavement marking	No	GM (or their delegate)
PTCDs for regulation of traffic		
Lane shift	Yes	Council
Lane addition / reduction	Yes	Council
One-way / no entry	Yes	Council
Load limit	Yes	Council
No trucks sign	Yes	Council
No buses sign	Yes	Council
Pedestrian controls		
Pedestrian crossing (at-grade)	Yes	Council
Pedestrian crossing (raised)	Yes	Council
Pedestrian refuge	Yes	Council
Kerb extensions / islands (to reduce crossing distance without marked crossing)	Yes	Council
PTCDs for on-street parking controls		
No parking	No	GM (or their delegate)
No stopping	No	GM (or their delegate)
Bus zone	No	GM (or their delegate)
Taxi zone	No	GM (or their delegate)
Loading zone	No	GM (or their delegate)
Works zone	No	GM (or their delegate)
Mail zone	No	GM (or their delegate)
Disabled parking	No	GM (or their delegate)
Carshare parking	No	GM (or their delegate)
Time-restricted parking	No	GM (or their delegate)
Pavement marking for marked on-street parking bay	No	GM (or their delegate)
Special event related traffic controls[2]		
Class 1 and Class 2 events (major or moderate impact)	Yes	Council
Class 3 and Class 4 events (minor or localised impact)	No	GM (or their delegate)
Temporary use of PTCDs		
Temporary traffic control device to restrict or prohibit passage along a road of any persons, vehicles, or animals; or compel or prevent a turn, exceeding 6 months	Yes	Council
Temporary traffic control device that prevents or impedes the safe or efficient operation of public transport, exceeding 24 hours	Yes	Council
Temporary traffic control devices that do not require referral to LTF	No	GM (or their delegate)

Table 1: Delegations for approval of Prescribed Traffic Control Devices (PTCDs)

[2] Note: Classes of special events refer to the 'NSW guide to traffic and transport management for special events': Class 1 Event (major impact on traffic & transport network, e.g. major impact or closure of the principal transport route); Class 2 Event (moderate impact on traffic & transport network, e.g. moderate impact of the principal transport route); Class 3 Event (minor impact on traffic & transport network, e.g. local street closure accessed from a State road); Class 4 Event (localised impact on traffic & transport network, minimal impact on non-event community).

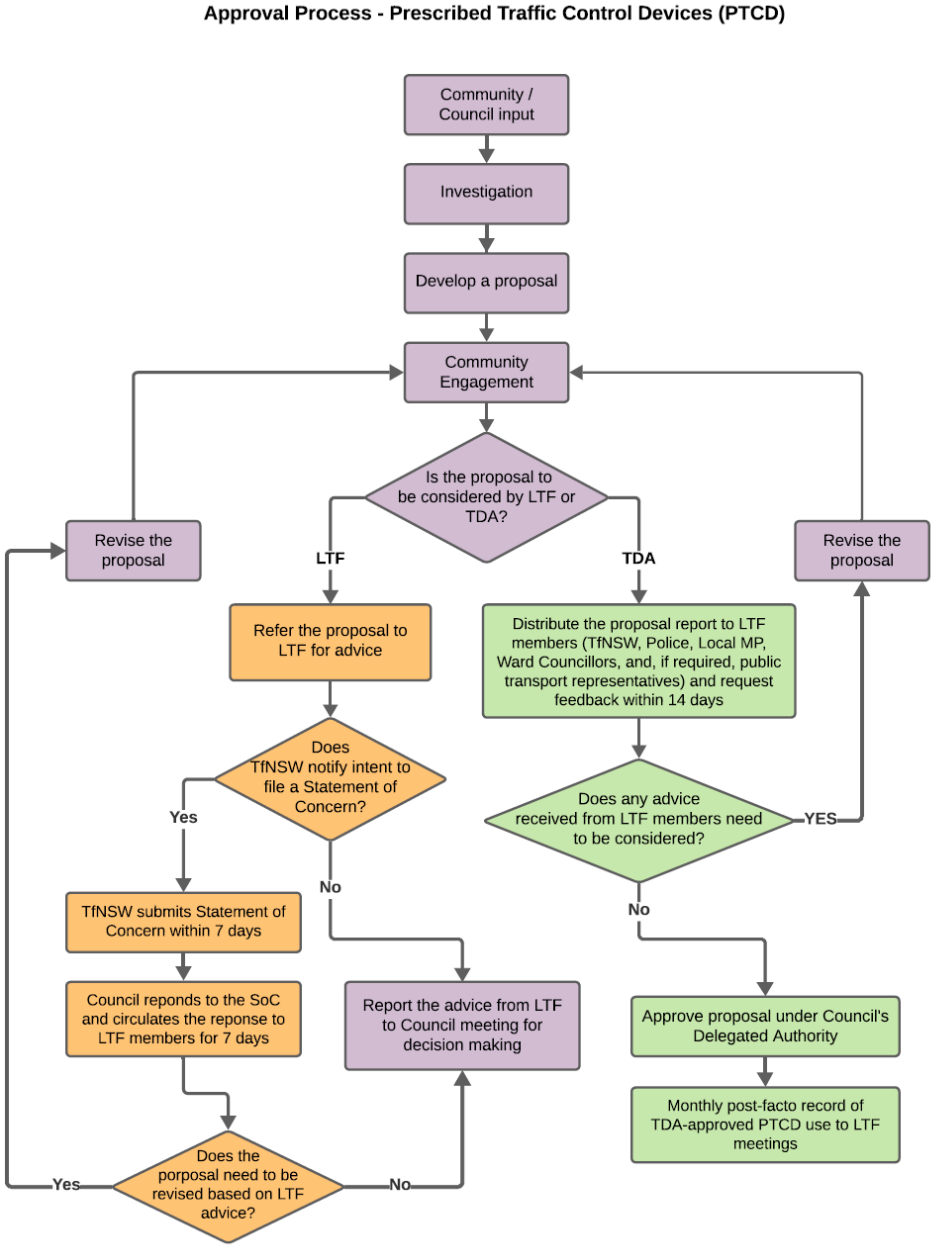


Figure 1: Approval process for Prescribed Traffic Control Devices (PTCDs)

Rules and procedures of the Forum

In the absence of a direction from TfNSW, the Forum may determine its own meeting

procedures. These are set out below:

The Chairperson of the Forum will be the representative appointed on behalf of the Council (or their duly authorised representative).

The meeting will operate on a formal basis. All business will be transacted through the Chairperson.

Only Forum members may submit items for the agenda, ask questions about items that are not listed as general business, address the Forum with respect to confirmation of minutes, raise late items or ask a question of Forum members.

Meetings of the Forum are not public meetings. Written submissions are preferred. However, provision is made for interested members of the public to address the Forum under certain circumstances. Members of the public (including Councillors) may only address the Forum on matters listed on the agenda under general business where prior notice of the intention to speak has been made to Council staff, and the intended speaker has a relevant interest in the subject matter.

'Address the Forum' will normally take place immediately before each relevant item is considered. Items which have speakers will generally be dealt with earlier in the meeting – with the order of business being changed accordingly with the consent of the Forum.

Members of the public (excluding Councillors) shall leave the meeting after all addresses relating to the item under consideration have been made. Members of the public wanting to address more than one item shall re-enter the meeting room when invited to do so.

Technical discussion on agenda items and establishment of recommendations for Council are undertaken in closed session.

Proceedings of the Forum will be recorded in the minutes and made public (as draft) within 10 business days of the meeting of the Forum. The minutes will be updated (if required) following Council approval and accompanied by a plain-English decision note and relevant plans.

Attendance by audio-visual link

Local Transport Forum meetings will be held online every month, with the exception of quarterly meetings. Members are encouraged to attend quarterly meetings in person however they may participate via audio-visual link if necessary.

Code of Conduct

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

RFT5-2025 - BUSHLAND SERVICES TENDER

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To consider tenders received for the establishment of an approved panel of suitably experienced and capable contractors to deliver services within Council's bushland reserves.
BACKGROUND:	Council currently has 34 bushland reserves prioritised for active management. Contracts are offered to deliver a variety of bushland works such as bush rehabilitation, revegetation works, targeted weed control, vegetation assessment and surveys and other tasks related to bushland management, in accordance with any applicable legislation.
COMMENTS:	Council received seventeen (17) tender submissions. All tender submissions were compliant and evaluated by the Tender Evaluation Committee. The tenders were assessed using agreed criteria which identified value for money, experience and staff suitability/capability, risk management, WHS, sustainability and demonstrated technical knowledge.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	A. That Council accept the tender submissions from eight (8) tenderers as recommended in the attached Evaluation Report. B. That the Mayor and General Manager be delegated authority to execute all tender documents on Council's behalf in relation to the contracts. C. That the Seal of Council be affixed to all necessary documents. D. That all tenderers be advised of Council's decision in accordance with Clause 178 of the Local Government Tendering Regulation.

PURPOSE OF REPORT

To consider tenders received for the establishment of an approved panel of suitably experienced and capable contractors to deliver services within Council's bushland reserves.

BACKGROUND

Council currently has 34 bushland reserves prioritised for active management.

Contracts are offered to deliver varied bushland works such as bush rehabilitation, revegetation works, targeted weed control, track and trail construction and maintenance, establishment and maintenance of Asset Protection Zones, fence installations and removal, rubbish/green waste removals, vegetation assessment/survey, environmental volunteering program support, and maintenance of sediment basins.

Additionally, pre- and/or post-burn works are often required on sites of hazard reduction burns, eco burns, and wildfires.

COMMENTS

Council received seventeen (17) tender submissions. All tender submissions were compliant and evaluated by the evaluation committee.

The tenders were assessed using agreed criteria which identified value for money, experience and staff suitability/capability, risk management, Work Health and Safety (WHS), sustainability and demonstrated technical knowledge.

Council's bushland areas support numerous threatened species and ecological communities protected under the *Biodiversity Conservation Act 2016*, *Fisheries Management Act 1994* and the *Environment Protection and Biodiversity Conservation Act 1999*. Accordingly, contractors with demonstrated experience working in sensitive bushland environments, and a strong record of meeting special conditions and complying with relevant legislation, were rated higher against the relevant criteria.

At the conclusion of the tender evaluation, eight (8) tenderers were identified and have been recommended for inclusion on the panel.

INTEGRATED PLANNING AND REPORTING

Outcome 1: Our unique natural environment is protected and enhanced

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
E1 - Maintain and improve our bushland, waterways and biodiversity, and the health and function of local ecosystems.	E1.1The health and function of local ecosystems is maintained and improved and native flora and fauna are conserved.	E1.1.2 Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules. E1.1.3 Review site management plans for priority bushland reserves.

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
		E1.1.6 Implement the Natural Areas Plan of Management.

GOVERNANCE MATTERS

Tender documents were prepared and released through Tenderlink in May 2025. At the close of the tender period, seventeen (17) tenders were received. All submissions were recorded in accordance with Council's tendering policy. A Tender Evaluation Committee assessed the tenders received.

The evaluation considered:

- Price (Cost comparison of rates)
- Previous experience & staff suitability
- Risk Management
- Work Health and Safety compliance
- Environmental Survey ability
- Demonstrated technical knowledge

Confidential attachments to this report are:

- List of tenders received (Attachment A1)
- Tender Evaluation Report RFT5- 2025 Bushland Services Tender (Attachment A2),

These attachments are considered to be 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

Two (2) key areas of risk were identified in relation to the proposed work:

- Risk Management, Environmental and WHS.
- That Council should not be exposed to financial risk

As part of the evaluation process, tenderers were assessed on providing all information and costs requested within the tender document. An independent Performance and Financial Assessment was carried out on the preferred tenderers to ensure that they were trading responsibly and had the financial capacity to undertake the work as detailed within the tender documents.

As part of the independent Financial and Performance Assessment of the eight (8) recommended tenderers by Corporate Scorecard Pty Ltd, the following areas were examined:

- That tenderers have the financial capacity to undertake the proposed value of work.
- That tenderers have been trading in a profitable and responsible manner during the last three (3) years as reviewed by Corporate Scorecard.
- That tenderers have sufficient assets/reserves to cover all possible debts during the period of work.

The financial aspect of the assessment shows all recommended tenderers are able to satisfy the requirements and are unlikely to expose Council to any financial risk if awarded the tender as detailed within Council's tender documents.

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

FINANCIAL CONSIDERATIONS

Works requisitioned under RFT5-2025 will primarily be funded through specific project and recurrent operational funding in the order of $650,000 per annum.

All contractors will extend the validity of the submitted pricing schedules.

SOCIAL CONSIDERATIONS

Bushland services will support community benefit through improved environmental outcomes and protection from bushfire through the consistent application of the Hornsby Ku-ring-gai Bush Fire Risk Management Plan.

ENVIRONMENTAL CONSIDERATIONS

Bushland services delivered will support ecological restoration programs, the satisfaction of biosecurity duties, the protection of threatened species, and ecological monitoring programs.

All projects delivered under RFT5-2025 where appropriate, will be subject to an environmental assessment prepared under Part 5 of the Environmental Planning and Assessment Act 1979.

COMMUNITY CONSULTATION

Community consultation has been completed for the Bushland Reserves Plan of Management and the Hornsby Ku-ring-gai Bush Fire Risk Management Plan.

INTERNAL CONSULTATION

Relevant staff from Operations, Strategy and Corporate Departments have been consulted in the preparation of this report and Tender.

SUMMARY

Tender RFT5-2025 Bushland Services Tender was released through Tenderlink. A Tender Evaluation Panel was formed to assess the submissions.

Council received seventeen (17) tenders. All tenders were recorded in accordance with Council's tendering policy.

Following the evaluation and an independent performance and financial assessment, it is recommended that eight (8) tenderers, as identified in the Tender Evaluation Report, be appointed to a panel of preferred suppliers on the basis of providing the best value for money, experience, staff suitability & capacity, risk management, WHS and demonstrated technical knowledge.

RECOMMENDATION:

A. That Council accept the tender submissions from eight (8) tenderers as recommended in the attached Evaluation Report.
B. That the Mayor and General Manager be delegated authority to execute all tender documents on Council's behalf in relation to the contracts.
C. That the Seal of Council be affixed to all necessary documents.
D. That all tenderers be advised of Council's decision in accordance with Clause 178 of the Local Government Tendering Regulation

Travis Roberts
Coordinator Bushland Services

Matthew Drago
Manager Infrastructure Services

Attachments:	A1	Attachment A1 - List of tenders received	*Confidential*
	A2	Attachment A2 - RFT5- 2025 Bushland Services Tender Evaluation Report	*Confidential*

RFT10-2025 – CRICKET NET UPGRADE TURRAMURRA MEMORIAL PARK

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To consider the tenders received for RFT10-2025 Cricket Net Upgrade Turramurra Memorial Park and to appoint the preferred tenderer.
BACKGROUND:	It is proposed to upgrade and expand the existing cricket practice nets at Turramurra Memorial Park. An appointment of a contractor is required to undertake the construction. Tender documents were released through Tenderlink on 19 August 2025 and closed on the 16 September 2025.
COMMENTS:	Council received ten (10) tender submissions. The tenders were assessed using agreed criteria which identified the best value for money to Council. A Financial and Performance assessment was undertaken on Tenderer A which returned as unsatisfactory. Council sought a further Financial and Performance assessment for Tenderer B.
RECOMMENDATION:	In accordance with Section 55 of the Local Government Act and Tender Regulation 2021, it is recommended Council accept the Tender submitted by Tenderer B.

PURPOSE OF REPORT

To consider the tenders received for RFT10-2025 Cricket Net Upgrade Turramurra Memorial Park and to appoint the preferred tenderer.

BACKGROUND

It is proposed to upgrade the existing cricket practice nets at Turramurra Memorial Park. An appointment of a contractor is required to undertake the construction.

Tender documents were released through Tenderlink on 19 August 2025 and closed on the 16 September 2025, in accordance with the tender requirements of the Local Government Act and Regulation 2021.

COMMENTS

Ten (10) tender submissions were received and recorded in accordance with Council's tendering policy. A Tender Evaluation Committee was formed to assess the tenders received.

A Financial and Performance assessment was undertaken on Tenderer A which returned as unsatisfactory. Council sought a further Financial and Performance assessment for Tenderer B which returned a favourable outcome.

At the conclusion of the tender evaluation, Tenderer B was identified as providing the best value for money to Council.

INTEGRATED PLANNING AND REPORTING

Outcome 3: Infrastructure and assets meet community needs

Strategy - Community Strategic Plan	Term Achievement	Operational Plan Actions
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.	A2.1: A program is implemented to provide, improve and maintain open space, recreation and sporting facilities including multi-use facilities. .	A2.1.1: Deliver Council's adopted Open Space Capital Works Program on time and within budget.

GOVERNANCE MATTERS

Tender documents were prepared and released through Tenderlink on 19 August 2025 and closed on the 16 September 2025. At the close of tender, ten (10) 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.
- Lump sum fee.
- Capacity, capability with suitably qualified staff.

- Experience.
- Availability – Start Date, methodology and estimated duration of work.
- Work Health and Safety (WHS) and Risk Management.
- Environmental.
- Performance and Financial Assessment.

Confidential Attachments to this report are:

- Attachment A1 - List of tenders received.
- Attachment A2 - Tender Evaluation Report and recommendation.

The attachments are considered to be 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 MANAGEMENT

Three (3) key areas of risk were identified in relation to the proposed work:

- That the construction be carried out by a contractor with the ability to provide a full range of services with suitably qualified staff.

- Work Health and Safety (WHS), Risk Management and Environmental.

- That Council should not be exposed to financial risk - as part of the evaluation process, tenderers were assessed on providing all information and costs requested within the tender document. An independent Performance and Financial Assessment was carried out on the preferred tenderer to ensure that they were trading responsibly and had the financial capacity to undertake the work as detailed within the tender documents.

FINANCIAL CONSIDERATIONS

The proposed work is funded by the Infrastructure and Facilities Reserve.

SOCIAL CONSIDERATIONS

On completion, the proposed work will provide a facility which is in line with Council's Community Strategic Plan, Our Ku-ring-gai 2038 and the Plan's long term directions including recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.

ENVIRONMENTAL CONSIDERATIONS

An Environmental Exempt Development Assessment (EDA) has been undertaken and there were no significant impacts identified.

COMMUNITY CONSULTATION

Council has undertaken extensive community consultation with surrounding local residents and cricket club user groups.

INTERNAL CONSULTATION

Consultation was undertaken with relevant departments.

SUMMARY

Tender RFT10-2025 Cricket Net Upgrade Turramurra Memorial Park was released through Tenderlink on 19 August 2025 and closed on the 16 September 2025. Ten (10) tenders were received. All tenders were recorded in accordance with Council's tendering policy. A Tender Evaluation Committee assessed the submissions.

A Financial and Performance assessment was undertaken on Tenderer A which returned as unsatisfactory. Council sought a further Financial and Performance assessment for Tenderer B which returned a favourable result, and it is therefore recommended that Tenderer B be appointed on the basis of providing the best value for money to Council.

RECOMMENDATION:

That:

A. Council accepts the tender submission from Tenderer B to carry out the Cricket Net Upgrade at Turramurra Memorial Park.

B. The Mayor and General Manager be delegated authority to execute all tender documents on Council's behalf in relation to the contract.

C. The Seal of Council be affixed to all necessary documents.

D. All tenderers be advised of Council's decision in accordance with Clause 178 of the Local Government Tendering Regulation 2021.

Craig Roberts
Acting Head of Projects

Claire Ashby
Manager Project Services

Attachments:	A1	RFT10-2025 List of Submitters	*Confidential*
	A2	RFT10-2025 Cricket Net Upgrade Turramurra Memorial Park - Tender Evaluation Report	*Confidential*

RFT12-2025 - FIRE SAFETY SERVICES FOR COUNCIL-OWNED BUILDINGS

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To consider tenders received for RFT12-2025 for Fire Safety Services, specifically the maintaining and testing of fire protection equipment at Council-owned buildings.
BACKGROUND:	Council sought tender submissions from suitably qualified and experienced fire services providers to ensure that the Fire Protection Equipment related to 113 Council-owned buildings listed in the Annual Fire Services Schedule are maintained and tested as per the Standard of Performance listed on each building's related Fire Safety Schedule. Tender documents were released through Tenderlink on 21 October 2025 and closed on 18 November 2025. The nature of the opportunity Council tendered was an initial three (3) years, with an option of two one (1) year extension at Council discretion based on performance against KPIs.
COMMENTS:	Council received fourteen (14) tenders and one (1) late submission. The tenders were assessed using the 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 and Tender Regulation 2021, it is recommended Council accept the Tender submitted by Tenderer A.

PURPOSE OF REPORT

To consider tenders received for RFT12-2025 for Fire Safety Services, specifically the maintaining and testing of fire protection equipment at Council-owned buildings.

BACKGROUND

Council provides Fire Protection Equipment across 113 Council-owned buildings as listed in the Annual Fire Safety Schedules. These buildings consist of Council offices and depot, libraries, preschool facilities, community centres, pavilions, clubhouses and some community leased properties.

Council engages a third-party certifier to issue Annual Fire Safety Schedules for these buildings and hence has sought tender submissions from suitably qualified and experienced fire services providers to help ensure that the Fire Protection Equipment related to the buildings are maintained and tested as per the Standard of Performance listed on each building's related Fire Safety Schedule including but not limited to: AS1851, AS2293.2, AS1905.1, AS4428.6, AS2444, AS2419, AS1603 & AS2441.

Tender documents were released through Tenderlink on 21 October 2025 and closed on 18 November 2025.

The nature of the opportunity Council tendered was an initial period of three (3) years, with two (2) x one (1) year options to extend the contract at Council's discretion based on performance against published KPIs.

COMMENTS

A Tender Evaluation Committee (TEC) was formed to assess tenders received. The TEC met on Wednesday 19 November 2025 and Thursday 20 November 2025 to assess the tender submissions.

Council received fourteen (14) tenders and one (1) late submission. At the conclusion of the TEC assessment, Tenderer A was identified as providing the best value for money to Council, and an independent performance and financial assessment was undertaken. The assessment shows this tenderer has the financial capacity to undertake the contract.

The findings from the TEC assessment can be found in Confidential Attachment A2 –Tender Evaluation Report and recommendation.

INTEGRATED PLANNING AND REPORTING

Outcome 4: An inclusive, connected and safe community.

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
C3: Facilitate and deliver community risk and safety programs that enhance neighbourhood connections and community responses to	C3.1: Programs are implemented to manage risks and impacts on public safety.	C3.1.3: Ensure all buildings and multioccupancy residential buildings are compliant with

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
emergency events.		Council's Annual Fire Safety Program, including stakeholder engagement to update information.

GOVERNANCE MATTERS

Tender documents were prepared and released through Tenderlink on 21 October 2025 and closed on 18 November 2025. At the close of tender, fourteen (14) tenders were received. One (1) tender was received after this deadline and excluded from evaluation as it did not meet the tender policy. 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:

- Governance and Compliance
- Pricing
- Capacity and Capability
- Experience
- Work, Health and Safety and Risk Management
- Environmental Factors
- Financial Assessment

Confidential Attachments to this report are:

- Attachment A1 - List of tenders received.
- Attachment A2 - Tender Evaluation Report and recommendation.

The attachments are confidential in accordance with Section 10A (2)(d)(iii) of the *Local Government Act 1993* as they are considered to contain commercial in confidence information.

RISK IMPLICATION STATEMENT

The primary risk associated with the recommendation/s contained in this report is related to people.

The key risks that arise from recommendations in this report and related internal controls are currently recorded, well described, and managed within adopted risk registers. The policies and procedures currently in place are effective in managing these risks.

FINANCIAL CONSIDERATIONS

The value of this contract is within current funding availability for Council Fire Services.

SOCIAL CONSIDERATIONS

There are no social considerations associated with this report.

ENVIRONMENTAL CONSIDERATIONS

There are no environmental considerations associated with this report.

COMMUNITY CONSULTATION

There is no community consultation associated with this report.

INTERNAL CONSULTATION

There is no internal consultation associated with this report.

SUMMARY

Tender RFT12-2025 Fire Safety Services was released through Tenderlink on 21 October 2025. Council received fourteen (14) tenders and one (1) late submission.

A Tender Evaluation Panel was formed to assess the submissions. The tenders were assessed using the agreed criteria which identified the best value for money to Council. Following the evaluation and an independent performance and financial assessment, it was assessed that Tenderer A provides the best value for money to Council.

RECOMMENDATION:

That:

A. Council accepts the tender submission from Tenderer A for an initial three (3) years for Fire Safety Services, with two (2) x one (1) year options to extend the contract at Council's discretion based on performance against KPIs.
B. The Mayor and General Manager be delegated authority to execute all tender documents on Council's behalf in relation to the contract.
C. The Seal of Council be affixed to all necessary documents.
D. All tenderers be advised of Council's decision in accordance with Clause 178 of the Local Government (General) Regulation 2021.

Meghan Andrew
Coordinator Open Space, Recreational and Building Assets

Mursaleen Shah
Manager Assets & Technical Services

Attachments:

A1	Attachment A1 - List of tenders received	*Confidential*
A2	Attachment A2 - Tender Evaluation Report and recommendation	*Confidential*

POLICY UPDATE - MANAGEMENT OF COMMUNITY AND RECREATION FACILITIES

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	For Council to consider and endorse the periodic update of the Management of Community and Recreation Facilities Policy 2018.
BACKGROUND:	On 26 June 2018, Council resolved to adopt the abovementioned policy. The policy aims to ensure fair, equitable and maximum access to Council's community assets and recreation facilities for not-for-profit, community and sporting groups.
COMMENTS:	The policy requires periodic review. Since 2018 and the Council restructure implemented at the time, there has been some management changes where aspects of the policy now come within the administration of the Strategy and Environment, Operations and Community departments. Council staff within the respective departments have completed a review of the policy to ensure it is still contemporary and relevant. The majority of changes are minor reflecting administrative changes since Council's restructure as well as legislative and plan of management updates that do not impact on the intent or application of the policy.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	That the revised Policy for Management of Community and Recreation Facilities 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.

PURPOSE OF REPORT

For Council to consider and endorse the periodic update of the Management of Community and Recreation Facilities Policy 2018.

BACKGROUND

On the 8 May 2018 Council resolved:

A. That Council endorse the draft Policy for Management of Community and Recreation Facilities and approve the draft policy for public exhibition for a period of 28 days in accordance with the requirements of the *Local Government Act, 1993.*

B. That a further report be presented to Council following the public exhibition process.

The policy was subsequently placed on public exhibition for 28 days from 17 May to 14 June 2018 and formally adopted by Council on 26 June 2018.

The policy is now due for a periodic review.

COMMENTS

The Management of Community and Recreation Facilities Policy (2018) covered a broad range of organised activities undertaken by individuals and user groups who access and utilise Council's community facilities. These groups include the general public, community groups and social clubs, sporting clubs, childcare services and other not-for-profit organisations.

Council staff have conducted a periodic review of the policy and, apart from some minor changes involving administrative and legislative updates, the policy is still contemporary and relevant to facilitate Council's objective for fair, equitable and maximum access to Council's community assets and recreation facilities. In particular, no changes are proposed to the subsidy matrix which is considered to be fair and reasonable based on capacity to pay.

INTEGRATED PLANNING AND REPORTING

Leadership and service excellence

Infrastructure and assets support community needs

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
L2: Support the long-term financial sustainability of Council through sound financial and asset management.	L2.2: Council's property assets are managed to achieve Ku-ring-gai's strategies and priority projects contained within the Community Strategic Plan and Delivery Program. A3.2: Usage of existing community buildings is optimised.	L2.2.2: Optimise financial returns from Council's existing property portfolio, given the prevailing market conditions

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
A.3: Provide, upgrade and maintain community buildings and facilities to meet the needs of current and future user groups and a growing population.		A3.2.1: Maximise the use and efficiency of the existing community property portfolio to facilitate greater public access, including multi-use, in line with Council's Management of Community and Recreation Land and Facilities Policy.

GOVERNANCE MATTERS

Dealings over Council's Community and Recreation Facilities must be in accordance with applicable legislation and plans of management and associated Council policies. The policy has been updated to reflect any legislative changes that have occurred since the adoption of the 2018 policy as well as management responsibilities following Council's restructure.

RISK IMPLICATION STATEMENT

The revised policy provides for impartiality, transparency, accountability when hiring and leasing community land and recreation facilities. The revised policy sets out the framework, responsibilities and processes for Council and officers to account for, and to manage the use of and access to Council's community and recreation facilities.

FINANCIAL CONSIDERATIONS

All invoicing and accounts are established pursuant to Council's adopted Fees and Charges or where appropriate for leases or licences by independent valuation.

The policy contains a comprehensive matrix for determining the level of subsidy which should apply to users which is based on the principle of capacity to pay.

SOCIAL CONSIDERATIONS

Social considerations in the policy continue to include rebates for frontline community services, support through fee waivers for community events and capacity to pay guidelines. Additionally, having an adopted policy position promotes probity, transparency and equity considerations for internal and external stakeholders.

ENVIRONMENTAL CONSIDERATIONS

Nil.

COMMUNITY CONSULTATION

It is proposed that the revised Policy for Management of Community and Recreation Facilities 2025 be exhibited on Council's website for 28 days.

INTERNAL CONSULTATION

There has been internal consultation within Council's Strategy and Environment, Community and Operations departments to review the policy.

SUMMARY

On 26 June 2018, Council resolved to adopt the Management of Community and Recreation Facilities Policy 2018. The policy aims to ensure fair equitable and maximum access to Council's community assets and recreation facilities for not-for-profit, community and sporting groups.

Council staff have conducted a periodic review of the policy and, apart from some minor changes involving administrative and legislative updates, the policy is still contemporary and relevant. Importantly, the matrix for determining the level of subsidy which should apply to users remains unchanged and continues to be based on the equitable principle of capacity to pay.

The updated Management of Community and Recreation Facilities Policy 2025 is enclosed for Council's consideration and endorsement.

RECOMMENDATION:

That the revised Policy for Management of Community and Recreation Facilities 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.

Vince Rago
Acting Manager Property

Steve Johnson
Manager Property

Andrew Watson
Director Strategy & Environment

Attachments:	A1⇩	Controlled Document Number 17 - Management of Community and Recreation Land and Facilities Policy - Version 3 - Draft - marked-up pdf	2025/399580

Ku-ring-gai Council

Policy

Management of Community and Recreation Facilities

Version Number 32

Adopted: To be confirmed 2025 ~~date: 26/06/2018~~

Effective: To be confirmed 2025

Management of Community and Recreation Facilities

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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:	17	**TRIM Record No:**	2024/224539~~2015/038662~~
Controlled Document Type:	Policy		
Controlled Document Name:	Management ~~-~~of Community and Recreation Facilities		
Version Number:	3~~2~~		
Department:	~~Community~~Strategy and Environment		
Distribution:	Internal and External		
Review Period: **Max < 4 years**	4 years	**Next Review Date:**	2029~~01/06/22~~
Document Status:	Current		
Approval Type:	Adopted by Council		
Version Start Date:	To be confirmed 2025~~27/06/2018~~	**Version End Date:**	Current

Related Document Information, Standards & References

Related Legislation:	• Conveyancing~~Local Government~~ Act 1919;~~1993 Local Government (General) Regulation 2005 Crown Lands Act 1989~~ • Crown Lands Management Act 2016 • Environmental Planning and Assessment Act 1979; • Environment Protection and Biodiversity Conservation Act, 1999; • Local Government Act 1993; • Local Government (General) Regulation 2021; • Native Title Act 1993; • Regulations under each of the Acts noted in this section; and • any other legislation applicable to the Policy.	
Related Policies (Council & Internal)	• Sportsfields Booking Policy (once adopted by Council)	
Related Documents - Procedures, Guidelines, Forms, WHS Modules/PCD's, Risk Assessments,	• Ku-ring-gai ~~Management of~~ Community Strategic Plan • Ku-ring-gai Development Control Plan; Ku-ring-gai Local Environment Plan 2015; ~~and~~ • ~~Generic Recreation Land and specific~~Community Facilities ~~Procedure~~	

Work Method Statements, etc	• All current ~~and future~~ adopted Plans of Management for Community Classified Land; and. • Recreation Needs Study.	
~~Other References~~		

Version History

Version Number	Version Start Date	Version End Date	Author	Details and Comments
1	10/11/2009	26/06/2018	Mark Taylor	First version
2	27/06/2018	TBA	Mark Taylor	Changes include: • reformatting to align with current Council style guide • removal of procedural based content • review and update rebate/subsidy calculation matrix • review and update terminology to align with key Policy areas • increased scope to include provisions for "individual pursuits"
3	November 2025	TBA	Steve Johnson	Changes include: • Minor changes to reflect changes in legislation and plans of management • Changes to reflect Council's last restructure including transfer of community leasing from Community Development to the Property department • Changes to text for clarification purposes to better reflect the application and understanding of the Policy.

Policy

Purpose

This Policy sets the requirements and expectations for use and management of community and recreation facilities, infrastructure and land owned by, or under the care, control and management of, Ku-ring-gai Council ("Council's Community Facilities").

Objectives

To ensure:

- fair and equitable access to Council's Community Facilities for user groups and individuals is achieved;
- utilisation of Council's Community Assets, primarily community and recreation facilities is maximised;
- compliance with Legislation, Plans of Management and related Council policies;
- the process for which Council's Community Facilities are managed is structured and transparent;
- administration and legal costs are minimised and/or recovered and operational liabilities are mitigated;
- income derived from Council's Community Facilities is in accordance with Council's adopted Fees and Charges or by independent valuation;
- fee support (rebates, subsidies, and fee waivers) is provided and reported on in accordance with the Community Strategic Plan and adopted sporting and recreation strategies;
- requisite issues, terms and conditions are correctly negotiated and incorporated into the agreements prepared and executed;
- Council staff and Councillors display a unified approach when engaging with user groups and individuals regarding matters pertaining to Council's Community Facilities.

To assist:

- provision of an appropriate range of support services throughout the local government area (LGA) that address those community needs identified in Council's Community Strategic Plan;
- not-for-profit entities in providing programmes and services which address the social, cultural, sporting and recreational needs of the Community;
- sustainability best practice is incorporated into the use of land and facilities.

Scope

This Policy applies to:

- decisions pertaining to access to, and utilisation of, Council's Community Facilities for organised activity ("organised activity" is a defined term);
- individuals and user groups who seek to facilitate, or be responsible for, or participate in, or contribute to a decision pertaining to, an organised activity that utilises Council's Community Facilities ("individuals and user groups" is a defined term);
- written agreements prepared for, and executed over, Council's Community Facilities, including, but not limited to: lease agreements, licence agreements, storage agreements, temporary access agreements, seasonal allocations, regular~~casual, or permanent~~ bookings, one off or casual hire arrangements, contracts for provision of services;
- general community use of Council's Community Facilities for individual pursuits ("individual pursuits" is a defined term);
- access to, and utilisation of, Council's Community Facilities that does not require a formal approval, booking, or preparation and execution of written agreement.

Responsibilities

The Policy is implemented by the General Manager and primarily the Director Strategy and Environment with respect to leasing, licencing and storage agreements for Community Groups as defined in this policy~~Community~~.

The following responsibilities apply:

- The Manager Property~~Community & Recreation Services~~ is responsible for the implementation of this Policy and any subsequent procedures and forms with respect to leases, licences and storage agreements.~~:~~
- Councillors may communicate with lessees, licensees, tenants, user groups who hire Council facilities in accordance with Council's Code of Conduct.
-
- The Manager Community Development, the Manager Visitor Experience and Events and the Manager Infrastructure~~Recreation~~ Services administer other~~team manages~~ aspects of this policy relating to the hire, casual use~~leasing, booking~~ and seasonal allocation of Council's Community Facilities.~~hiring processes under this Policy.~~
-

Policy Statement

1. General Provisions

1.1. "Council's Community Facilities" is a defined term.

1.2. Ku-ring-gai Council recognises that Council's Community Facilities are valuable public assets of significant capital investment.

1.3. Ku-ring-gai Council is committed to providing fair and equitable access for Community Groups and residents to Council's Community Facilities, particularly where it facilitates multi-use of those facilities ~~for residents and visitors~~.

1.4. Council's Community Facilities are to be effectively managed to ensure optimal utilisation and cost recovery, alignment to Council's strategic objectives, and legislative compliance.

1.5. Dealings over Council's Community Facilities must be in accordance with this Policy~~the Procedure~~ and pursuant to applicable legislation and Plan of Management. In all dealings, Council's position as either landowner or land manager must be identified in order to ascertain applicable legislative provisions.

1.6. Council's Single-use Plastics Policy~~smoke-free environment policy, "Smoke-free Ku-ring-gai",~~ applies to all of Council's Community Facilities.

2. Revenue Opportunity

2.1 Ku-ring-gai Council recognises the letting and hiring of Council's Community Facilities provides revenue opportunities to assist with the cost recovery of those facilities~~opportunity~~ to supplement the Council's~~organisation's~~ budget.

2.2 Letting and hiring of Council's Community Facilities is to be encouraged provided that community needs are prioritised and balanced over revenue opportunit~~ies~~y.

2.3 The effect of any revenue opportunity must not be detrimental to the needs of the community or adversely affect residents or ratepayers.

2.4 All invoicing and accounts will be established pursuant to the relevant lease or licence and Council's adopted Fees and Charges or as approved by Council for Leases and Licences and managed in accordance with the ~~Procedure and~~ relevant ~~finance~~ policy.

3. Access and Utilisation

3.1 Access to and use of Council's Community Facilities is prioritised ~~as detailed in the Procedure~~ and pursuant to Council's adopted Delivery Plan and Operational Plan and the relevant Plan of Management~~. and legislation.~~

3.2 Council's Community Facilities are made available for general community use and individual pursuits without execution of written approval subject to:

(a) authorisation under relevant Plan of Management;

(b) availability;

(c) where it does not confer occupation rights;

~~(c)~~(d) adherence to applicable local ordinances;

~~(d)~~(e) adherence to relevant legislation.

3.3 Council's Community Facilities may be made available for organised activitiesy subject to:

(a) receipt and assessment of a relevant application form;

(b) prioritised availability;

(c) payment of applicable fFees and cCharges;

(d) execution of written agreement.

3.4 Council reserves the right to close Council's Community Facilities for safety and maintenance purposes. Operational staff will advise ~~Community and Recreation Services~~relevant staff with the times the selected locations will be closed and affected user groups notified accordingly. Notice periods stipulated in written agreements must be observed, unless impracticable due to emergency.

3.5 Individuals and user groups who access and use Council's Community Facilities for any purpose are not permitted to adversely impact the amenity of nearby neighbours.

3.6 Council reserves the right to initiate any proceedings against any individual or user group unlawfully occupying or using Council's Community Facilities.

4. Organised Activity

4.1 "Organised Activity" is a defined term.

4.2 Applications for organised activity over Council's Community Facilities must be assessed on the basis of frequency, type of usage, asset/facility involved, income derived, prioritised availability and as otherwise detailed in this Policy~~the Procedure for Management of Council's Community Facilities~~.

4.3 Council reserves the right to refuse any application for organised activity if the findings from the due diligence process weigh against the application.

4.4 An appropriate written agreement shall be determined and prepared following assessment of application.

4.5 Agreements for the use of Council's Community Facilities for organised activity must only be granted if authorised in a Plan of Management, compliant with relevant legislation, sufficiently consistent with Council's strategic objectives, and as otherwise stipulated in this Policy and any related~~the~~ Procedure.

4.6 User groups and individuals who seek to access and/or utilise Council's Community Facilities are required to ensure their allocated date(s)/time(s) is reserved within Council's booking system and confirmation of reservation is received.

4.7 Council's Community Facilities subject to lease or licence for a term exceeding 12 months are required to be independently valued, in order to ascertain the market value of the facility prior to the application of the relevant subsidy.

4.8 General provisions, under written agreement, such as leases, licences, storage agreements and seasonal hire, for the ~~organised activity for~~ access and~~to, or~~ use of~~,~~ Council's Community Facilities:

(a) the agreement will detail responsibility for maintenance and outgoings;

(b) In the interest of equity, fairness and transparency, Council's standard terms and conditions for leases, licences and storage agreements will apply.

~~(b)~~(c) any facilities requiring cleaning or additional cleaning by Council's staff or contract cleaners will be charged to the user group at Council's ~~current &~~ adopted Feesfees and Charges or on a cost recovery basis~~charges~~;

~~(c)~~(d) access to Council's Community Facilities for organised activity is strictly limited to the times and dates stipulated in the agreement;

~~(d)~~(e) sub-leasing and assignment of agreements is strictly prohibited, unless specified and permitted by the agreement, ~~and~~ subject to approval;

~~(e)~~(f) the approved user~~entity~~ is required to procure and maintain their own public liability insurance policy noting Council's interest as stipulated in the terms of the agreement and for the entire duration of the agreement;

~~(f)~~(g) where applicable, cash bonds are required to be paid prior to commencement of the agreement and refunded when the agreement terminates - Council's adopted and current fees and charges determine the bond amount;

~~(g)~~(h) bank guarantees are only required~~accepted~~ for leases and licences 5 years and over and where the agreement returns over $20,000~~20K~~ per year.

~~(h)~~(i) keys or passes are provided to the hirer at the commencement of the agreement and must be returned to Council at the conclusion of the agreement;

~~(i)~~(j) in the event of a key being lost or damaged by a hirer, the hirer will be liable to pay Council remediation damages in accordance with Council's adopted Fees and Charges;

~~(j)~~(k) all keys are to be returned at the termination of the agreement and rangers will be instructed to ensure that activities~~y~~ are not being conducted without Council's authority;

~~(k)~~(l) key audits to ascertain user group's compliance are conducted at Council's discretion.

4.9 Additional provisions, under written agreement, for organised activity for access to, or use of, Council's Community Facilities prescribed in Council's Generic Plan of Management for Sportsgrounds~~Sport Facilities~~:

(a) there is no automatic right to occupy or use a canteen and/or store equipment and belongings at sports facilities;

(b) access~~rights~~ to canteens and storage areas run with Seasonal Allocations agreements or with a clubhouse licence~~Clubhouse Licence~~;

~~(c)~~ in some cases, canteens, storage facilities, clubhouses~~club houses~~ and amenity buildings can be licensed~~licenced~~ on a separate basis;~~.~~

(c)

common areas, including change rooms, are to be kept clear of possessions and equipment at all times to ensure the facility can be safely used by other groups.

(d)

5. Telecommunications and Emergency Services

5.1 Under the Telecommunications Act 1997, the Commonwealth has the power to erect any telecommunications device on State or Council owned land. All users of Council's Community Facilities must accommodate and comply with any directions from Council in this regard.

5.2 No relationship shall be created between telecommunication companies and user groups or individuals who hold an agreement for organised activity over Council's Community Facilities.

5.3 This Policy shall not predominate emergency services legislation. Any request or notice issued pursuant to applicable emergency services legislation is to be complied with.

6. Financial Assistance: Fee Waivers, Rebates and Subsidies, Financial Offsets

6.1 "Financial Assistance" and "Eligible Entities" are defined terms.

6.2 Financial assistance may be offered as a commitment by Council to support eligible entities who seek to utilise Council's Community Facilities in the delivery of their service.

6.3 Requests for financial assistance must be in the prescribed format and will be evaluated according to the matrix assistance from 0 to 90%.

6.4 Financial assistance is assessed when commencing and/or renewing an existing agreement, and upon each annual anniversary of the agreement thereafter, and is based on information provided.

6.5 Financial assistance only applies to those fees immediately associated with access to and/or use of Council's Community Facilities.

6.6 Council reserves the right to refuse any application for financial assistance.

6.7 The following are ineligible for financial assistance:

(a) legal and administrative expenses (including, but not limited to, valuation charges, stamp duty, registration fees) associated with preparation and management of leases and licences;

(b) leases with rent amount less than $2000 per annum;

(c) licences with licence fee amount less than $2000 per annum;

(d) seasonal booking agreements of sporting grounds;

(e) facilities storage agreements of less than twelve months;

(f) temporary access agreements over Community or Crown Land; and

(g) activities and agreements associated with filming approvals.

6.8 Entities receiving financial assistance are required to report annually to Council on performance indicators in relation to the entity's broader activities and specific use of the asset.

Fee Waivers

6.9 Council may offer fee waivers to eligible entities as outlined in Appendix A and subject to the provisions of this Policy.

6.10 A request to waive fees is a specific request to not be charged the adopted fee established within Council's Fees and Charges for access to, and use of, Council's Community Facilities.

6.11 Fee waivers are only applicable to casual hire agreements and granted pursuant to Section 356 of the Local Government Act.

Rebates and Subsidies

6.12 Council offers a rebate/subsidy level between 0% and 80% to eligible sporting groups and between 0% and 90% to eligible frontline community groups, as outlined in Appendix B – Subsidy Matrix.

6.13 A request for rebate/subsidy is assessed, as outlined in this Policy~~the Procedure,~~ across four criteria on the basis of the applicant's:

C1. current financial position;

C2. capacity to contribute to Council;

C3. benefit to community;

C4. alignment to Council's strategic objectives.

Financial Offsets

6.14 User groups who make a significant capital contribution may be offered a recommendation for longer term of tenure to allow for full capital depreciation benefits. For community facilities the capital contribution must be applied to the lease or licence of the facility improved. For sporting groups who contribute towards ground, lighting or facility improvements, the contribution can be transferred to any relevant lease or licence of clubhouses at the improved facility. A tender may be required if the group is not a not for profit entity.

6.15 All other improvements funded by user groups, including "Value-In-Kind" contributions, are regarded as philanthropic and Council cannot guarantee any financial offsets. All proposed improvements must be supported by the relevant directors to ensure ongoing maintenance requirements are considered.

7. Code of Conduct

7.1 Ku-ring-gai Council has adopted a Code of Conduct that is applicable to both elected Councillors and employed staff. The Code of Conduct sets out principles to ensure the business of Council is carried out in an efficient, honest and impartial way.

7.2 Council staff reserve the right to cease discussions and negotiations with a user group or individual if found to be attempting to lure a political member into an operational matter.

Definitions

Term / Abbreviation	Definition
Agreement	The contract between the user group and council to reflect the agreed terms and conditions for use of the land or facility. A lease, licence, regular~~permanent~~ and/or casual hire and contract for provision of services is referred to as an agreement.
Casual Hire	Casual hiring arrangements pertain to a one-off use, although continuous bookings over a limited defined period of time can be made for example for tennis courts for up to 10 weeks.
Capital Contribution	A DA approved monetary or other contribution (e.g. donated labour and materials) which improves, enhances, or adds value to the facility based on the replacement/refurbishment cost/s assessed in line with industry accepted quantity surveying principles.
Commercial Group	A group deemed for commercial purposes, any activity which does not fall under the ambit of not for profit, community or a sporting group.
Community Group	Is a specific entity, which provides a benefit to the community on a non-profit basis, has a constitution or charter and a program of services or activities which confirm a commitment to meeting the cultural, social and/or recreational needs of the community.
Council's Community Facilities	Community and recreational facilities, infrastructure and land owned by, or under the care, control and management of, Ku-ring-gai Council. For the purpose of this policy, "Council's Community Facilities" include: sport grounds, passive parks, open space and bushland area and any capital improvements or buildings erected upon these lands such as community centres, halls, and meeting rooms. Excluding Council owned and /or managed residential, retail and commercial properties.
Eligible Entities	An organisation based in the LGA, or its branch, principally run by volunteers seeking a discount on a casual booking for one of Council's Community Facilities where the booking will have wide community benefit.
Facility	Part or all of a Council owned/managed land and/or building asset and associated infrastructure occupied by a community group/s to provide organised recreational, cultural, sporting and community service activities. They are generally situated on Council owned Operational and Community Land or Crown Land for which Council has long term management responsibility.
Fee Waiver	A discount/or waiver on the adopted fees and charges provided to a user group which qualifies under Council's Policy to waive or discount fees. Fee waivers only apply to casual hire and must be authorised by the Director Community.

Financial Assistance	Assistance provided to approved applicants who request a reduction/waiver of a Council adopted fee/charge, and/or reduction/waiver of market rent as determined through valuation process.
Individuals and User Groups	Council staff and Councillors, ratepayers and the general public, community groups and social clubs, sporting clubs, childcare services, industry groups, businesses and commercial users, religious organisations, government organisations.
Individual Pursuits	Walking, bushwalking, off leash dog areas, non-exclusive small family gatherings and informal uses of open space of parks and gardens.
Lease	A lease is a legal agreement for the occupation~~-~~ of a defined lot of land for a defined term only. Consideration for this right is returned to Council as rent. On completion of the defined term the area leased reverts to Council. Consideration returned to Council is known as the 'Rent'.
Legislation	Any relevant legislation and regulation pertaining to this policy including, but not limited to, the related legislation so prescribed by this policy.
LGA	Local Government Area
Licence	A licence~~Licence~~ is an agreement, which provides user group rights to use the facility for a defined time and defined dates. This does not constitute ~~-~~an occupation ~~-~~of~~-~~ land or a facility only a passing of rights of use as detailed in the agreement. Consideration returned to Council for such rights is known as the "Licence fee".
Not-For-Profit Entity	Incorporated and unincorporated non-government entities that do not operate for the purpose of generating a profit. These entities may include individuals, social/recreational clubs, sporting groups, associations, charities and registered entities with gift deductible recipient (GDR) status.
Operational Costs	The costs expended by Council to maintain the facility in good order and condition, suitable for its purposes.
Operational Funding	Funding provided to user groups for general operating purposes, as opposed to funding for a specific purpose eg capital improvements. Such funding can be sourced from State and Federal Government and/or from private sources.
Organised Activity	Any group of people (more than 5 people, or one that is commercially based) who are using any Council owned or managed land or facility on a regular basis (at least once in any eight week period) or require access to a locked or secured facility, or an area with established fees and charges for casual use (eg Tennis Courts) will be considered a user group and will therefore be required to comply with this policy, including~~-~~ fitness instructors, together with events, festivals and celebrations.
Outgoings	The costs incurred by Council associated with the day to day operation of the facility where there is a lease, licence or storage agreement in

	place for the benefit of the user, including utilities, waste services, fire compliance, pest control, cleaning and other costs reasonably incurred by Council to provide the facility
~~Permanent~~ Regular Hire	~~.Permanent~~Regular hiring arrangements pertain to regular use of a specific facility generally for a specific period of time not exceeding 12 months.
Plan of Management	Refers to the requirement under the *NSW Local Government Act (1993)* that all public land be classified as either "operational land" or" community land" and a Plan of Management must be prepared for land designated community land. The granting of a lease or licence over a facility on community land, the conditions of the lease or licence and the potential uses of a facility are set down in the Plan of Management. The Act states: "A council may grant a lease or licence of community land, but only in accordance with Section 46 and (if relevant) section 47 NSW Local Government Act 1993."
Rebate	A Rebate is a rental subsidy granted by Council applying only to leases and licences. Council may grant a rebate when a user group demonstrates requisite needs for the assistance and the level of rebate is granted pursuant to the Rebate Assessment Schedule in this policy. There is no rebate applicable to commercial, casual, permanent and seasonal hirers.
Regulation	Means the *Local Government (General) Regulation* 2021~~2005~~ and *Crown* Land Management~~Lands~~ *Regulation* 2018.~~(2000).~~
Seasonal Allocation	Seasonal Allocation pertains to the majority of on-field sport ground facilities which are allocated to sports clubs ~~,~~or governing associations on a seasonal basis, with two allocations being undertaken per year to cater for summer and winter sporting activities. Seasonal allocation includes training and regular weekend competitions.
Sporting Group	A sporting group under this Policy is an entity that provides a benefit to the community on a non-profit basis, has a constitution or charter and a program of services or activities which confirms a commitment to meeting the sporting and/or recreational needs of the community.
Storage agreements	Agreements made for access to and/or use of Council's designated storage facilities. Storage facilities include: ~~,~~rooms, cupboards and other purpose built structures designated for storage purposes only.
User Group	A user group under this Policy is an entity that provides a benefit to the community which meets the cultural, educational, social and/or recreational needs of the community. User Groups can be both not-for-profit or offer a fee for the provided service.

Appendix A – Subsidy Eligibility Guidelines

The following eligibility guidelines apply for provisions made under 6.9, 6.10 and 6.11 of the Policy:

(a) The organisation/group, or its branch, must be based within the LGA of Ku-ring-gai.

(b) The organisation/group is principally run by volunteers.

(c) Any waiving or discounting fees will not lead the organisation to expect Council to do so in future years.

(d) The accounts be issued for the full amount of the rental, recording the fee waived or discounted by Council.

(e) The clubs whose fees have been waived or discounted be asked to publicly acknowledge Council's contribution on their printed material where appropriate.

(f) Processing the applications will be on a 'first come, first served' basis until the figure set by Council is reached.

(g) The waiving or discounting of fees will be considered only as a result of extreme external impacts or extenuating circumstances.

(h) Consideration will only be given to those requests where there is a wider community benefit than for the organisation seeking the discount or waiving of fees.

(i) Requests to discount or waive fees will not be considered for peak hiring times.

Appendix B – Level of Subsidy Matrix

			Level of Subsidy Offered	
Subsidy Category and Criteria			**Sporting Group**	**Frontline Community Group**
Category 1	• **Organisational Structure (C1):**	Small and locally based organisation or group; Staffed by volunteers only with no paid employees; Board of Directors and/or Management Committee comprised of volunteer members	0 - 80%	0 - 90%
	• **Funding, Revenue, Assets (C1):**	No government funding received; Limited capacity to generate independent revenue; Limited, or no, pool of non-current assets; Limited, or no, cash reserve; No cash investments		
	• **Contribution to Council (C2):**	No capacity to contribute towards capital works; Limited capacity to provide "value-in-kind" contributions		
	• **Locality of Client Base (C3):**	Client and/or member base is predominantly residing in Ku-ring-gai LGA		
	• **Strategic Alignment (C4):**	Service delivery significantly aligned to Council's strategic objectives		
Category 2	• **Organisational Structure (C1):**	Small to medium organisation; Staffed predominantly by volunteers and limited number of paid employees; Board of Directors and/or Management Committee comprised of volunteer members	0 - 65%	0 -75%
	• **Funding, Revenue, Assets (C1):**	Limited and/or infrequent government funding received; Minor capacity to generate independent revenue; Small pool of non-current assets; Small cash reserve; No cash investments		
	• **Contribution to Council (C2):**	No capacity to contribute towards capital works; Minor capacity to provide "value-in-kind" contributions		
	• **Locality of Client Base (C3):**	Client and/or member base is predominantly residing in Ku-ring-gai LGA with some clients/members residing in neighbouring LGA		
	• **Strategic Alignment (C4):**	Service delivery significantly aligned to Council's strategic objectives		

			Level of Subsidy Offered	
Subsidy Category and Criteria			**Sporting Group**	**Frontline Community Group**
Category 3	• **Organisational Structure (C1):**	Medium organisation; Staffed by combination of volunteers and paid employees; Board of Directors and/or Management Committee comprised of volunteer members	0 -50%	0-60%
	• **Funding, Revenue, Assets (C1):**	Receives a combination of government funding and independent revenue to assist delivery of operational programs/projects/activities; Medium pool of non-current assets*; Medium cash reserve; No cash investments		
	• **Contribution to Council (C2):**	Potential capacity to contribute towards capital works; Medium capacity to provide "value-in-kind" contributions		
	• **Locality of Client Base (C3):**	Client and/or member base resides in Ku-ring-gai and neighbouring LGAs		
	• **Strategic Alignment (C4):**	Service delivery significantly aligned to Council's strategic objectives		
Categ	• **Organisational Structure (C1):**	Large organisation; Staffed predominantly by paid employees with assistance contributed by volunteers; Board of Directors and/or Management Committee comprised of volunteer members	0-35%	0 - 45%
	• **Funding, Revenue, Assets (C1):**	Receives specific government funding to deliver operational programs/projects/activities; Generates independent revenue to fund administrative functions; Large pool of non-current assets*, excluding real estate; Large pool of cash reserve; Short term cash investment held		
	• **Contribution to Council (C2):**	Potential capacity to contribute towards capital works; High capacity to provide "value-in-kind" contributions		
	• **Locality of Client Base (C3):**	Client and/or member base resides across Sydney Metropolitan region		
	• **Strategic Alignment (C4):**	Service delivery significantly aligned to Council's strategic objectives		

			Level of Subsidy Offered	
Subsidy Category and Criteria			Sporting Group	Frontline Community Group
Category 5	• **Organisational Structure (C1):**	Large organisation; Staffed predominantly by paid employees with limited assistance contributed by volunteers; Multi-level organisational structure with several tiers of management distributed across functional areas; Board of Directors and/or Management Committee comprised of remunerated members	0-20%	0- 30%
	• **Funding, Revenue, Assets (C1):**	Receives dedicated government funding to deliver operational programs/projects/activities; Generates independent revenue, or receives budget allocation from funding provider, to fund administrative functions; Large pool of non-current assets, including real estate; Large pool of cash reserve; Short and long term cash investments held		
	• **Contribution to Council (C2):**	High capacity to contribute towards capital works; High capacity to provide "value-in-kind" contributions		
	• **Locality of Client Base (C3):**	Client and/or member base resides across state or national region		
	• **Strategic Alignment (C4):**	Some services aligned to Council's strategic objectives		

PLANNING PROPOSAL 77 KULGOA RD PYMBLE - POST EXHIBITION

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	For Council to consider submissions made in response to the exhibition of a Planning Proposal to rezone 77 Kulgoa Road, Pymble, consistent with adjoining R2 Low Density Residential zoned land.
BACKGROUND:	A Gateway Determination was received from the Department of Planning, Housing and Infrastructure on 2 September 2025, which determined the Planning Proposal should proceed subject to a minor amendment. Exhibition was set for a minimum of 10 working days.
COMMENTS:	The Planning Proposal was exhibited for 18 days between 26 September and 13 October 2025. Four submissions were received from surrounding property owners raising some concerns with elements of the proposal. All concerns have either been addressed as part of this report or will be considered in detail as part of any future Development Application (DA).
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	That Council resolve to proceed with the finalisation of the Planning Proposal to rezone 77 Kulgoa Road, Pymble C4 Environmental Living to R2 Low Density Residential in accordance with the conditions of the Gateway Determination.

PURPOSE OF REPORT

For Council to consider submissions made in response to the exhibition of a Planning Proposal to rezone 77 Kulgoa Road, Pymble, consistent with adjoining R2 Low Density Residential zoned land.

BACKGROUND

Site Description and Local Context

The site that is the subject of this Planning Proposal is 77 Kulgoa Road, Pymble (Lot 4, DP29244). The site is a battle-axe block, which has a frontage of 4.6m to Kulgoa Road. The access handle is approximately 50m long. The main portion of the site is generally rectangular in shape. The site has a total area of 2555sqm.

The site is currently zoned C4 Environmental Living under KLEP 2015 and contains a part one/part two storey dwelling house with detached garage. The site also contains ancillary structures including a swimming pool adjoining the house and a tennis court located on the eastern portion of the site.

The portion of the site developed with the dwelling, garage and ancillary swimming pool and tennis court is relatively flat. From the eastern boundary of the tennis court the site falls steeply to the north-east.

The perimeter of the site is vegetated with a mixture of native and exotic trees. Remnant Sydney Turpentine Ironbark Forest (Critically Endangered Ecological Community) canopy trees are located along the northern and eastern boundaries of the site. The subject site is mapped as containing Biodiversity on the KLEP 2015 Biodiversity Map and mapped as Support for Core Biodiversity Lands and Biodiversity Corridor and Buffer on the KDCP Greenweb map. The subject site is not mapped as containing bushfire prone land.

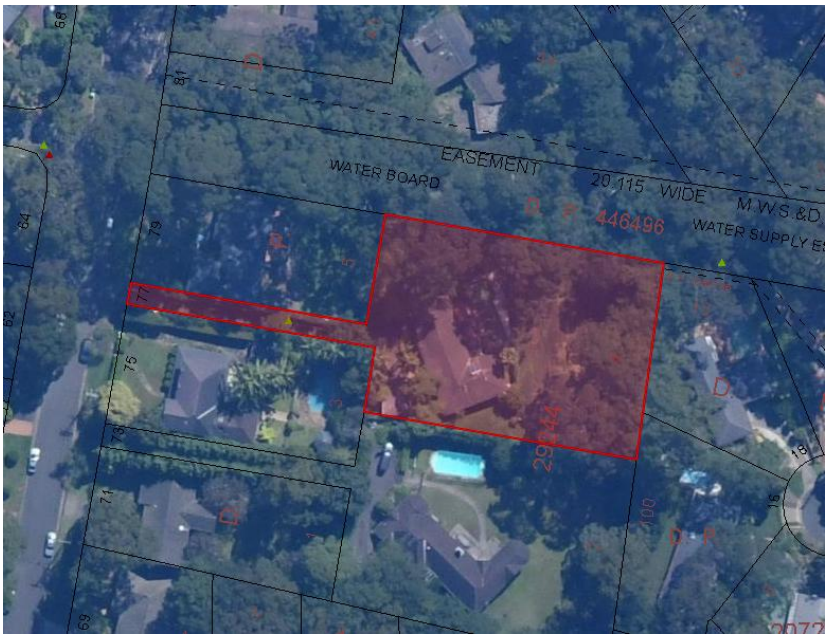
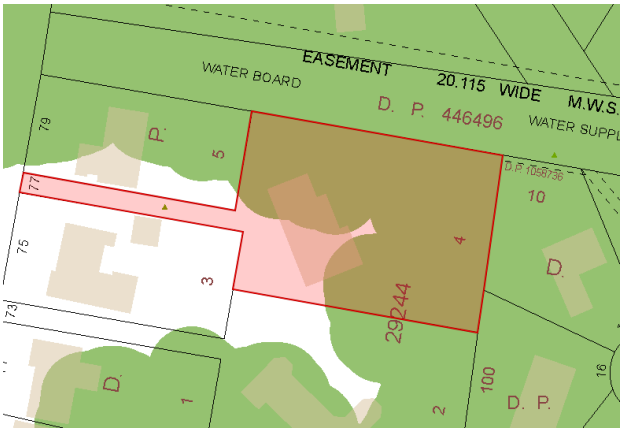
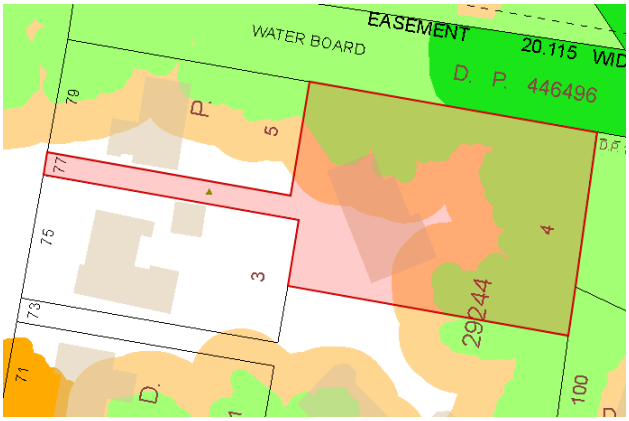


Image: Aerial 77 Kulgoa Road, Pymble



KLEP 2015 Biodiversity Mapping Extract



KDCP Greenweb Mapping
Support for Core Biodiversity Lands
Biodiversity corridors and buffer

Adjacent to the northern boundary of the site are two long, narrow pieces of land comprising:

- an easement for water supply, zoned SP2 Infrastructure; and
- the Vista Street Bushland Reserve zoned C2 Environmental Conservation and owned by Ku-ring-gai Council.

The other surrounding sites are all residential, with those sites adjoining the water supply easement and Bushland Reserve being zoned C4 Environmental Living, and all others being zoned R2 Low Density Residential.

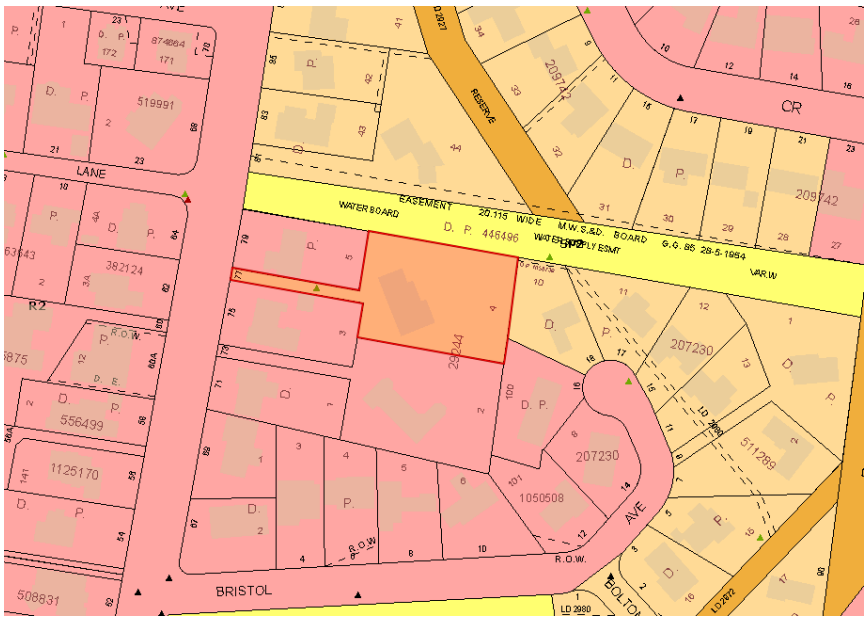


Image – Zoning Map Extract 77 Kulgoa Road Pymble and surrounding sites

The Planning Proposal

The Planning Proposal seeks to amend the Ku-ring-gai Local Environmental Plan 2015 to rezone the site from C4 Environmental Living to R2 Low Density Residential and amend the development standards applying to the site as follows:

KLEP 2015 – Zoning and Development Standards – 77 Kulgoa Road, Pymble		
	Existing	Proposed
Zoning	C4 Environmental Living	R2 Low Density Residential
Floor Space Ratio	0.2:1 (mapped) 0.24:1 (Clause 4.3(2D)	0.3:1
Minimum Lot Size	1500sqm	930sqm

The intended outcome of the Planning Proposal is to rezone the subject site and reduce the minimum lot size so that the site may be subdivided into two lots of approximately 1168sqm and 1391sqm in area.

The subject site is in the same ownership as the adjoining battleaxe lot, 73 Kulgoa Road which is zoned R2 Low Density Residential

Chronology of Assessment

The Planning Proposal was considered by the Ku-ring-gai local Planning Panel (KLPP) on 17 February 2025. The KLPP resolved to recommend that the Planning Proposal be submitted to the Department of Planning, Housing and Infrastructure (DPHI) for a Gateway Determination.

The Planning Proposal was considered by Council at its 18 March Ordinary Meeting. Council resolved the matter be deferred for a site inspection. The Planning Proposal was reconsidered at Council's 15 April meeting. Council resolved the Planning Proposal proceed to DPHI for a Gateway Determination contingent on amendments.

The Planning Proposal was amended in accordance with Council's resolution of the 15 April 2025 OMC and was submitted to DPHI a Gateway on 7 August 2025.

The Gateway Determination was received on 2 September 2025 (**Attachment A1)**, which determined the Planning Proposal should proceed subject to a minor amendment and an exhibition period of 10 working days. The proposal was exhibited between Friday 26 September and Monday 13 October 2025.

The final Planning Proposal placed on exhibition in accordance with the Gateway Determination is included at **Attachment A2**.

COMMENTS

Public Exhibition

The Planning Proposal was exhibited from Friday 26 September to Monday 13 October 2025. A total of four (4) submissions were received from surrounding property owners. Submissions generally raised concerns around the impacts of future development on the site, many of which are not relevant to the Planning Proposal and would be considered in detail as part of any future Development Application (DA). Concerns relating specifically to the Planning Proposal have been addressed below.

The submissions have been summarised and are included at Attachment A3, with an overview provided below.

The proponent has provided a response to the submissions, see Attachment A4.

Submissions and Comments

Notification Period

Several submissions raised concern the notification period was too short and coincided with a school holiday period.

The notification period was conducted in accordance with the requirements of the Ku-ring-gai Community Participation Plan and the Gateway Determination in accordance with the *Environmental Planning and Assessment Act 1979*. There are no requirements for notification periods to avoid school holiday periods during the year. The Ministerial Statement of Planning Expectations places limits on the time available for Council to process Planning Proposals and other statutory planning procedures.

Submission 1

- Identifies local amenity, site access, site servicing, site/slope stability and environmental impacts resulting from future development on the subject site.

  - *Response:*

    These impacts will be assessed in detail as part of any future Development Application (DA) and are out of scope of the Planning Proposal. Indicative dwelling footprint and stormwater plans were submitted with the Planning Proposal to show the lot was capable of development for the purposes of low density residential.

    Any future development will be required to comply with the existing biodiversity protections of the KLEP, KDCP and CEEC. Future low density residential development should be manageable on the site, noting the main biodiversity assets are located towards the boundaries of the site

  - *Recommendation*

    No change

Submission 2

- Identifies privacy and site stability impacts resulting from future development on the subject site.

  - *Response:*

    Impacts including privacy and site/slope stability are issues that will be assessed as part of any future Development Application (DA).

  - *Recommendation*

    No change

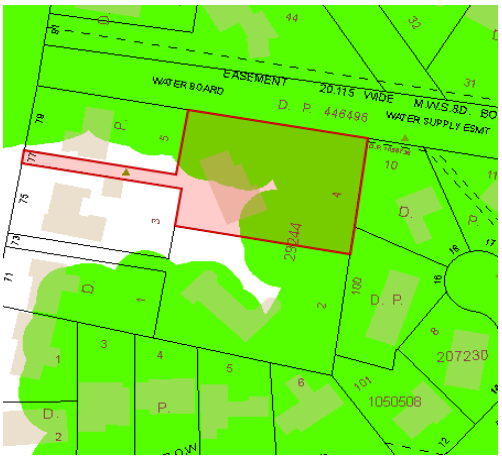
Submission 3

- Questions the strategic merit of the Planning Proposal and suggests the rezoning will set a precedent for other sites to rezone from C4 Environmental Living to R2 Low Density Residential.

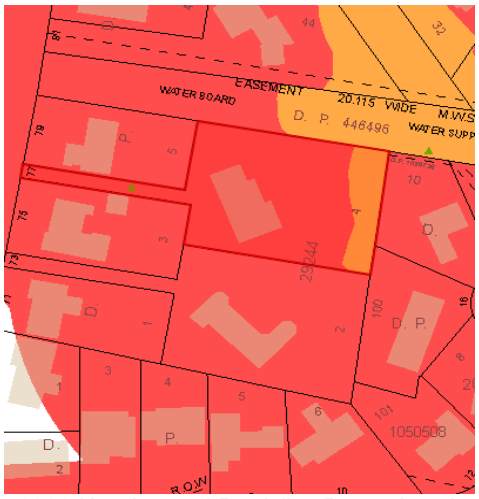
  - *Response:*

    Matters taken into consideration when determining whether to zone land as C4 Environmental Living are set out in page 64 (Section 9.1) of the Ku-ring-gai Biodiversity and Riparian Lands Study (v5). The C4 Environmental Living zoning has been applied where a combination of ecological values and risks support greater restrictions on land uses and development. The Planning Proposal has involved a detailed, ground-truthed assessment of the site at 77 Kulgoa Rd, including an Arboricultural Impact Assessment and Ecological Assessment and a review of the criteria used to justify the original application of the C4 Environmental Living zone.

    During the preparation of the Ku-ring-gai Local Environmental Plan 2015 the C4 Environmental Living zone was applied to areas '*where a combination of ecological values and risks support greater restrictions on land uses and development*'. At the time that the KLEP 2015 was prepared, the subject site was mapped as containing both biodiversity values relating to the remnant Blue Gum High Forest / Sydney Turpentine Ironbark Forest and as being Bushfire Prone Land category 1. As a result of these factors, the site was zoned C4 Environmental Living.

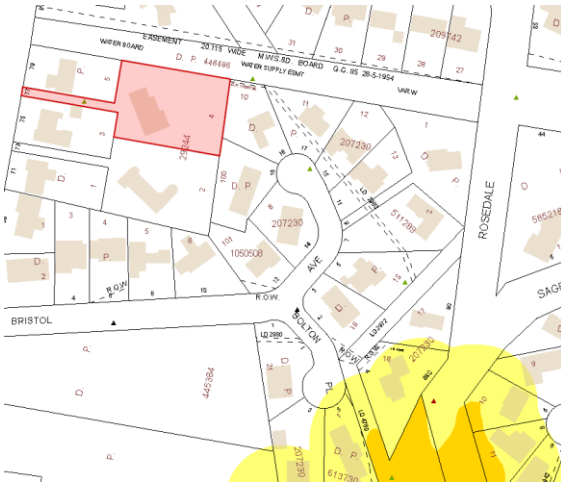


KLEP 2015
Biodiversity Map



2008 Ku-ring-gai Bushfire Prone Land Map
Category 1 BFPL shown in orange

Subsequent to the C4 Environmental Living being put in place in 2015, Council's Bushfire Prone Land Map was updated in 2017. As part of this update, the subject site was not identified as bushfire prone land. The Bushfire Prone Land Map was again updated in 2024, which resulted in further retreat of the bushfire prone land mapping in the surrounding area.



2017 Ku-ring-gai Bushfire Prone Lane Map
77 Kulgoa Road Pymble is no longer identified with any bushfire prone land mapping



2024 Ku-ring-gai Bushfire Prone Land Map
Further retreat of bushfire prone land mapping from area surrounding site.

The latest version of the guideline gives details of how vegetation (hazard) is assessed in terms of being/not being an area of Bush Fire Prone Land. The vegetation exclusion '*rules*' have assisted in refining the mapping – in terms of actual hazard. Given the current mapping attributes on the site and the lack of a '*combination*' of environmental values and risks, it is reasonable to consider the proposed R2 Low Density Residential zone

appropriate, consistent with the zoning of the adjoining battle axe site 73 Kulgoa Road Pymble.

In the case of 77 Kulgoa Road, Pymble the bushland tracts of Dalyrmple-Hay Nature Reserve (to the north) and High Ridge Creek Reserve (to the southeast) are the nearest defined Category 1 and 2 hazard areas and with the latest exclusion guidelines, smaller vegetation remnants and narrow corridors are now not included as Bush Fire Prone Land.

Many of the neighbouring lots along Kulgoa Rd and Bristol Ave also include Riparian Land and Endangered Ecological Community remnants – this combination would support retention of the current C4 Environmental Living zone in any broad review. Any reconsideration of the zoning on the adjoining C4 sites would require a detailed assessment via a Planning Proposal.

- Concerned about the impacts of future development on surrounding trees and flood patterns.

  - *Response:*

    An indicative dwelling footprint was provided and assessed as part of the Planning Proposal which demonstrated development for the purposes of low density residential is achievable on the site. Environmental Impacts resulting from future development will be assessed in detail as part of any future Development Application (DA).

    Impacts of future development on trees and flood patterns will be assessed as part of any future Development Application (DA).

  - *Recommendation*

    No change

Submission 4

- Identifies amenity, traffic generation and waste impacts resulting from future development on the subject site.

  - *Response:*

    Impacts including loss of amenity, traffic generation and collection of waste are issues that will be assessed as part of any future DA.

  - *Recommendation*

    No change

Proponent Response to Submissions

In accordance with the DPHI *Local Environmental Plan Making Guideline (August 2023)* all community and State Agency submissions made to the exhibition of the Planning Proposal were provided to the proponent to give *"the proponent the opportunity to address or redress issues raised in submissions, including amendments to the proposal"*.

The proponent provided their response to the submissions on 6 November 2025. The response may be viewed at Attachment A4.

The proponent provided detailed comments addressing all issues raised in the community submissions and are generally consistent with Council's assessment and comments provided above.

Strategic Merit

The proponent provided the following response:

> *"This is case specific and a reasonable proposal based on the circumstances of the site and the ability of the property to provide for sustainable housing increases, in character with the prevailing R2 zone along Kulgoa Road.*
>
> *The supporting details provide a concept assessment of how the R2 density could be set out to be consistent with the area character and to protect the environment. There is sufficient space and opportunity presented to support R2. The subject site is currently spacious and is altered and can accommodate R2 low density in a sustainable way, to be consistent with the low density area character. The finding is that peripheral trees and forest can be protected, the space and terraced topography can accommodate building footprints. The site is not bushfire prone.*
>
> *In the absence of environmental constraints, it is considered a reasonable outcome that this land should be included to meet housing needs for Ku-ring-gai to utilise available and unconstrained land efficiently in line with planning objectives. This is a site in a well located area to transport, services and employment. The proposed rezoning would allocate well located and available land in a considered, low scale and low impact way.*
>
> *This is case specific and can occur as a private, small scale and contained proposal, therefore would not be considered to be applied more broadly across the LGA."*

The proponent's comments also identify rezoning the site as being the most orderly and logical approach to achieve the desired outcomes. The Planning Proposal process has facilitated a rigorous review of the site conditions and its capacity to accommodate the R2 Low density residential zoning. Based on this assessment, Council staff are of the opinion that the site has strategic and site-specific merit for the proposed zoning.

Matters to be considered at Development Application Stage.

The proponent acknowledges that many of the concerns raised in the submissions will be addressed in detail at the DA stage, consistent with Council's comments.

Post Exhibition Amendments

All issues raised in submissions have been addressed above and in detail in the Submission Summary Table at Attachment A1.

The submissions did not raise any issues that would require any further amendments to the Planning Proposal. The Planning Proposal should proceed in its current form.

INTEGRATED PLANNING AND REPORTING

Theme 2: Sustainable Urban Growth and Change.

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
Facilitate a diverse mix of housing options to accommodate the needs of a growing and changing population, including increased density in appropriate locations.	Planning for housing is responsive and addresses the supply, choice, adaptability and affordability needs of the community and the changing population.	Monitor and process proponent led and Council's planning proposals for additional housing.

GOVERNANCE MATTERS

The process for the preparation and implementation of Planning Proposals is governed by the provisions contained in the *Environmental Planning and Assessment Act 1979* and the *Environmental Planning and Assessment Regulation 2000*. The Planning Proposal was referred to the Ku-ring-gai Planning Panel for advice under the Local Planning Panels Direction – Planning Proposals- Ministers Direction EPA Act 1979.

RISK IMPLICATION STATEMENT

This is a Planning Proposal initiated by a private landowner. Council should determine its position on the matter and whether the Planning Proposal should be sent to the Department of Planning, Housing and Infrastructure for finalisation.

Council risks damage to its reputation if it does not undertake strategic land use planning in an effective and timely manner. Upon Council's endorsement, a process of communication with the Parliamentary Counsel to draft the amendment, and with the Department of Planning, Housing and Infrastructure to make the legislated mapping changes will be undertaken.

The primary risk associated with the recommendation/s contained in this report is related to the Environment. 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, through the development assessment process.

FINANCIAL CONSIDERATIONS

The Planning Proposal was subject to the relevant application fee under Council's 2024/2025 Schedule of Fees and Charges. The cost of the review and assessment of the Planning Proposal is covered by this fee.

SOCIAL CONSIDERATIONS

The amendments sought by the Planning Proposal would enable the delivery of one additional residential lot with one additional dwelling house to meet existing and future requirements of a growing and changing community.

ENVIRONMENTAL CONSIDERATIONS

Remnant Sydney Turpentine Ironbark Forest (Critically Endangered Ecological Community) canopy trees are located along the northern and eastern boundaries of the site. The subject site is mapped as containing Biodiversity on the KLEP 2015 Biodiversity Map and mapped as Support for Core Biodiversity Lands and Biodiversity Corridor and Buffer on the KDCP Greenweb map.

It is considered that R2 Low Density Residential zoning is appropriate for the site, and any future development will be required to comply with the existing biodiversity protections of the KLEP, KDCP and CEEC. Future low density residential development should be manageable on the site, noting the main biodiversity assets are located towards the boundaries of the site.

COMMUNITY CONSULTATION

The Planning Proposal was exhibited between Friday 26 September and Monday 13 October 2025. A total of four (4) submissions were received and have been considered as part of this report.

INTERNAL CONSULTATION

The assessment of the Planning Proposal has involved consultation and assessment with Council's Natural Areas Team Leader.

SUMMARY

This report has considered the submissions received in response to the public exhibition of the Planning Proposal to rezone 77 Kulgoa Road, Pymble to be consistent with adjoining R2 Low Density Residential zoned land. All issues raised have been addressed in this report and its attachments. The submissions did not raise any issues that would require any further amendments to the Planning Proposal.

Based on this assessment, Council staff are of the opinion that the Planning Proposal has strategic and site specific merit for the proposed zoning and should adopted by Council in its current form.

RECOMMENDATION:

A. That Council adopt the Planning Proposal to rezone 77 Kulgoa Road, Pymble C4 Environmental Living to R2 Low Density Residential 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 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

Matthew James Craige Wyse

Item GB.17 **S14501**

Student Urban Planner

Team Leader Urban Planning

Andrew Watson
Director Strategy & Environment

Attachments:

A1⇩	Gateway Determination	2025/396070
A2⇩	Planning Proposal (PP-2024-1994) 77 Kulgoa Rd Pymble	2025/396052
A3⇩	Submission Summary Table - 77 Kulgoa Rd Pymble	2025/371654
A4⇩	Proponent Response to Submissions 77 Kulgoa Rd Pymble	2025/373792

Department of Planning, Housing and Infrastructure

Gateway Determination

***Planning proposal (Department Ref: PP-2024-1994)**:* to rezone the subject land residential consistent with the adjoining residential land.

I, the Manager Local Planning at the Department of Planning, Housing and Infrastructure, as delegate of the Minister for Planning and Public Spaces, have determined under section 3.34(2) of the *Environmental Planning and Assessment Act 1979* (the Act) that an amendment to the Kur-ring-gai Local Environmental Plan 2015 to rezone the subject land to R2 Low density residential and change the minimum lot size and floor space ratio to that of the adjoining residential area should proceed subject to the following.

The Council as planning proposal authority is authorised to exercise the functions of the local plan-making authority under section 3.36(2) of the Act subject to the following:

(a) the planning proposal authority has satisfied all the conditions of the gateway determination

(b) the planning proposal is consistent with applicable directions of the Minister under section 9.1 of the Act.

The LEP should be completed on or before 1 March 2026.

Gateway Conditions

1. The proposal should be updated in relation to the timeframe to complete the proposal and correcting the floor space ratio in Part 2 - Explanation of Provisions prior to public exhibition.
2. Public exhibition is required under section 3.34(2)(c) and clause 4 of Schedule 1 to the Act as follows:

   (a) the planning proposal is categorised as basic under the *Local Environmental Plan Making Guideline* (Department of Planning and Environment, August 2023) and must be made publicly available for a minimum of 10 working days; and

   (b) the planning proposal authority must comply with the notice requirements for public exhibition of planning proposals and the specifications for material that must be made publicly available along with planning proposals as identified in *Local Environmental Plan Making Guideline* (Department of Planning and Environment, August 2023).

3. No consultation is required to be undertaken with public authorities or government agencies under section 3.34(2)(d) of the Act.

4. A public hearing is not required to be held into the matter by any person or body under section 3.34(2)(e) of the Act. This does not discharge Council from any obligation it may otherwise have to conduct a public hearing (for example, in response to a submission or if reclassifying land).

Dated 2 September 2025



Sarah Waterworth
Manager Local Planning
Local Planning and Council Support
Department of Planning, Housing and Infrastructure

Delegate of the Minister for Planning and Public Spaces

PP-2024-1994 (IRF25/1892)

PLANNING PROPOSAL

Proposal:
Rezone No. 77 Kulgoa Road Pymble from C4 Environmental Living to R2 Low Density Residential

Ku-ring-gai Local Environmental Plan ('KLEP') 2015 Amendment

September 2025

Prepared by Natalie Richter Planning

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Schedule of Amendments:
21 August 2024 – Submission for Staff, Local Planning Panel and Council Assessment
25 June 2025 - to address Ku-ring-gai Council Staff Amendment Request Table, including updated Arborist Report, Tree Protection Plan and Biodiversity Development Assessment Report
17 & 22 July 2025, to address Biodiversity and Planning Comments

EXECUTIVE SUMMARY

Brief overview and background to the Planning Proposal

The Planning Proposal seeks the rezoning of No. 77 Kulgoa Road Pymble from C4 Environmental Living to R2 Low Density Residential.

This change to the zoning of the site would align with the R2 Residential Low Density zoning that applies to allotments adjoining the subject site and which also prevails in the surrounding area.

The proposed zoning change, involving 1 x C4 Environmental Living site, is modest in scale and results in the existing allotment becoming capable of subdivision into 1 x additional lot only via the proposed change to minimum lot size and density provisions.

The proposal upholds strategic planning objectives in relation to environmental management, minimum lot sizes, housing density and typology as the resultant lot size and future housing yield would match with the directly surrounding area.

The proposal is supportable on site-specific merit as the rezoning would maintain the low density development potential of the site and would be in context in terms of creating consistent size lots.

Qualified and experienced environmental consultants have been engaged to review the ecological and environmental factors associated with the site and surrounds. The findings and recommendations have been assessed to confirm the residential development capacity of the site for R2 Low Density Residential purposes.

The land has a history of approved residential development and landscaping, and this means that trees and mapped biodiversity are located around the periphery of the site. Key biodiversity is largely outside the site on the adjoining SP2 zoned Water Supply land and associated bushland.

This renders the land capable of low density residential development that is in line with the prevailing character of the area, and that can readily comply with environmental protection requirements, Ku-ring-gai Local Environmental Plan ('KLEP') Development Standards and Ku-ring-gai Development Control Plan ('KDCP') design provisions. On this basis, the proposed rezoning is appropriate and confirms that the current C4 Environmental Living is unnecessary for this site.

As the proposed rezoning and likely low density future redevelopment can be achieved without undue impact on environmental attributes of the site and surrounds, the rezoning is supportable both in terms of strategic outcomes but also on merit.

A minor rezoning to adjust the single C4 Environmental Living lot to align with the prevailing R2 Low Density Residential zoning of the area constitutes an orderly development and although modest in scale, desirably, would enable an additional home at a time when housing supply is so restricted.

A Planning Proposal is the appropriate mechanism to achieve this.

Land to which this Planning Proposal applies

- 77 Kulgoa Road, Pymble NSW 2073 - Lot 4 and DP 29244. The site is indicated in Figure 1 below (aerial map).



Figure 1: Supporting Detail: Subject Site, Aerial view

The subject site is legally described as 4 in DP 29244 or No. 77 Kulgoa Road, Pymble and is highlighted in red in the above aerial photograph (Figure 1).

The property is located on the eastern, lower side of Kulgoa Road and runs in an east west direction.

The subject site is a large, spacious, residentially developed, battle axed rectangular shaped lot which has a total area of 2,555m^2. The site contains a large 2 storey dwelling house with a swimming pool and outdoor area at the rear, garden areas and a tennis court/cleared area at the rear (near the rear boundary).

No. 77 has an exclusive driveway measuring 4.57m width from the Kulgoa Road frontage and with a length of around 51.8m. Refer to the existing site layout and details in Figure 2 below.

The land predominantly has a gentle slope to the north east. The rear and northern boundaries are characterised by tall tree cover. This is the canopy tree cover that is mapped as 'biodiversity' on the Terrestrial Biodiversity map under the KLEP 2015.

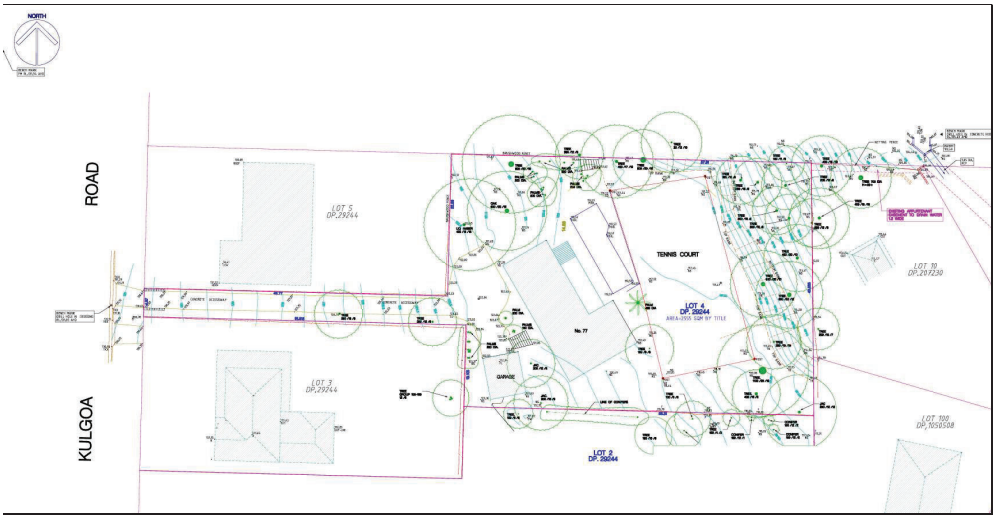


Figure 2: Supporting Detail: Site Survey by Hammond Smeallie Surveyors

The site adjoins a water supply reserve directly to the north which has extensive trees and vegetation and is zoned SP2 Water Supply System.

The sites to the south and opposite along Kulgoa Road are zoned R2 Residential Low Density. The subject site comprises a single site which is zoned C4 Environmental Living, at the end of an R2 Low Density Residential row along the subject side of Kulgoa Road.

Properties in the area have a low density residential character and are developed with large houses and ancillary structures (pools, tennis courts) set within generous setbacks and a distinctly landscaped setting. With the exception of different zoning, the subject site and surrounding properties are outwardly the same in development, density, spatial separation and landscaped setting.

Lot sizes and shapes vary, with many being smaller than the subject lot (refer to the survey extract above showing lot arrangements).

The general area topography slopes gradually towards the rear boundary of the site. The subject site is adjoined to the rear by land covered by trees in the valley/High Ridge Gully.

The site is conveniently located within walking distance of bus services along Mona Vale Road, Woodlands Avenue.

Pymble Railway Station and shops and the Gordon shopping/commercial area and Gordon train station are within a broader walking distance from the site

The site is also located close to the St Ives Shopping Village which also provides medical, business, community and commercial services.

A range of community facilities, small parks and schools exist in the locality.

Technical Studies Relied On:

This planning submission is accompanied by the attached documents for Council's consideration:

- Biodiversity Development Assessment Report/Feasibility Study prepared by Fraser Ecological Consulting, Issue H, 17 July 2025. Refer to Appendix C.
- Arboriculture Assessment prepared by Australis Tree Management, Revision 5 4 June 2025 (following a tree survey). Refer to Appendix A.
- Proposed Tree Protection Plan prepared by Australis Tree Management, Revision 5 4 June 2025 (following a tree survey). Refer to Appendix B.
- Detail Survey, prepared by Hammond Smeallie and Co. Surveyors, 2 July 2020.
- Indicative subdivision lot layout with trees and the 2 indicative lots plotted. Showing potential future proposed subdivision by Hammond Smeallie and Co. Surveyors (Issue D, 17 January 2023). Refer to Appendix D.
- Initial Concept Stormwater Management details (Issue A, July 2024) by ING Consulting Engineers (which takes into account the above documents and is based on the tree and survey plans). Refer to Appendix E.

PART 1 – OBJECTIVES AND INTENDED OUTCOMES

Objectives:

To provide additional housing by way of future subdivision potential through the proposed rezoning of 77 Kulgoa Road from C4 Environmental Living to R2 Low Density Residential.

Intended Outcomes:

The intended outcome is:

- To provide reasonable development potential of the land to supply housing opportunities for Ku-ring-gai by enabling a future 2 x lot subdivision potential.
- To provide a supportive tree, ecological, urban design and stormwater concept study and future subdivision concept to show the development capacity and potential contribution this available site can make to local housing. This is demonstrated to be consistent with the prevailing low density character of the area, to provide spacious lots and to retain peripheral canopy trees.
- To provide for modest, area characteristic, additional housing in a serviced, well-located area to accord with State and local housing objectives.
- To allow the reasonable development of a largely cleared and developed piece of 2,555m^2 land by adjusting the density standards in a controlled way to release an additional housing block.
- To allow the development of available and altered land which is close to services, community infrastructure and roads.
- To change the development potential of the land to match that of surrounding land along Kulgoa Road and provide an additional, sustainable subdivision/housing opportunity which can also ensure the protection of biodiversity (as demonstrated in the Tree Protection Plan and Biodiversity Development Assessment documents attached within Appendices B and C).
- To promote the efficient and sustainable use of land, providing housing within accessible and well-located areas to meet all levels of local and State planning objectives via a managed environmental outcome to promote the orderly and economic use of land as required by the objectives of the *Environmental Planning and Assessment Act, 1979.*

PART 2 – EXPLANATION OF PROVISIONS

This Planning Proposal incorporates amendments to the KLEP 2015 as follows:

- **Amendment 1**: Rezone the site from C4 Environmental Living to R2 Residential Low Density.
- **Amendment 2**: Amend the minimum subdivision lot size from 1,500m^2 to 930m^2.
- **Amendment 3:** Amend Floor Space Ratio Development Standard from 0.2:1 to 0.3:1.

PART 3 – JUSTIFICATION OF STRATEGIC AND SITE-SPECIFIC MERIT

Justification of strategic and potential site-specific merit, outcomes and the process for their implementation

A. NEED FOR THE PLANNING PROPOSAL

Q1. ***Is the planning proposal a result of an endorsed local strategic planning statement ('LSPS'), strategic study or report?***

- No, the Planning Proposal is not the result of an endorsed LSPS, Strategic study or report.
- The Arborist Report, Tree Protection Plan, Biodiversity Development Assessment Report and Urban Design Outcome layout supports this Planning Proposal. These provide an assessment of the biodiversity on the site and adjoining the site/in close proximity and provides a review of the capacity of the land for proposed low density residential use as follows:

Arboricultural Assessment/Tree Protection

- The studied outcome and supporting documents detail that the site is largely altered and trees are at the periphery and can be protected in a future low density residential development scenario with a subdivision lot size of 930m^2.
- Development of the site could be designed and managed so as not to result in removal or adverse impact on biodiversity as this is largely at the exterior and around the boundaries.
- Subject to a Tree Protection Plan (See Appendix B), development is demonstrated in the concept Urban design/subdivision plan (See Appendix D) and Tree Protection Plan to be able occur at the proposed R2 Low Density Residential and at the proposed density and lot size whilst also protecting the area character, tree cover and biodiversity.
- A Tree Protection Plan is provided in the supporting documents to demonstrate that peripheral significant vegetation can be retained and protected with the proposed increased housing density.
- Sustainable water management can occur which would protect trees and be sustainable for the surrounding natural environment. The Tree Protection/Arborist and Biodiversity Assessment Development Reports (Appendix C) indicate that an easement can be provided which also results in appropriate tree/biodiversity protection.

Urban Design/Density Outcome Study

- The proposed zoning of the site to R2 Low Density Residential is within the environmental capacity of the site as demonstrated in the attached Urban Design Outcome Study documents (See Appendices D and E).
- The proposed rezoning of the site to R2 Low Density Residential, to match surrounding residential lots, with appropriate minimum lot size and density provisions would fully align with the character of the area, maintain the desired natural and living environment as well as provide a reasonable and efficient subdivision and housing opportunity.

- Increasing housing supply is a fundamental imperative at Federal, State and local levels. This proposal will enable 1 x additional allotment at the characteristic density pattern. This would then create the subsequent potential for a new home to be built as well as a new home to be redeveloped following an R2 Low Density Residential land subdivision.
- The modesty of the rezoning proposal for this site confirms it's suitability environmentally and in terms of local planning strategic objectives, it is highly desirable as it will increase housing supply. This is consistent with current national, State and local housing policies.
- The proposed zoning change is supported by urban development concept plan (subdivision layout) which demonstrates the possible outcomes to accord with planning objectives for Ku-ring-gai, housing and environmental/biodiversity protection.
- The potential lot and housing layout demonstrated in the Urban Design Outcome Study at Appendix D shows that development would be commensurate with the area and allow the protection of the peripheral trees and adjoining biodiversity.
- The outcome would align with the surrounding pattern and maintain the liveability of Ku-ring-gai in terms of detached dwellings on large lots within landscaping.
- The outcome would blend with the '*established fabric of the area and the retention of the dominant large lot low density and garden and tree canopy character*' in accordance with the Ku-ring-gai Local Strategic Planning Study ('KLSPS') (p 41).
- This allows forward planning to deliver dwellings '*in a way that supports the area's intrinsic character and the growth of sustainable communities though examining opportunities and challenges and provision in, and around, existing centres across the local government areas, including alignment with transport and infrastructure'* (p 42 KLSPS).
- The proposal releases a residential lot, in a suitable setting, to meet the character of the area and to provide well-located and accessible housing to services in line with the *Ku-ring-gai Housing Strategy*.
- This accords with the North Plan and KLSPS by '*providing housing close to transport, services and facilities to meet the existing and future requirements of a growing and changing community*' (priority H1 of the KLSPS). The proposal would increase housing close to transport and services as is detailed in the following plan extract which shows the bus stops and rail network close to the site. Bus stops are located within close walking distance which deliver people to local shops and railway stations (St Ives, Gordon, Pymble) which connect the area to employment areas via rail and metro services. The site is within longer walking distance to Gordon railway station and Gordon business and commercial centre. Figure 3 shows the proximity of the site to shops and transport within a 250m to 1k radius indicating it is well accessed to supportive services and opportunities.

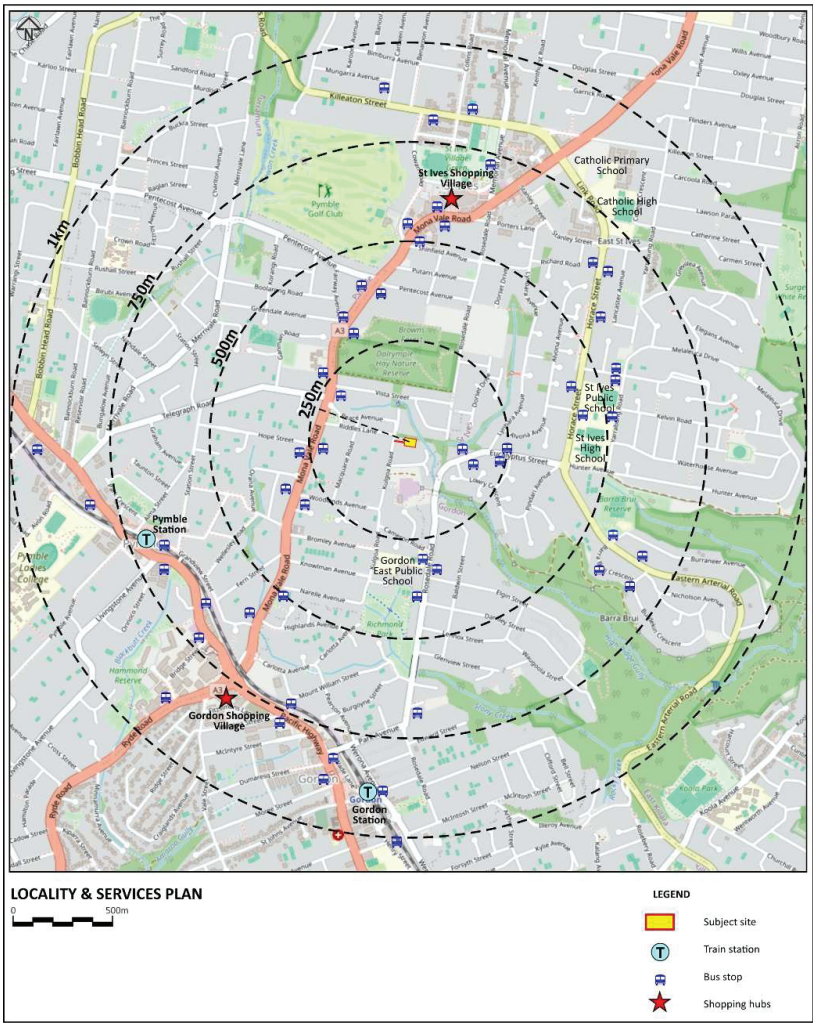


Figure 3: Supportive Map: Transport and Services located within 1k radius of the site

- The additional housing opportunity would contribute to resilient housing by providing housing in areas which are not constrained by risk such as flooding or bushfire and utilising land efficiently to boost housing supply.
- This would provide for efficient use and re-development of residential/urban land which is already altered, serviced and developed and cleared as an existing house with ancillary uses.
- The proposed density and housing outcome is consistent with the LSPS as the proposal can provide housing potential in existing available areas, promoting a compact and well-located residential area without adverse impact to the important environmental elements of Ku-ring-gai.
- The proposal, enabling 1 x singular R2 low density lot addition within the existing residential low density setting would not place additional pressure on open space or other community resources in accordance with LSPS objectives.
- The proposal provides housing close to transport and promotes the strategic objective of the '30 minute city' and access to existing centres and transport (Pymble, St Ives, Gordon). Refer to the transport and local centre map above.

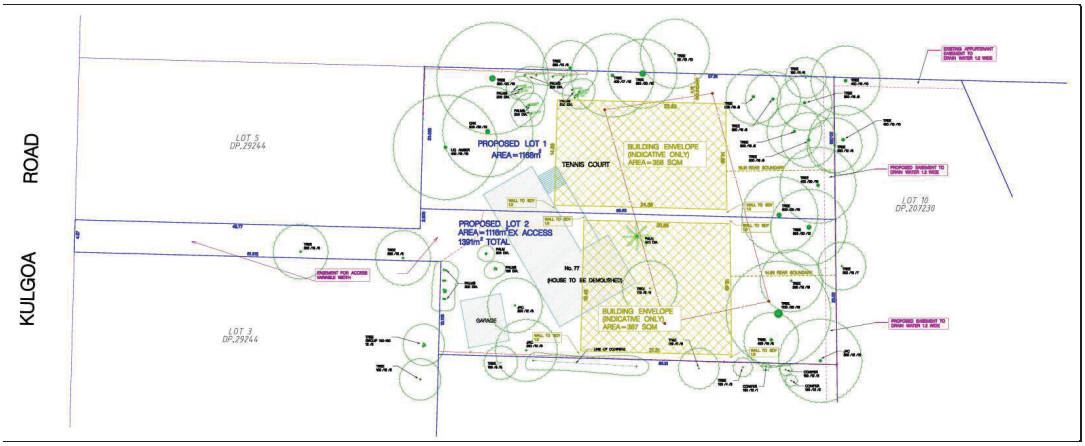


Figure 4: Supporting Detail: Extract Site Outcome/Lot Arrangement, Hammond Smeallie and Co

- The concept urban design outcome is based on/guided by ecological and arboricultural assessments. Figure 4 indicates the potential set out of dwelling footprints and a water pipe easement which can accommodate significant tress and vegetation (refer also to Appendices D/Urban Design Concept and E Urban Design Concept/Water Management plans).
- Indicative building platforms are shown in Figure 4, and a concept stormwater plan is provided along the rear boundary. This has been commented on within the Biodiversity Development Assessment Report.
- These collectively demonstrate that future development is feasible from the environmental management perspective in terms of protecting key peripheral trees, levels around trees and therefore protecting adjoining biodiversity.
- To demonstrate this, a Tree Protection Plan has been prepared to support this concept to demonstrate the outcome of the proposed zoning and subdivision lot size/density adjustment.

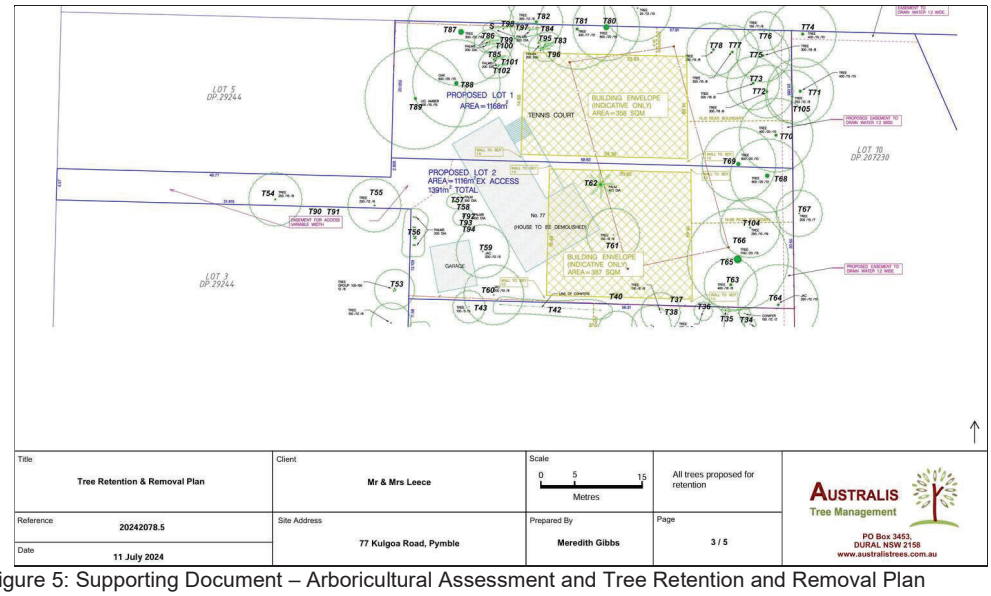


Figure 5: Supporting Document – Arboricultural Assessment and Tree Retention and Removal Plan

Biodiversity Assessment Report

- A tree assessment has been completed for the site and its boundaries in order to understand the potential for impacts on and off the site (in relation to potential R2 low density subdivision to 930m^2). Refer to the assessment extract above in Figure 5 and the Arborist Report in Appendix A.
- It is demonstrated that well designed development can ensure protection of mapped biodiversity and other significant vegetation.

  This assessment of site capability for R2 Low Density Residential has been informed by the following Tree Protection Plan shown in Figure 6 which is adopted in the Urban Design Outcome Study/potential lot layout to demonstrate that the land can be developed for the purposes of low density housing under the R2 Residential Low Density zoning and development allowances, whilst also maintaining the area character and protecting mapped biodiversity and other mature vegetation around the boundaries.

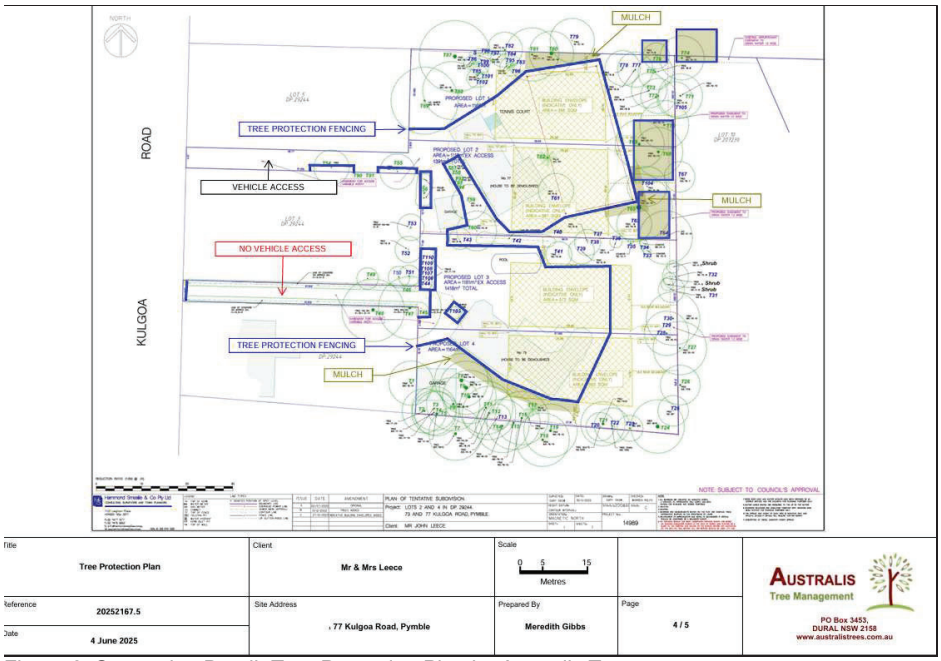


Figure 6: Supporting Detail: Tree Protection Plan by Australis Trees

- Building on the assessment of trees, a Biodiversity Development Assessment Report by Fraser Ecological has assessed the capability of the site and Council's requirements and community expectations that any subsequent development is capable of adequately protecting existing vegetation, not creating fragmentation (as the area is altered) and that the proposal would be consistent with the objectives of the Ku-ring-gai planning controls relating to the protection and management of biodiversity.

  The Biodiversity Development Assessment Report provides details of the site, species, the proposal and vegetation and fauna communities and summarises that the site can support the proposed density and zoning outcome without adverse impacts or biodiversity fragmentation.

  The Biodiversity Development Assessment Report concludes the degree of potential disturbance would be minimal and that future residential uses could be supported and could provide a valuable opportunity to enhance the local biodiversity via the development of appropriate Vegetation Management Plans/s

to accompany future development proposals, weed management and improved vegetation to connect with the adjoining biodiversity.

Vegetation Management Plans are a commonly applied mechanism through development to ensure ongoing management and promotion of biodiversity via protection and appropriate re-planting where a site is located close to biodiversity corridors/ biodiversity mapped area.

This planning proposal demonstrates that environmental protection can be enhanced for this site and locality, as suitable building platforms can be achieved in the future.

R2 Low Density Residential scale development could occur over existing altered areas with minimal disturbance to existing vegetation based on the Tree Protection Plan which details the potential housing footprints, and which allows for the protection of peripheral trees. This is also given the existing substantially altered and cleared areas over most of the site.

A Vegetation Management Plan can be implemented as a condition of future development to support the appropriate design of housing on site, ensuring that re-landscaping would be appropriate to support the adjoining biodiversity as part of future low density/R2 Low Density Residential development.

Stormwater Plan

- A concept stormwater plan is provided in conjunction with the arboricultural report and Biodiversity Development Assessment Report reports. Refer to Figure 7 below. This plan is found in Appendix E and demonstrates that stormwater infrastructure can be provided in line with Council requirements that controls stormwater and manages water discharge while ensuring protection of trees and nearby biodiversity to accommodate a development outcome with an R2 Low Density Residential density.

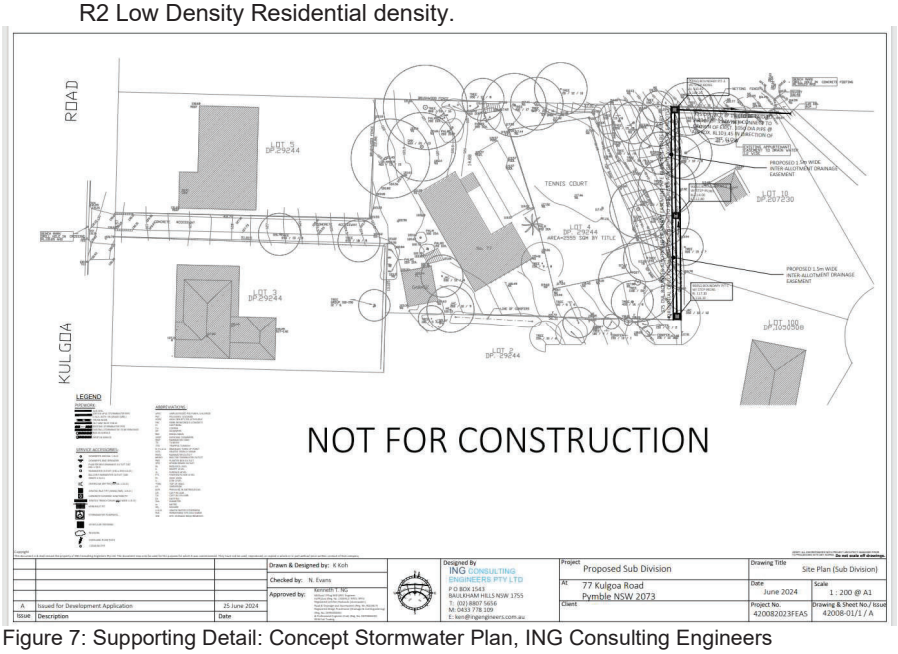


Figure 7: Supporting Detail: Concept Stormwater Plan, ING Consulting Engineers

- The Biodiversity Development Assessment Report makes an assessment of the proposed stormwater as follows:
  'A stormwater drainage easement (1.2m wide) has been proposed along the eastern (rear) boundary of all proposed lots.

All trees are proposed for retention within this area which is currently subject to heavy weed invasion. As a precautionary measure, it has been assumed 0.2ha of native vegetation may be indirectly impacted for the installation of stormwater drainage at the rear of the proposed lots as well as edge effects.

This has been taken into account into the BAM C credit calculation. Council can provide conditions of consent to ensure the further protection of this vegetation.'

The Biodiversity Development Assessment Report also indicates that the area proposed for stormwater is heavily weed infested and that this could be improved as part of the proposed outcome via weed management and appropriate planting.

Q2. Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?

Option 1 – Zoning Review/Rezoning as requested:

This option involves the assessment of the site specifically in terms of the appropriate zoning based on the context and specific/unique site situation, as measured against strategic objectives and site-specific merit.

It is the most orderly and logical approach to rezone the site.
The planning proposal is supported in legislation as a mechanism for reconsidering the zoning of a site and aligns with industry best practice in making such an application.

The Planning Proposal process is robust, open and transparent and is subject to review by the community through consultation, the Local Planning Panel as an expert panel and the elected Council as representatives of our community.

The rezoning option is put forward as the best and most comprehensive option for the following reasons:

- Given the direct, R2 Low Density Residential character, pattern and zoning context, the proposed rezoning/zoning adjustment of the subject, single 1 x C4 Environmental Living site in the subject row, to match in with the R2 Low Density Residential zone and prevailing context, to reflect the environmental capacity and location of the site to support housing is considered to be the most logical and orderly way to adjust the development allowances for the subject site, to alter the mapping and reflect the environmental capacity of the site to release land for housing.
- This adjustment would create a consistent zoning pattern along the subject section of Kulgoa Road, to match most of the southern and opposite adjoining blocks for this end of Kulgoa Road.
- The proposed rezoning track has been chosen as it is considered that the existing zoning is overly restrictive and is inconsistent with the viability of the land to support and supply sustainable housing. Future development would be required to be environmentally sustainable irrespective of lot size. A lot size of 930m^2 which is consistent with others in the row is capable of providing low density and environmentally sustainable outcomes as detailed in the supportive documents and Urban Design Outcome Study/lot layout.
- The subject single C4 Environmental Living site is 'bookended' to the northern side by the adjoining SP2 Water Supply zone. This means that this single lot could be transferred to match the southern adjoining R2 Low Density Residential lots without requiring further adjustments as the SP2 Water Supply zone provides a 'zone boundary'. This means that this change would not create precedent or pressure for any broader change. This is a unique and 'contained' rezoning and is based on a review of the specific site situation, review of

biodiversity and tree factors and the demonstrated outcome for consistent development to be achieved to support state and local housing supply.

- Given this is site specific and intended to rezone 1 x single C4 Environmental Living lot at the end of a prevailing R2 Low Density Residential row of lots, based on site specific ground truthing of the biodiversity map layer and specific context, opportunities and constraints, this would not place pressure on other areas also being rezoned.
- Selected rezoning of the 1 x lot, as proposed as this key option is considered to be the most clear-cut way of adjusting the current C4 Environmental Living zoning to match the R2 Low Density Residential zoning. This is considered appropriate given that the site may have been allocated the C4 Environmental Living zoning in isolation from adjoining sites as part of a desktop analysis undertaken at the time of the implementation of the KLEP and with reference to the mapped biodiversity layer. The biodiversity has been assessed on a site specific basis and is largely off site, however the biodiversity map layer extends over the site.
- This Planning Proposal approach enables the required comprehensive review and 'ground truthing' of the opportunities and constraints provided by the site in terms of the presence of biodiversity and whether the C4 Environmental Living is the right zoning to allow reasonable residential development to contribute serviced and accessible land, to boost housing.
- Considered and sustainable increase of housing in accessible and serviced areas is consistent with current NSW requests to increase housing in urban areas.
- This change is based on site specific studies and Urban Design Outcome Study put forward. These show that the outcome would be commensurate with the existing pattern of housing and environmentally sustainable in relation to allowing low density residential development to not adversely impact or fragment nearby biodiversity and to allow substantial trees to be protected. The site is not bushfire prone and would not require asset management, which could otherwise compromise vegetation on site.
- The concept Urban Design Outcome Study, potential stormwater plan and tree and ecological studies demonstrate that with its boundary planting and careful tree protection and vegetation management, an R2 Low Density Residential change to match the side adjoining properties and adjoining R2 Low Density Residential context would be appropriate and allow the protection and improvement of local biodiversity.
- This Planning Proposal request to rezone the site is made having undertaken consultation with Council staff and by undertaking and presenting a comprehensive assessment of zoning/Development Standard change.
- The Planning Proposal and specific site review is considered the best way to achieve the intended development and lot pattern outcome and to update the zoning map and density maps to match properties along Kulgoa Road.

It is not uncommon for opportunities and constraints analysis of a site to be undertaken alongside a more specific site and contextual analysis to demonstrate that a specific rezoning has strategic merit. It cannot be expected that every site is examined in this way through the development of an LEP and there is opportunity in legislation for a Planning Proposal to be lodged to seek such a rezoning to allow the realisation of ideal density and development potential which is consistent with the environment, planning objectives and the residential density pattern and context.

It has been demonstrated through detailed analysis and ground truthing of trees and environmental factors on this site to indicate the opportunities and viability in terms of zoning to match the R2 Low Density context. The land is available and developable to provide an additional large residential lot opportunity which would match in terms of zoning, density and character with the surrounding area and allow the protection of trees and nearby valued biodiversity.

A specific study of the property and zoning within the context and ground truthing the development potential of the site and the ecological status has been undertaken to detail why the lot should be zoned for R2 Low Density Residential.

As identified in the supporting studies relating to ecology and tree protection, ecological community is located adjacent to the site and can be protected and not fragmented.

Further, rezoning of this specific site creates an opportunity for enhancement of biodiversity protection in weed management and replenishment planting via development.

Biodiversity values located around the boundaries of the site and on adjoining land to the north, north-east can be protected via the Tree Protection Plan recommended and provided as a supporting document.

Option 2 – Potential Creation of a Smaller Lot Size via a Development Application ('DA') and subject to KELP 2015 Clause 4.6 which allows Variations to Development Standards (for Lot Size):

- No alternate planning pathway is feasible to seek the variation of density outcomes. This is because a Development Application could not be supported as Clause 4.6 (6) (a) of the KLEP 2015 prevents written variations as to lot size variations being used for the subdivision of C4 zoned land into 2 or more lots of less than the minimum area specified for such lots by a development standard.
- For this reason, and to support a robust and consistent approach to Development Standards for Ku-ring-gai, Clause 4.6 Variations are generally not encouraged for development assessment.
- Council largely does not accept Clause 4.6 submissions seeking to vary adopted KLEP Development Standards such as for Minimum Lot Size, Building Height and FSR.
- Clause 4.6 variations can have the effect of undermining Development Standards and allowing some can place pressure on setting 'precedents' for other Clause 4.6 variations for changing lot sizes, which is not desirable broadly for Ku-ring-gai. The proposed approach would simply adjust the Minimum Lot Size and FSR standard to correct what appears to be a mapping anomaly, based on the ground truthing of possibilities for the site and to match the row and context.
- Clause 4.6 (6)(a) prevents Clause 4.6 variations from being used for the subdivision of C4 zoned land into 2 lots less than the minimum area.
- Consequently, variations to Minimum Lot Size and FSR via 4.6 would not be the best way when the zoning and associated Development Standards can simply just be adjusted to match the side and opposite adjoining land via the zoning alteration of the 1 x site to become R2 Low Density Residential.
- Adjustment of the zoning and relevant development standards and LEP maps would allow a future subdivision and commensurate/reasonable density outcome to match the direct context without the need for Clause 4.6 requests and support, as this sort of variation is unlikely to be supported via a DA.

Option 3 – Zone Boundary Provisions:

- Zone boundary transition allowances are not considered to apply in this situation and could not be utilised for subdivision at a density consistent with R2 Low Density.

  The most reasonable way is to comprehensively review the site and the context and to adjust the zoning of this piece of land to match in with the adjoining R2

Residential Low Density zoning in terms of achieving the objectives and intended outcomes of this Planning Proposal.

Option 4 - Additional Permitted Uses Under Schedule 1 of the KLEP

- Inclusion of the site within Schedule 1 would be a possible track however this is not considered to be the best way.

  Schedule 1 in the KLEP 2015 is generally used to allow existing use sites to continue as a specific use, acknowledge an existing use or enable dual occupancies on certain land (in accordance with allowances provided under superseded planning instruments).

  Schedule 1 is intended to be use in exceptional circumstances, as an enabling clause in the KLEP to permit a specific land use for a specific site, often in isolation of other surrounding sites.

  In this instance, it makes sense to allow a minor adjustment of zoning and development allowances to match the row of properties and as this site is bookended by SP2 Water Supply zoned land.

B. RELATIONSHIP TO STRATEGIC PLANNING FRAMEWORK

Q3. ***Will the planning proposal give effect to the objectives and actions of the applicable regional, or district plan or strategy (including any exhibited draft plans or strategies)?***

The proposal demonstrates consistency with the LSPS, North Plan, Greater Sydney Plan and local policies.

The Planning Proposal to rezone the subject lot from C4 Environmental Living to R2 Low Density Residential would allow an additional housing opportunity to deliver on housing for the local area, in a well located and serviced area.

The outcome would be sustainable and would meet the objectives of protecting the environment and existing tree canopy throughout Ku-ring-gai.

The outcome is demonstrated in the concept subdivision layout, the viable Tree Protection Plan (preserving trees around the boundaries), the provision of supportive stormwater management and the Biodiversity Development Assessment Report assessment which indicates that the development would not fragment biodiversity.

Freeing up available land for appropriate development by allowing a 1 into 2 lot subdivision will assist in reducing pressure on land which contains more risks for development (eg. flood affected, bushfire prone) and land which is not currently serviced or located in accessible areas (near transport and centres).

The proposal is consistent with the Greater Sydney Region Plan as detailed in the following table:

CONSISTENCY WITH GREATER SYDNEY REGION PLAN 2056		
Directions	**Objectives**	**Consistency**
Infrastructure and collaboration		

1. A city supported by infrastructure	**Objective 1:** Infrastructure supports the three cities	**Consistent**. The proposal supports development around existing serviced areas and public transport (bus routes available along Mona Vale Road, shopping areas and rail transport at Gordon and Pymble). This accessibility to transport, roads and local centres and services promotes housing in the right places in accordance with the objectives.
	Objective 2: Infrastructure aligns with forecast growth – growth infrastructure compact	
	Objective 3: Infrastructure adapts to meet future needs	**Consistent**. The proposal does not create any need for additional infrastructure and will have an imperceptible impact on existing services and infrastructure, with 1 x additional R2 low density lot potential.
	Objective 4: Infrastructure use is optimised	**Consistent**. The proposal seeks zoning to allow for a density to suit the R2 context and provide for the subdivision of an additional lot within an area which is well serviced and supported by existing transport and services/infrastructure. This minor, and sustainable increase of low density housing on available, altered and developable land is considered to optimise the use of existing infrastructure via a minor increase in housing in a well-connected and well serviced area (existing road and driveway access is available to Kulgoa Road. Existing open space and social infrastructure exists around Pymble and Gordon to support a rezoning to R2 Low Density Residential, enabling 1 x additional low density lot.
2. A collaborative city	**Objective 5:** Benefits of growth realised by collaboration of governments, community and business	**Consistent**. The proposed zoning adjustment would allow the subdivision of available land in a sustainable way to assist in delivering housing for Ku-ring-gai (Sydney and NSW). This modest increase in housing supply in a well located suburban area aligns with the collaboration requirements in planning for housing in NSW. The intended outcome is protective of the environment and consistent with R2 planning objectives and would at the same time, increase the housing contribution of Ku-ring-gai to the current, well-documented national and NSW housing shortage. All local government areas have been requested to increase housing supply. Councils are required to update Local Environmental Plans to align

		with housing priorities and provide consistency with the *Metropolis of 3 Cities*. The proposal to allow R2 Low Density Residential zoning and density (allowing a subdivision with a 930m^2 Minimum Lot Size), still provides a very generous lot size (in the suburban Sydney context). This outcome is consistent with the low density and 'treed area character, providing space between homes. The proposed zoning change can maintain environmental objectives such that subdivision to an R2 yield and development outcome would be consistent with the objectives of the R2 zone in terms of density and amenity. The resultant density would be environmentally sustainable as the site is not unduly constrained and biodiversity can be reasonably protected and managed despite a smaller lot size, dwelling footprint and stormwater service arrangement. The proposed minor and carefully studied and managed increase in residential density to match the area is considered consistent with local and metropolitan planning strategies to boost housing. This accords with the local strategies and State of reviewing plans and planning for growth and unlocking much needed well located housing opportunities.
3. A city for people	**Objective 6:** Services and infrastructure meet the changing needs of communities	**Consistent**. The proposal provides housing close to urban services (local centres (St Ives, Pymble and Gordon) which offer commercial, employment and medical services as well as proximity of high-quality parks, schools (Pymble and Gordon Public Schools) and private schools (St Ives, Pymble and Wahroonga), community facilities and local transport options (St Ives, Pymble and Gordon). This promotes the desired 'great spaces to live' and ideal connection of people and employment, transport and services. Providing housing close to these facilities and within easy driving, walking, and bus stop distance provides a supportive living environment for different ages, mobility levels and life stages. The outcome would improve the availability of environmentally
	Objective 7:	

	Communities are healthy, resilient and socially connected **Objective 8:** Greater Sydney's communities are culturally rich with diverse neighbourhoods **Objective 9:** Greater Sydney celebrates the arts and supports creative industries and innovation	resilient housing opportunities close to culturally diverse supportive areas and shops. St Ives and Gordon cater for specific foods/restaurants and deli's, culturally diverse restaurants. Community facilities such as St Ives and Gordon libraries cater for different age and interest groups. This existing established social/cultural infrastructure supports diverse groups. The site is well located by bus and train transport to other culturally diverse areas of Sydney such as Chatswood and the city and provides connections to other significant areas and Sydney cultural events and opportunities (Vivid, New Year events, festivals etc). Increasing new land/housing in this ideal location promotes the ability for diverse groups to establish and grow in the area and in turn support local creative and cultural industries. This is considered to support Ku-ring-gai in terms of the local economy and diversity with a minor uplift in population to utilise services and facilities. The proposed zoning to R2 Low Density Residential would unlock an additional housing opportunity with a smaller lot size. This represents managed increase in housing within this ideal location to promote community health and wellbeing in accordance with the aims of the plan.
4. Housing the city	**Objective 10:** Greater housing supply **Objective 11:** Housing is more diverse and affordable	**Consistent**. Housing targets and needs are evolving and currently under review given the well reported current housing shortage in NSW and Sydney. There is a need for new housing to ne increased around well located, serviced and accessible areas and for housing to be more available and affordable. Housing is to be in reach of the population/affordable and to be increased in established areas, to consolidate – particularly around well serviced areas (Transit Oriented Development). The current land size is comparatively large for a suburban lot at 2559m^2. It is a well-known reality in looking at real estate prices and sales that suburban land in Ku-ring-gai is expensive by Sydney standards in terms of the evidence provided in real estate

		sales as to the comparative costs of land and housing in this area compared with other areas in Sydney. Houses and ancillary developments (pools and tennis courts) on larger blocks of land attract higher sales prices just by virtue of the land values and cost of land and with comparatively larger lots and houses. Housing affordability is driven by a complex range of factors centred around supply and demand and locational factors. The North Shore is a well established residential area with housing close to rail lines and services, with high amenity housing, spaciously set out and private homes, with large gardens and within garden suburbs. These are some of the factors which lead to comparatively expensive real estate. The proposal would result in the ability to subdivide an additional lot according to the R2 Low Density Residential lot size standards which are smaller than the C4 Environmental Living lot size (930m^2 of land versus 1,500m^2 of land). Smaller lot sizes are generally more affordable than a larger lot within the same location. To this end, the potential subdivision of the site would enable 2 x comfortably sized, R2 low density parcels of land (maintaining the above attributes) rather than 1. These can potentially be sold at a lesser cost individually, than if the much larger existing lot was to be sold as 1 x larger parcel. While land values largely sit outside planning considerations, it is important to note that the proposed rezoning seeks potential for a future 2 x lot subdivision only, within the environmental capacity of the land, at the same spacious and landscaped character and surrounds, to match the leafy character and to protect peripheral biodiversity. This would allow an additional lot to be able to be purchased and 2 x lots to be able to be re-developed into contemporary housing to meet current needs in terms of housing choice, opportunities and affordability levels whilst also remaining consistent with the prevailing density, natural environment and landscaped area character.

		The proposal does not seek to upzone the land to release higher density multi-unit development. The proposed rezoning maintains low density residential potential that could potentially realise 1 x additional residential lot. The outcome would promote housing choice in terms of providing a smaller lot although consistent with large lots in the area. This would allow the development of modern, R2 style housing to meet contemporary BASIX and living space/amenity standards and a choice of housing types (single/2 storey) to suit different family structures and age/accessibility levels. The housing density put forward in Urban Design Outcome Study, with a relevant Tree Protection Plan and Vegetation Management Plan and discussion of biodiversity indicates that the site has the capacity to subdivided at the Minimum Lot Size of 930m^2 whilst protecting peripheral trees and the biodiversity which is adjacent to the site. This could readily support a large dwelling footprint or secondary dwelling/dwelling arrangement whilst protecting gardens and boundaries. This proposed low density zoning and potential for 930m^2 subdivision would free up available and already serviced land, to contribute to 'area appropriate development' and boost housing numbers in the right place. The proposed reduction in the minimum lot size which would be achieved in connection with the rezoning would allow the desired level of urban intensification in well-serviced areas, connected to transport. The subject site is demonstrated to be able to be developed for R2 Low Density Residential housing which would match with the area whilst retaining the peripheral important bushland/natural values. The proposed zoning change and future potential low density development would not fragment biodiversity as indicated in the Biodiversity Development Assessment Report and substantial trees can be protected irrespective of the development in accordance with the submitted Tree Protection Plan.

		These studies undertaken in support of this proposal indicate that biodiversity is largely located off the site and the site is suitable for the proposed development yield. The Biodiversity Development Assessment Report and Tree Protection Plan. indicate that the site could be subdivided to R2 Low Density Residential standards and supported by stormwater to also protect large stands of existing trees around the boundaries, to protect the biodiversity setting. Consequently, this Planning Proposal delivers on the objective of 'greater housing supply' as well as improving diversity and affordability via a smaller and potentially more affordable minimum lot size entitlement.
5. A city of great places	**Objective 12:** Great places that bring people together	**Consistent**. The benefits of providing an additional housing opportunity in this well located area are discussed above.
	Objective 13: Environmental heritage is conserved and enhanced	This area is well located to bring people together and provide great places. This property is within close proximity to transport, other areas in Sydney and great places around Pymble, Gordon and St Ives with all that those areas have to offer in terms of restaurants, events, medical and financial services and community facilities and activities. **Consistent**. The proposed R2 Low Density Residential zoning would not create adverse implications for environmental heritage as the site has no listed or mapped heritage values and is not close to any listed items. The proposed zoning change and alteration of R2 Low Density Residential density for the subject site would allow protection of local heritage in other areas by increasing housing numbers in the right and available areas. This land is available and viable for subdivision and development. 2 x lots can be developed to provide sustainable housing within this enjoyable place to live with pleasant local parks, services and walks. Biodiversity and environmental heritage can be maintained and protected as demonstrated in the attached documents.
Productivity		

6. A well connected city	**Objective 14:** A metropolis of three cities – integrated land use and transport creates walkable and 30-minute cities	**Consistent**. Providing additional housing near services and transport (road/bus and rail areas) accords with the priority of developing the '30 minute City' - increasing accessible housing close to jobs, services, and transport and access connections. Increasing housing promotes business activity in the accessible/nearby St Ives, Pymble and Gordon Centres with a small number of additional households engaging in local commerce, employment and investment.
7. Jobs and skills for the city	**Objective 22:** Investment and business activity in centres	**Consistent**. The subject land is close to commercial areas, employment opportunities in retail, medical, office and hospitality areas (Pymble, Gordon and St Ives). The land is within 30 minutes of other key employment areas such as Hornsby, Chatswood and St Leonards/North Sydney, Ryde/Macquarie Park employment and University area and the City of Sydney. This proximity provides jobs and skills close by and aligns with the '30 minute City' objective of providing housing with employment and other supportive needs. This assists with providing non-car transport to reduce congestion and fuel and time expensive travel times.
Sustainability		
8. A city in landscape	**Objective 25:** The coast and waterways are protected and healthier	**Consistent**. The proposed zoning of the subject site to match the adjoining R2 Low Density Residential area can achieve the necessary retention of existing biodiversity and landscaping for the site and direct context as detailed in the supportive Tree Protection Plan, Biodiversity Development Assessment Report, stormwater and concept urban design plans. The urban tree canopy can be protected via tree protection measures which are outlined in the Tree Protection Plan. This protects biodiversity in line with objective 27. The Biodiversity Development Assessment Report makes the following summary: The vegetation at the rear of the site has been mapped by Council and the NSW DPE (NSW Statewide PCT mapping) as Sydney Turpentine Ironbark Forest (Figure 12 and 13).
	Objective 27: Biodiversity is protected, urban bushland and remnant vegetation is enhanced	
	Objective 28: Scenic and cultural landscapes are protected	
	Objective 29: Environmental, social and economic values in rural areas are maintained and enhanced	
	Objective 30:	

	Urban tree canopy cover is increased **Objective 31:** Public open space is accessible, protected and enhanced **Objective 32:** The Green Grid links parks, open spaces, bushland and walking and cycling paths	• Vegetation Formation: Wet Sclerophyll Forests (Grassy sub-formation) • Vegetation Class: Northern Hinterland Wet Sclerophyll Forests • PCT Name: Sydney Turpentine Ironbark Forest • PCTID: 3262 Sydney Turpentine Ironbark Forest in the Sydney Basin Bioregion is listed as Critically Endangered under the *Biodiversity Conservation Act 2016* and *Environment Protection and Biodiversity Conservation Act 1999*. The Arborist Report prepared by Australis Tree Management dated July 2024 states that locally native trees are proposed for retention. The Tree Protection Plan details that dwelling footprints can be provided to retain and protect significant stands of trees located around the boundaries. Stormwater can be managed, noting the existing 1.2m drainage easement towards the rear, north-eastern corner of the site. All trees are proposed for retention within this area which is currently subject to heavy weed invasion. As a precautionary measure, it has been assumed 0.2ha of native vegetation may be indirectly impacted for the installation of stormwater drainage at the rear of the proposed lots as well as edge effects. This has been taken into account into the BAM-C credit calculation. Council can provide conditions of consent to ensure the further protection of this vegetation. The proposed re-zoning of 77 Kulgoa Road Pymble will support a potential future subdivision into 2 x lots outside the tree protection zones of locally native trees belonging to the Sydney Turpentine Ironbark Forest Critically Endangered Ecological Community. Tree protection fencing is indicated to be able to be provided to ensure all remnant native trees are protected during any essential subdivision works. The land is not mapped as bushfire prone land, therefore, an Asset Protection Zone for potentially resulting in additional vegetation clearing will not be required. Any native vegetation along the rear of the site can be subject to a future Vegetation Management Plan provided to Council (prior to the release of the Subdivision Certificate as part of a future subdivision application).

		Weed, vegetation, biodiversity and water management can be provided as outlined as part of future development proposals via the recommended Vegetation Management Plan as part of per Biodiversity Development Assessment Report recommendation. The proposal would facilitate the reduction of weed growth and appropriate replenishment tree planting. This could be conditioned via future development and subject to area appropriate conditions. Weed and vegetation management as part of development would benefit the existing broader/adjacent ecology. Planting can be provided to be consistent with the surrounding biodiversity and canopy via the recommended Vegetation Management Plan as part of future development and to comply with Council's relevant biodiversity development controls. The proposal would promote the health and care of waterways and remnant vegetation as detailed in the Biodiversity Development Assessment Report. The proposal is consistent with the biodiversity and landscape objectives of the plan.
9. An efficient city	**Objective 33:** A low-carbon city contributes to net-zero emissions by 2050 and mitigates climate change	**Consistent**. The proposed zoning to enable a small increase in sustainable housing opportunities/options would promote housing within green and shaded areas, sheltered from extreme heat in this area surrounded by green canopy. Contemporary housing would be in accordance with sustainability building principles and ensure on-site water re-use via water tanks and passive solar design via planning controls. Water can be managed on site to protect the trees at the rear as detailed. Rainwater reuse would be expected as part of future contemporary housing developments for the 2 lots which could be achieved via R2 Low Density Residential subdivision. Housing would be required to comply with building sustainability requirements. This would include the inclusion of low water use appliances for new development in accordance with contemporary building sustainability standards.
	Objective 34: Energy and water flows are captured, used and re-used	
	Objective 35: More waste is re-used and recycled to support the development of a circular economy	

		Circular economy and waste recycling can be promoted as part of contemporary housing and sustainability outcomes in accordance with current building and development requirements. Future consent conditions for low density housing would promote waste management.
10. A resilient city	**Objective 36:** People and places adapt to climate change and future shocks and stresses	**Consistent**. The site is not mapped as bushfire or flood prone and is in an area which is readily able to be drained via the slope and the rear adjoining drainage easement. The possible additional lots demonstrated in the Urban Design Outcome Study could be managed to ensure appropriate stormwater management. The site is not bushfire prone or affected by flooding, landslip etc. The site provides suitable land for low density residential development. Providing housing in suitable areas can have the effect of alleviating pressure on less appropriate and more high risk land, reducing exposure of people and buildings to natural and urban hazards in other more hazardous areas. Being surrounded by mature trees which can be protected and within a leafy garden suburb, this proposal would provide housing which would be resilient to extreme heat. Housing in the right locations will reduce the need for suburban sprawl and damage to other areas in Sydney which may have more sensitive environments.
	Objective 37: Exposure to natural and urban hazards is reduced	
	Objective 38: Heatwaves and extreme heat are managed	
11. Implementation	**Objective 39:** A collaborative approach to city planning	**Consistent**. The proposed zoning change to facilitate R2 subdivision and sustainable housing uplift, in a well located area, which allows environmental protection and sustainable housing would promote the review of housing for Ku-ring-gai in accordance with the implementation of the above detailed objectives of the *Metropolis of 3 Cities* plan. This action would comply with the NSW State government requests for local government areas to consider mechanisms in local planning to increase supply of housing to support the population.

The following assessment is provided in relation to the specific priorities of the North District Plan as detailed in the following table:

CONSISTENCY WITH NORTH DISTRICT PLAN

Directions	Planning Priority/Actions	Consistency
Infrastructure and collaboration		
A city supported by infrastructure	N1: Planning for a city supported by infrastructure N2 Collaboration	The Planning Proposal is **consistent** with the key elements to achieve the vision for the future of the North District which include: •enhancing the role of the Sydney Eastern Economic Corridor, including North Sydney as part of the Harbour CBD. • supporting jobs growth in strategic centres, including health and education precincts and facilitating innovation. • sustaining local centres to provide jobs, services and amenity. • providing fast and efficient transport connections to achieve a '30 minute city'. • retaining and managing industrial and urban services land. • creating and renewing great places while protecting heritage and local character and improving places for people. • improving walking and safe cycling ways. • enhancing foreshore access to Sydney Harbour and the district's waterways. • enhancing the quality and improving access to open space and increasing urban tree canopy. • retaining the environmental, social and economic values of the Metropolitan Rural Areas. The proposal would enhance the area and the Eastern Economic Corridor by boosting accessible housing close to a range of local and accessible employment areas (close to local centres and larger employment centres via fast transport connections). The proposal aligns with collaboration objectives in terms of local and state governments working together with community members towards providing appropriate and sustainable housing uplifts and housing to support Sydney.
Liveability		
A city for people	N3: Providing services and social infrastructure to meet people's changing needs	**Consistent**. The proposal would not change existing services, nor does it create a need for intensification or augmentation of services or social infrastructure. This is because the proposal would facilitate the future development of 1 x additional lot via the adjusted minimum lot size for subdivision and herein a single household to add to the R2 setting as an appropriate density for the area.

		The impact of this level of increase in density would be imperceptible. The creation of an additional allotment and dwelling would increase the rate base from which funding for Council services and infrastructure is provided. This is considered to be a benefit in terms of supporting local infrastructure and supporting the minor density change.
	N4: Fostering healthy, creative, culturally rich and socially connected community	**Consistent**. This sustainable housing release outcome accords with the objectives to promote culturally rich and culturally supportive communities. This would create a carefully managed and minor increase in housing within this ideal location to promote community health and wellbeing in accordance with the aims of the plan.
Housing the city	N5: Providing housing supply, choice and affordability with access to jobs, services and public transport	**Consistent**. Providing housing within easy and close distance of a network of services and employment via existing available bus and train public transport service to a variety of locations (via bus – Mona Vale Road and rail- Gordon). Walking and cycling are options in this area. The subject site is well located in terms of local employment centres such as St Ives, Pymble and Gordon as well as transport connections to the North Sydney and City areas and Macquarie Park employment and business/education areas. Additional housing would support jobs, centres with the additional population to visit, spend and work in local centres. This promotes housing which is well located in relation to work as well as other supportive lifestyle needs. Housing on available and serviced land, in the right location will promote urban consolidation and development around transport lines and deliver on the ideal of the '30 minute city'. This Planning Proposal to rezone the available land to R2 Low Density Residential would provide for sustainable infill and renewal of this existing area whilst also protecting local character, local biodiversity and heritage. The proposed change from C4 Environmental Living to R2 Low Density Residential would allow the creation of additional large, environmentally sustainable housing lot to increase housing opportunities and to meet increasing housing demands, providing the required supply.

A city of great places	N3. Providing services and social infrastructure to meet people's changing needs N4. Fostering healthy, creative, culturally rich and socially connected communities N5. Providing housing supply, choice and affordability, with access to jobs, services and public transport N6: Creating and renewing great places and local centres, and respecting the District's heritage	**Consistent**. In terms of housing targets, the Plan indicates an objective to: '*deliver the 20-year strategic housing target, councils should, in local housing strategies, investigate and recognise opportunities for long term housing supply associated with city-shaping transport corridors; growing, emerging and new centres; and other areas with high accessibility*'. The proposal involves a minor increase to housing via the rezoning to match the context and to create the potential for smaller subdivision lot size and density provisions. The proposed unlocking of this developable, unconstrained piece of land to become R2 Low Density Residential in terms of density and use will allow for the managed and careful renewal of the area. This would allow for the appropriate zoning of this land and for the land to contribute to R2 low density in conformity with the area. This outcome would allow smaller lot sizes, and a subdivision of 1 into 2 lots and housing. This would promote the sustainable use and development of existing serviced and altered suburban land to provide additional new R2 Low Density Residential scale housing. The proposal provides a smaller lot which by land area would be more affordable. The potential future subdivision would allow housing supply and choice which would also be consistent with the prevailing lot and housing density pattern. This would provide housing close to services, jobs and employment (St Ives, Pymble, Gordon and areas connected by bus and rail transport such as Ryde, Chatswood, Hornsby, St Leonards, North Sydney and the City). Smaller lots and the opportunity to build contemporary housing/redevelopment would promote providing housing for smaller family sizes and a range of needs/choice.
Jobs and skills for the city	N10: Growing investment, business opportunities and jobs in strategic centres	**Consistent**. Additional housing would support jobs, centres and amenity to support strategic and local centres, providing additional population to rely on businesses and services.
A Well Connected City	N12: Delivering integrated land use and transport planning and a 30-minute city	**Consistent**. The proposal would increase well located housing opportunities within easy and close distance of a network of public transport and road services leading to employment in a variety of locations (via bus – Mona Vale Road

		and rail- Gordon). These services connect residents with shops, leisure and community activities, entertainment, services and employment. Development around transport lines will deliver on the ideal of the '30 minute city'. Walking and cycling are options in this area. The proposal utilises residential land and does not provide pressure on urban services land.
A city in landscape	N15: Protecting and improving the health and enjoyment of Sydney Harbour and the District's waterways	**Consistent.** Given the urban/suburban context and being well away from coastal areas, no change is involved in relation to the Harbour or the district waterways.
	N16: Protecting and enhancing bushland and biodiversity	**Consistent**. Protection of trees which are recognised as forming an important part of vegetation communities and the local ecology can be achieved. The ability to protect trees via R2 Low Density Residential development outcomes is demonstrated in the Urban Design Outcome Study /subdivision/stormwater layout, Tree Protection Plan and Biodiversity Development Assessment Report supporting documents. Refer Appendices for documents.
	N17: Protecting and enhancing scenic and cultural landscapes	**Consistent**. This Planning Proposal to rezone the available, readily developable land to R2 Low Density Residential would provide for low density housing contribution where this would be consistent with the area character/lot pattern and landscaped character. Therefore, this would not adversely impact on scenic or cultural landscapes. Low density dwelling development can be achieved whilst also protecting the important biodiversity and natural landscape which surrounds the area. Being of a development density which is in context with the surrounding area, and which retains tree cover, the proposal would protect and enhance the scenic landscape. Future development would occupy the already altered and developed/cleared area. Therefore, the change in canopy and scenic quality would not be significant. As indicated in the Urban Design Outcome Study with the generous house footprint layouts, spatial separation can be provided and setbacks from the trees around the boundaries.

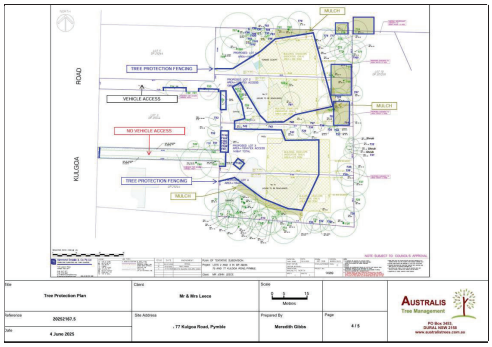
		Potential housing can be nestled within trees, as is characteristically the case with housing along Kulgoa Road. Future planting and tree protection would be provided according to R2 housing/density design requirements which would apply to any future Development Application for low density housing.
	N19: Increasing urban tree canopy cover and delivering Green Grid connections	**Consistent**. Additional trees can be provided for the urban canopy and to suit the biodiversity context and to support environmental resilience. Planting and appropriate vegetation would be required in accordance with planning controls for future housing. As detailed in the Biodiversity Development Assessment Report, a Vegetation Management Plan can be provided to ensure that future planting would replenish the area and support the adjoining biodiversity as well as ensure weed management.
	N20: Delivering high quality open space	**Consistent**. Housing in this location and use of existing residential land would not change open space. This area is located within walking proximity to a number of small and larger local parks and open spaces which would increase the desirable high amenity residential outcome.
An efficient city	N21: Reducing carbon emissions and managing energy, water and waste efficiently	**Consistent**. The proposed lot arrangements which would result from an R2 Low Density Residential subdivision would provide the expected contemporary building design for energy efficiency, building sustainability and waste and water efficiency via re use on site and water/waste minimisation. The proposal meets the objectives of promoting the retention/protection/supplementation of green areas in accordance with local character and environmental objectives.
A resilient city	N22: Adapting to the impacts of urban and natural hazards and climate change	**Consistent**. This is not sensitive land in terms of hazards such as landslip, coastal protection/management, flooding or bushfire. This opportunity provides for housing in the right areas. Providing sustainable housing opportunities within this area could assisting in alleviating pressure on more sensitive local environments in the pursuit of housing delivery/capacity.

Q4.*Is the planning proposal consistent with a Council LSPS that has been endorsed by the Planning Secretary or GSC, or another endorsed local strategy or strategic plan?*

The following is a summary of the consistency of the Planning Proposal with the policies.

Local Strategy	Summary LSPS	Assessment/Consistency
Local Strategic Planning Statement (LSPS)	The Ku-ring-gai Local Strategic Planning Statement (LSPS) was adopted by Council in March 2020 and plans for Ku-ring-gai's economic, social and environmental land use needs to 2036. The LSPS highlights that the over 65 population will grow significantly with over 10,000 additional residents within this age group by 2036, accounting for almost 50% of the overall population growth. The LSPS notes that the area has a high aging population and highlights the need to investigate housing provision for this age group to enable ageing in place, including through consideration of LEP clauses that support housing for the aged. The LSPS includes the following relevant planning priorities: K3. Providing housing close to transport, services and facilities to meet the existing and future requirements of a growing and changing community K4. Providing a range of diverse housing to accommodate the changing structure of families and households and enable ageing in place. K5. Providing affordable housing that retains and strengthens the local resident and business community.	**Consistent**. The proposed managed and appropriate zoning of the site as R2 Low Density Residential is consistent with specific Ku-ring-gai planning objectives which seek to build upon what is important to the Ku-ring-gai community. The proposed zoning change, to match the established character and density of the area would allow for a subdivision to 930m^2 which is a generous low density housing lot size. The smaller lot size would allow an additional housing opportunity which to match in size and arrangement with surrounding lots along Kulgoa Road. This would provide for an additional lot and housing in an ideal, well located, serviced, high amenity, established location. The supportive studies detail that with the zoning change and associated density provision changes associated, would allow for the protection of mature trees and biodiversity which are important to the character of the area and Ku-ring-gai. Trees and peripheral biodiversity can be protected around the boundaries and vegetation management can be provided to protect the adjoining natural areas. This outcome would accord with the expressed values of the Ku-ring-gai community which include: the importance of protecting heritage and the natural environment, protecting species/biodiversity and the sense of place/green and leafy nature of streets and to build around areas accessed by public transport to alleviate traffic congestion. The proposed zoning and density outcome would be consistent with the surrounding low density area character and create consistent, additional housing within this landscaped context. In terms of housing response, the LSPS – Part 2 – Liveability –details that the 2016 census indicated a prevalence of single detached residences and this area is characteristically low density. Other areas, around the train stations are/are to be zoned for medium and high density options under the Transit Oriented and Housing Diversity policies (*State Environmental Policy Housing 2021)*. The subject area of Pymble is characteristically low density and the Planning Proposal/zoning adjustment of this 1 x single and limited C4 Environmental Living property which would accord with the prevailing area character and planning controls for the surrounding R2 Low Density Residential zone as well as sustainably uplift housing. Whilst this area would not likely be selected as an area for social and affordable housing (which might be smaller housing tenures concentrated around town centre renewal areas), providing a smaller range/R2 block size in this area is considered to improve affordability levels insofar as a larger lot size within the same location would cost commensurately more.

		The 'liveability' section indicates: '*The key challenge in the provision of additional housing in Ku-ring-gai, is its integration into the established fabric of the area and the retention of the dominant large lot low density, garden and tree canopy character*'. The proposal meets this challenge as the housing can integrate with the natural environment. The site provides the opportunity. The proposed outcome would allow important biodiversity and tree cover to be preserved despite the opportunity redevelop the existing altered area on the site effectively to accommodate 2 x new houses (and ancillary residential development). This aligns with community values for providing living whilst protecting character. Planning Priority K3 – providing housing close to transport, services and facilities to meet the existing and future requirements of a growing and changing population. The proposal promotes housing close to bus connections along Mona Vale Road and nearby railway stations at Pymble and Gordon which provide connection with other areas around Sydney. This area is close to Pymble, St Ives and Gordon Centres which are well supplied with services and facilities including employment, shopping, medical and professional/community services. This will support the growing and changing population and meet a range of lifestyle, accessibility and lifecycle needs. Access to public transport provides options rather than complete reliance on private car transport. Planning Priority K4 – providing a range of diverse housing to accommodate the changing structure of families and households and enable aging in place. The proposed release of an additional housing lot and the potential future redevelopment of the residential site for the purpose of 2 x new houses and potentially secondary dwellings/dual occupancy within a sustainable/already altered footprint. This would promote housing for a range of needs. Modern housing formats and plans which would be utilised can provide for ageing in place, care of elders within the family home and multi-generational living options.
	K 21 - A 30 Minute City. Prioritising new development and housing in locations that enable 30 minute access to key strategic centres.	K 21 30 Minute City. Prioritising new development and housing in locations that enable 30 minute access to key strategic centres. **Consistent**. Increased and sustainable additional housing opportunity is provided around infrastructure, utilising existing serviced areas for housing supply. In this location, housing is close to transport (bus and rail) and is close to Gordon and St Ives Centres, creating additional economic support for those centres with additional population. The proposed minor potential housing uplift in this well accessed location to bus stops, the St Ives Centre and close to rail networks as demonstrated promotes the '30 minute' location of these homes to larger service and employment and community centres such as Hornsby, Gordon, Chatswood and St Leonards. These areas

	K 28 Improving the condition of Ku-ring-gai's bushland and protecting native terrestrial and aquatic flora and fauna and their habitats.	include business, health and employment hubs. K 28 Improving the condition of Ku-ring-gai's bushland and protecting native terrestrial and aquatic flora and fauna and their habitats. **Consistent.** The proposed potential Urban Design Outcome Study demonstrates that biodiversity and bushland can be protected and supported R2 Low Density Residential development density. The Arboriculture and Biodiversity Development Assessment Report studies and Urban Design Outcome Study indicate that the altered and available land (occupied by a large house and tennis court, pool, driveways and gardens) is available to be redeveloped as smaller lots with housing. This provides 2 x large low density residential lots, to match the pattern of the area and to use the existing altered parts of the site for an additional residential allotment and 2 potential new houses. The Urban Design Outcome Study demonstrates a similar footprint to what is there now. The concept and supportive studies indicate that large dwelling footprints can be provided within the context of tree protection zones and to allow peripheral areas to be weed and vegetation managed, with the potential for additional landscaping and soft areas around new dwellings. The Tree Protection Plan provides for the protection of canopy trees. Additional planting would be required in accordance with planning controls for future development and this correlates with protecting the biodiversity as detailed in the following map. The Biodiversity Development Assessment Report recommends conditions relating to vegetation management and species selection around the perimetre adjacent to the bushland (north and eastern boundaries). Refer to the Tree Protection Plan extract below. 

	K 29 Enhancing the biodiversity values and ecosystem function services of Ku-ring-gai's natural assets.	 Figure 5: Sensitive biodiversity values map (Source: NSW DPIE accessed 18/12/22) The indicative building footprints will be located outside the tree protection zones of locally native trees belonging to the Sydney Turpentine Ironbark Forest Critically Endangered Ecological Community. The Arborist Report/Tree Protection Plan recommends the location of tree protection fencing to ensure all remnant native trees are protected during any essential future subdivision/development works. The concept lot layout is supported by a Tree Protection Plan (above) which could be adopted and endorsed via future R2 (Low Density Residential) development to ensure existing canopy protection. New future development would require appropriate replenishment planting as part of conditions of approval. This would promote and supplement the existing canopy in accordance with planning controls. The Biodiversity Development Assessment Report recommends a Vegetation Management Plan could be applied to ensure that vegetation around the rear and northern side boundary could ensure the transition of appropriate vegetation towards the valley/biodiversity as part of future development or the Planning Proposal outcome. The proposal would therefore protect the urban tree canopy as future development can be concentrated over existing altered and cleared areas and most of the large trees could be protected around the boundaries. K 29 Enhancing the biodiversity values and ecosystem function services of Ku-ring-gai's natural assets. For the above reasons, R2 Low Density Residential zoning and development can protect and enhance biodiversity values and protection of the adjoining ecology. **Consistent**. As detailed the proposal involves the rezoning of a large, altered site (large house, driveways, gardens, swimming pool and tennis court). The Biodiversity Development Assessment Report and Arborist Assessments find that the 'biodiversity' around the site is around the boundaries. These boundaries would not change and planting around boundaries can be protective despite a potential zoning and density change to support 1 x additional residential lot with generous building footprint. The achievable protection of peripheral trees is demonstrated in the Tree

	K 30 Improving the quality and diversity of Ku-ring-gai's urban forest. K 31 Increasing, managing and protecting Ku-ring-gai's urban tree canopy. K 32 – 34 Protecting green grids, connections and walking tracks. K 38 – 42 Reducing emissions in Ku-ring-gai towards Net Zero targets. Redicing waste. K 39- 40 Reducing vulnerability and increasing resilience t the impacts of climate change. Increasing the urban tree canopy to create greener, cooler places. K43. Mitigating the impacts of urban and natural hazards. The LSPS includes an action to undertake a housing strategy to inform	Protection Plan put forward which details that trees can be provided around future lot/house footprint layouts. Therefore, the proposal would preserve and potentially enhance biodiversity and ecosystem into the future. K 30 Improving the quality and diversity of Ku-ring-gai's urban forest. **Consistent**. As detailed in comment above. The proposal would protect the adjoining valley corridor of bushland. K 31 Increasing, managing and protecting Ku-ring-gai's urban tree canopy. **Consistent**. Refer to the above comment. K 32 – 34 Protecting green grids, connections and walking tracks. **Consistent**. As detailed in comment above. The proposal would protect the adjoining valley corridor of bushland. The Biodiversity Development Assessment Report indicates that the proposal would not fragment biodiversity or the bushland. The rear and northern boundaries of the site would not change, nor would any publicly accessible areas or walking tracks. K 38 – 42 Reducing emissions in Ku-ring-gai towards Net Zero targets. Reducing waste. K 39- 40 Reducing vulnerability and increasing resilience the impacts of climate change. Increasing the urban tree canopy to create greener, cooler places. K40. Increasing urban tree canopy and water in the landscape to mitigate the urban heat island effect and create greener, cooler places. **Consistent.** Development can promote energy efficiency and reduction in greenhouse gases via expectations and design/sustainability/energy and water management controls which will apply to future low density housing development. Minor increases in housing in accessible, already serviced, and central/accessible areas reduces the pressure on needing to drive long distances to services and to meet residential needs. The land is already altered in terms of environmental presentation and there would not be the need for substantial tree or vegetation removal to accommodate development. An R2 outcome can maintain the 'treed' context. This provides a cool and shaded environment which reduces energy needs in cooling. The proposal will enable protecting of the valley biodiversity and existing peripheral trees and is therefore consistent with the objective of increasing and maintaining the urban tree canopy to mitigate the urban heat island effect. K43. Mitigating the impacts of urban and natural hazards.

	the long term strategy for delivery of housing across the LGA. The Planning Proposal directly aligns with the objectives of the LSPS as it by providing additional seniors housing and medium density housing within the LGA, retaining tree canopy where possible and providing high quality landscaping, and improving the mitigation of bushfire risk.	The subject site is not affected by hazards and provides a viable housing option, reducing the pressure on more vulnerable areas which may be subject to flood or fire hazards. The proposed low density outcome can support sustainable water management and not add to flooding issues (as detailed).
Local Housing Strategy (LHS)	**Summary of Plan/Objectives** The Ku-ring-gai Housing Strategy was adopted by Council in October 2020 and highlights the following in relation to delivering housing in the LGA over the life of the strategy. As of June 2020 3,179, dwellings have been delivered to meet the 0-5 year housing target of 4,000 dwellings The LSPS has a 6-10 year target of 3,000 to 3,600 dwellings There is a residual capacity within the existing planning controls of 2,700 dwellings on sites currently zoned R3, R4, and B4. This dwelling yield will meet the 0-5 year dwelling target with any remaining capacity contributing to the 6-10 year target Residual capacity within the current planning controls will be supplemented by the delivery of seniors housing and alternative dwellings such as secondary dwellings, group homes and boarding houses where permissible.	**Consistent** The LHS sets recommendations for housing provision in the Ku-ring-gai LGA for the 20 year period between 2016 to 2036. The LHS indicates on page 8 that within Ku-ring-gai there is: An ageing population and declining proportion of younger people. A shift in household structures, with the average household size becoming smaller over time. By utilising residual capacity under existing planning controls and allowing for housing in the right locations supplemented by the delivery of seniors housing development and alternative dwellings, the housing needs of Ku-ring-gai's community will be balanced with the protection of local character, heritage and biodiversity assets in line with community feedback. The proposed zoning change to R2 Low Density Residential would deliver on objectives relating to the release and availability of well serviced and well-located land, to boost housing close to work and services in sustainable areas. Utilisation of the available land to allow an area and environmentally appropriate subdivision size for an additional housing opportunity would also assist housing delivery in accordance with current State policies which actively seek to lift affordable housing, housing diversity and housing numbers/supply generally across Sydney. The proposed rezoning of this single lot to match in with the adjoining R2 Low Density Residential land is considered to accord with the Ku-ring-gai Housing Strategy in terms of utilising existing residentially allocated land to the highest and best use and for contribution to achieving housing uplift. The proposal is consistent with the Housing Strategy in that releasing housing on existing serviced and well located, accessible land, close to services and transport, with smaller block sizes and opportunity for new housing types will promote affordable and achievable housing for a range of family types and needs.

	The Strategy was subsequently approved by DPE in July 2021, subject to a number of requirements, including the following: Council is to commit to a work program to identify areas for additional medium density housing opportunities outside of primary local centres such as Roseville, Roseville Chase, Killara, Pymble, Wahroonga, West Gordon and North St Ives as identified in the Ku-ring-gai LSPS for potential delivery in the 2031 to 2036 period. A planning proposal(s) for these centres is to be submitted to the Department for Gateway determination by December 2023. Where this work is not pursued by Council the Department welcomes place-based approaches by landowner/developers to explore opportunities for additional medium density housing in locations that are well served by transport, services and facilities. Council is to monitor and review the supply and delivery of housing, in particular to track its performance against the 6-10 year housing target and establish targets for seniors and medium density housing to determine whether future changes to the LEP and/or DCP are required to incentivise or encourage housing diversity and diversity of housing typologies. These requirements highlight the need for greater housing diversity within the LGA. The Planning Proposal is	This may include the ability to provide and design contemporary housing formats to provide for intergenerational needs and to support older people ageing in place supported by younger family members. There is the ability to provide ageing in place and smaller family structures, support for older children and affordable rental housing via the potential to provide secondary dwellings within the R2 Low Density Residential zone. The proposal tests the current zoning and density allocation and provides evidence that the site is not constrained, is largely altered and that development can be achieved to promote housing and area consistent density and pattern whilst also protecting the environment, tree canopy and adjoining biodiversity This outcome will assist with Council's requirement to provide housing in line with the NSW Governments requirements and requests. This is submitted to assist with the monitoring required for housing under the strategies.

	directly aligned with this objective.	

Local Strategy	Summary Plan	Assessment/Consistency
Ku-ring-gai Community Strategic Plan	The Ku-ring-gai Council's Community Strategic Plan (adopted 26 June 2018) sets out aspirations, vision and long term objectives of the Ku-ring-gai community and is the long term strategic plan for the future of the Ku-ring-gai local government area. The vision contained in the Plan is: 'Our community vision is a Ku-ring-gai that is a creative, healthy and liveable place where people respect each other, conserve the magnificent environment and society for the children and grandchildren of the future'. Residents expressed value in retaining the highly valued bushland character of the area and the healthy environment and benefits to society that the area provides.	**Consistent**. The proposal is considered to provide a sustainable balance in terms of protecting the environment, renewing areas, increasing land for assisting with housing supply, providing accessible and well-located housing and allowing the protection of heritage and more sensitive areas. As detailed, the proposal would not cause fragmentation of the biodiversity which adjoins the site and trees can be protected around the boundaries despite the development uplift. The rezoning and minor increase to housing opportunities would build upon the type of housing options within this pleasant residential and environmental setting. Providing sustainable housing within this environment aligns with the community values. The potential Urban Design Outcome Study detailed in Appendix D is demonstrated to provide a housing outcome which is consistent with the landscaped and garden character and would utilise existing available land efficiently. This allows additional numbers of residents to enjoy Ku-ring-gai's bushland residential aesthetic. The proposal would not detrimentally impact on the provision of open space and parkland which is also a key strategy of the *Community Strategic Plan*. This is an existing residentially zoned site. For these reasons, the proposal is consistent with the 'Liveability' aims of the plan and would achieve consistency with Council's residential and environmental planning controls.

Q5. ***Is the planning proposal consistent with any other applicable State and regional studies or strategies?***

Net Zero Plan

Sustainable development and energy efficient housing can be constructed to comply with energy standards which are driven by Net Zero targets. Future housing projects would be expected to comply with current energy efficiency, energy efficiency design, waste minimisation, sustainable water and building sustainability requirements.

Surrounded by forest and tree cover, these lots are protected from urban heat. Trees can be protected around the site as detailed in the supporting Tree Protection Plan and via a potential future Vegetation Management Plan as discussed in the Biodiversity Development Assessment Report.

It is submitted that in line with urban consolidation objectives, providing moderately increased housing in a high amenity, shaded and landscaped area to assist in reducing energy needs involved with developing outer, un-serviced areas. The zoning change would allow the subdivision of the large lot into R2 Low Density Residential to release land for subdivision of 1 into 2 x 930m^2 lots and to provide 2 x housing opportunities in place of 1 which will match in density, scale and landscaping with the area.

Water Plan

Water management can be provided on site and to be re-used without adverse effect and to conserve water and the natural environment in accordance with current planning, sustainability and design requirements for water saving and stormwater.

State Infrastructure Strategy

The proposal uses land well which is located close to roads (Mona Vale Road and the Pacific Highway) with bus connections.

The site is located within bus/walking distance to Pymble and Gordon Railway Stations providing connection to public transport.

The site is located within walking distance and bus trip distance to established centres such as St Ives Shopping Centre (Mona Vale Road), Pymble Station Street shopping/business and medical services and Gordon shopping/business and medical and administrative/Council services. This provides the site with close connection and proximity to important supportive social infrastructure, transport networks and essential infrastructure/utility services.

The proposed zoning adjustment to allow the subdivision of the land in accordance with the R2 Low Density Zone and associated density standards would promote the creation of an additional lot of land and 2 x potential additional housing development opportunities close to services. Future low density residential development can support the use of transport and reduce the need for long distance car commutes given this proximity to serviced areas. This aligns with transit oriented urban consolidation objectives of all planning frameworks. The proposed zoning therefore represents the efficient and economic use of serviced land.

NSW 2021: A Plan to Make NSW Number One NSW 2021

The plan's strategies include to '*rebuild the economy, provide quality services, renovate infrastructure, restore government accountability, and strengthen our local environment and communities'*.

This Planning Proposal is consistent with the following relevant goal/target:

'*Goal 5, Target 1: Improve housing affordability and availability and to partner with local councils to ensure that targets for housing and growth and the priorities within the subregional plans and regional plans are reflected in relevant planning proposals and in local planning instruments'*.

The proposed zoning adjustment will provide a consistent lot pattern and density outcome to match the adjoining sites and established area character. Refer to Figure 8.

Allowing an R2 Low Density Residential zone designation and associated adjustment Lot Size and FSR Development Standards will match the surrounding area and will allow subdivision to create smaller lots, and an additional housing opportunity.

This careful and appropriate density increase is demonstrated in the supporting documentation to also accord with biodiversity and tree protection objectives and to represent sustainable development as the land is already largely cleared and altered.

Allowing R2 Low Density Residential zoning will allow smaller lot sizes which can provide more affordable parcels of land (smaller allotment size). This would create housing in well serviced and accessible areas and consolidate land in a measured way in accordance with a range of planning policies.

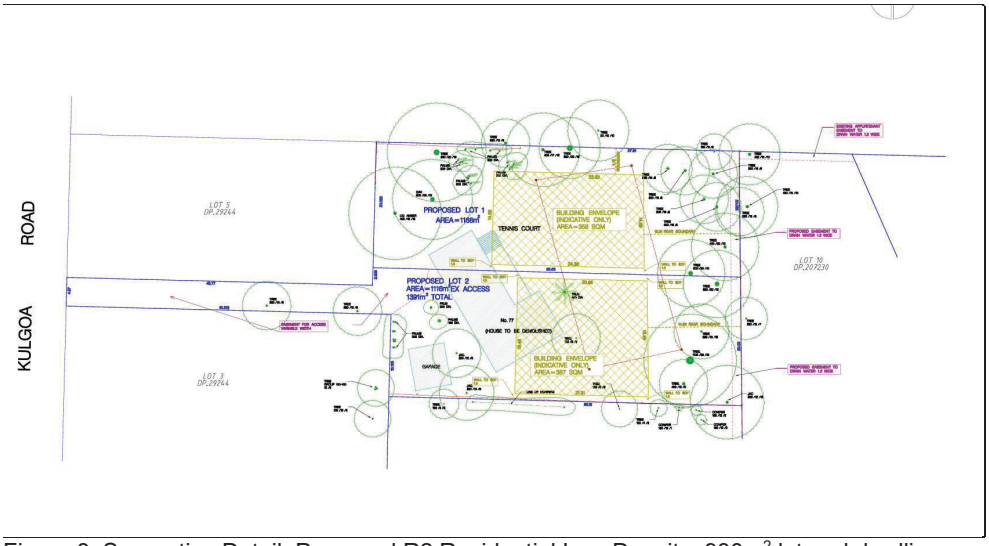


Figure 8: Supportive Detail: Proposed R2 Residential Low Density, 930m^2 lot and dwelling footprint layout over existing areas to protect boundary trees.

This provides a demonstrated R2 scale Urban Design Outcome Study/lot outcome to protect trees and biodiversity as detailed in the Urban Design Outcome and supportive documents.

Q6. ***Is the planning proposal consistent with applicable State Environmental Planning Policies (SEPPs)?***

The following table identifies the key applicable SEPPs and outlines this Planning Proposal's consistency with those SEPPs.

SEPP	Comment on Consistency
SEPP (Planning systems) 2021 Chapter 2: State and regional development Chapter 4: Concurrences and consents	**Consistent.** The Planning Proposal involves a proposal for a local planning instrument change which would allow subdivision. This would not be integrated development. The Planning Proposal follows the guidelines and requirements in terms of making planning instrument changes. The proposed rezoning is considered appropriate given the current housing shortage widely reported across all media State and nationally. The NSW Premier Minns has publicly spoken on the housing supply problems facing metropolitan Sydney and the wider state and made it clear via planned and now recently implemented updates to State Policies (Housing) the need to increase housing opportunities for each local government area, as well as broadening the range of housing types, sizes and affordability levels. The Planning Proposal is considered justifiable on the basis that the site and ecology have been studied and discussed in detail. The proposed R2 low density lot size and potential future large dwelling layout (and associated services) is demonstrated to allow the protection of these areas as required by Ku-ring-gai planning objectives. The adjustment of the subject property from an overly restrictive and unnecessary C4 Environmental Living zoning to R2 Low Density Residential zoning would match the area character and would allow an additional, well located housing opportunity with a smaller land size in Ku-ring-gai to assist in meeting current housing needs. R2 Low Density Residential would still allow the required biodiversity protection.
SEPP (Biodiversity and Conservation) 2021	**Consistent.** Refer to the Biodiversity Development Assessment Report assessment which documents in detail the biodiversity and conservation mapping, trees/flora

SEPP	Comment on Consistency
Chapter 2: Vegetation in non-rural areas Chapter 4: Koala habitat protection 2021 Chapter 6: Bushland in urban areas Chapter 7: Canal estate development Chapter 9: Hawkesbury-Nepean River Chapter 10: Sydney Harbour Catchment	and fauna and cross references with the Arboricultural Assessment and tree survey/Tree Protection Plan outcome document as a basis for the detailed commentary. The report indicates that the proposal would not adversely impact on fauna species or habitat and would not detrimentally effect or fragment the vegetation community. The proposal is consistent with Biodiversity conservation legislation and guidelines. The area is not known to be koala habitat. The Biodiversity Development Assessment Report offers suggestions in relation to future management, replenishment planting, and vegetation management which could be adopted, and would be expected to not only protect the significant biodiversity but enhance it in line with planning objectives. This would acceptably protect the bushland within this urban area for the ecology, tree cover and cooling and in relation to local area character. This would enable the protection of the aesthetic value of this 'treed' area. As detailed in the concept stormwater plans, the future low density residential development would be acceptable in terms of the potential site absorption, re-use and disposal of water to ensure that water catchments are protected in relation to water quality and quantity. Future development would be expected to comply with current water management and re-use development controls.
SEPP (Resilience and Hazards) 2021 Chapter 2: Coastal management Chapter 3: Hazardous and offensive development Chapter 4: Remediation of land	**Consistent.** The proposal is not located within a bushfire, landslip, flooding, acid sulfate soils or coastal hazard area meaning that this land would therefore not be prone to hazard and would be resilient for a sustainable increase to housing as is proposed. Given that the site has been historically developed as residential, contamination and remediation issues are unlikely.
SEPP (Industry & Employment) 2021 Chapter 3: Advertising and signage	**Consistent.** The proposal involves residential use and not industry/employment or commercial.
SEPP Sustainable Buildings 2022	**Consistent.** Intended low density housing development. The expected outcome would be required to comply at application/design/approval stage with the SEPP in relation to water and energy use and carbon footprint and relevant design policies in this regard. This would be a requirement and condition of any future dwelling approval.
SEPP (Transport and Infrastructure) 2021 Chapter 2: Infrastructure Chapter 3: Educational establishment and child care facilities	**Consistent.** The Planning Proposal is considered to utilise/harness existing infrastructure and transport. The site is not directly affected by specific chapters within these SEPPs. The proposal is not an educational facility.
SEPP (Precincts-Eastern Harbour City) 2021 Chapter 2: State significant precincts	**Consistent.** The site is not within a state significant precinct and is demonstrated in the document review as consistent with the 3 Cities plan.
SEPP (Housing) 2021	**Consistent.** The proposal is consistent with the aims of SEPP Housing. The principles of SEPP Housing include: *The principles of this Policy are as follows—* *(a) enabling the development of diverse housing types, including purpose-built rental housing,* *(b) encouraging the development of housing that will meet the needs of more vulnerable members of the community, including very low to moderate income households, seniors and people with a disability,* *(c) ensuring new housing development provides residents with a reasonable level of amenity,* *(d) promoting the planning and delivery of housing in locations where it will make good use of existing and planned infrastructure and services,*

SEPP	Comment on Consistency
	(e) minimising adverse climate and environmental impacts of new housing development, *(f) reinforcing the importance of designing housing in a way that reflects and enhances its locality,* *(g) supporting short-term rental accommodation as a home-sharing activity and contributor to local economies, while managing the social and environmental impacts from this use,* *(h) mitigating the loss of existing affordable rental housing.* The development encourages housing supply to support the local population in providing an additional housing opportunity and the potential to build 2 x new houses (and potentially secondary dwellings). A zoning for low density housing can minimise environmental impacts as existing trees and surrounding biodiversity can be maintained. The housing density which would result from R2 Low Density Residential allowances would be in character with the surrounding area. Large housing footprints are demonstrated in the attached Urban Design Outcome Study to be able to be provided on a 930m^2 lot size whilst retaining spatial separation from other homes and providing planted areas. R2 zonings can accommodate Secondary Dwellings and now potentially dual occupancy developments as a format, under the Housing SEPP. This will support housing numbers, types and affordability given the smaller land sizes and more compact homes. Secondary dwellings can promote low density affordable rental housing and support younger and older family members in living independently with the family. Any development which is proposed and able to be proposed in the R2 Low Density Residential land under either state or local approval tracks for this site would need to be consistent with allowable density, site coverage, landscaping, setback requirements and environmental controls and conditions. Development would be required to comply with numeric planning controls applicable to low density. In turn, compliance will protect the boundary planting and ecology and the site provides as detailed a large cleared available area for low density uses. Biodiversity mapping applies at the boundaries and therefore protection of trees and biodiversity (and area character) will be required to be assessed with all levels of biodiversity protection legislation and development controls. Future development would therefore be expected to sympathise with and protect this biodiversity context. It is expected that tree protection and appropriate weed and vegetation management would be expected as part of proposals/consent conditions. As discussed, Tree Protection Plan and Vegetation Management Plans can be required for future development.
SEPP Exempt and Complying Development Codes 2008 The Codes SEPP aims to provide streamlined assessment processes for development certain types of development that are of minimal environmental impact and identifying types of complying development that may be carried out in accordance with complying development codes.	**Consistent.** The Codes SEPP would be relevant to the site as far as allowing low density residential uses. This would potentially lead to dwelling houses, secondary dwellings and ancillary developments to these uses which are permissible in both the C4 Environmental Living and R2 Low Density Residential zones. R2 residential housing would be required to comply with specific clauses and lead to appropriate development outcomes, water management, energy efficiency. site coverage and scale and amenity outcomes and tree protection.

Q7. ***Is the planning proposal consistent with applicable Ministerial Directions (s.9.1 directions)?***

The following table identifies applicable s9.1 Ministerial Directions and outlines this Planning Proposal's consistency with those Directions.

Directions under S9.1	Objectives	Consistency
1. PLANNING SYSTEMS		
1.3 Approval and Referral Requirements This direction applies to all relevant planning authorities when preparing a planning proposal.	The objective of this direction is to ensure that LEP provisions encourage the efficient and appropriate assessment of development.	**Consistent.** The Planning Proposal which seeks an adjustment to zoning is consistent with the objective of encouraging efficient and appropriate development and promoting housing. The subject site and Urban Design Outcome Study indicate that housing and ancillary space and facilities can be situated largely over the existing altered area, with peripheral and significant planting protected around the boundaries. The lot size and density patter would match the prevailing pattern. This minor and sustainably release of exiting residential land for improved efficiency near resources on serviced and buildable land and near transport (whilst also protecting significant boundary and adjoining tree cover) is in accordance with the orderly and efficient us of land.
1.4 Site Specific Provisions This direction applies to all relevant planning authorities when preparing a planning proposal that will allow a particular development to be carried out.	The objective of this direction is to discourage unnecessarily restrictive site specific planning controls.	**Consistent.** The proposal seeks a zoning adjustment to match in with the adjoining zone and to avoid site specific controls. The proposal to rezone the land to R2 Low Density Residential would have the effect of removing undue and unnecessary restriction on the ability to subdivide. R2 subdivision can occur whilst achieving the biodiversity and tree protection objectives of the Ku-ring-gai planning controls.
3. BIODIVERISTY AND CONSERVATION		
3.1 Conservation zones This direction applies to all relevant planning authorities when preparing a planning proposal.	The objective of this direction is to protect and conserve environmentally sensitive areas.	**Consistent.** This matter and the ability of the rezoning, lot size and Urban Design Outcome Study to protect trees and allow conservation is well documented within this document and the supporting studies and plans. The development outcome and density can provide housing whilst also ensuring that the vegetation and biodiversity values around the periphery can be protected. The proposal is therefore consistent with this direction.
3.2 Heritage Conservation This direction applies to all relevant planning authorities when preparing a planning proposal.	The objective of this direction is to conserve items, areas, objects and places of environmental heritage significance and indigenous heritage significance.	**Consistent.** The proposal is not directly near or affected by any heritage designation and this is not a development constraint for the subject Planning Proposal.
4. RESILIENCE AND HAZARDS		
4.1 Flooding This direction applies to all relevant planning authorities that are responsible for flood prone land when preparing a planning proposal that creates, removes or alters a zone or a provision that affects flood prone land.	The objectives of this direction are to: (a) ensure that development of flood prone land is consistent with the NSW Government's Flood Prone Land Policy and the principles of the *Floodplain Development Manual 2005*, and (b) ensure that the provisions of an LEP that apply to flood prone land are commensurate with flood	**Consistent.** As discussed, the site is not flood affected and sustainable drainage could be provided. The future lots and houses would be expected to comply with water management standards (required for applications for future development) to promote on site absorption via appropriate density as well as water re-use and sustainable management

Directions under S9.1	Objectives	Consistency
	behaviour and includes consideration of the potential flood impacts both on and off the subject land.	solutions to comply with sustainability and water management standards. The proposed minor zoning adjustment is not considered to create concern or exacerbate stormwater runoff issues for the area, water courses or adjoining land. This is because stormwater management is demonstrated as part of the possible low density residential development outcome/with the indicative stormwater layout. Future development would be expected to comply with best practice for water sensitive development as part of development controls. The stormwater management concept has been designed by a relevantly qualified engineer in concert with arboricultural and environmental consultants. It is their professional view following detailed assessment, that the site is capable of sustaining the development potential proposed. This has been revised by the ecologist and would not create adverse impacts on important biodiversity. The proposed density is within the environmental capacity of the site.
4.2 Coastal Management This direction applies when a planning proposal authority prepares a planning proposal that applies to land that is within the coastal zone, as defined under the Coastal Management Act 2016 - comprising the coastal wetlands and littoral rainforests area, coastal vulnerability area, coastal environment area and coastal use area - and as identified by chapter 3 of the State Environmental Planning Policy (Resilience and Hazards) 2021.	The objective of this direction is to protect and manage coastal areas of NSW.	**Consistent.** The subject site is well separated from any coastal areas and would not adversely impact.
4.3 Planning for Bushfire Protection This direction applies to all local government areas when a relevant planning authority prepares a planning proposal that will affect, or is in proximity to, land mapped as bushfire prone land. This applies where the relevant planning authority is required to prepare a bush fire prone land map under section 10.3 of the EP&A Act, or, until such a map has been certified by the Commissioner of the NSW Rural Fire Service, a map referred to in Schedule 6 of that Act.	The objectives of this direction are to: (a) protect life, property and the environment from bush fire hazards, by discouraging the establishment of incompatible land uses in bush fire prone areas, and (b) encourage sound management of bush fire prone areas.	**Consistent.** As noted, the subject site and surrounding sites are not mapped as bushfire prone. Future housing is not governed by codes relating to this issue. Unlocking this opportunity on available and serviced/cleared land is submitted reduce pressure on less viable areas in relation to environmental risk and hazard. This provides a safe housing opportunity. This would allow the protection of life and property in the face of increasing fires and climate change.
4.4 Remediation of Contaminated Land This direction applies when a planning proposal authority	The objective of this direction is to reduce the risk of harm to human health and the environment by ensuring that contamination and remediation are considered by planning proposal authorities.	**Consistent.** The site has been historically been developed as 1 x single detached dwelling with a pool, tennis court and extensive garden areas.

Directions under S9.1	Objectives	Consistency
prepares a planning proposal that applies to: (a) land that is within an investigation area within the meaning of the *Contaminated Land Management Act 1997*, (b) land on which development for a purpose referred to in Table 1 to the contaminated land planning guidelines is being, or is known to have been, carried out, (c) the extent to which it is proposed to carry out development on it for residential, educational, recreational or childcare purposes, or for the purposes of a hospital – land: i. in relation to which there is no knowledge (or incomplete knowledge) as to whether development for a purpose referred to in Table 1 to the contaminated land planning guidelines has been carried out, and ii. on which it would have been lawful to carry out such development during any period in respect of which there is no knowledge (or incomplete knowledge).		Therefore, contamination is unlikely. The minor change of residential zoning would not create risk and is consistent with the direction.
4.5 Acid Sulfate Soils This direction applies to all relevant planning authorities that are responsible for land having a probability of containing acid sulfate soils when preparing a planning proposal that will apply to land having a probability of containing acid sulfate soils as shown on the Acid Sulfate Soils Planning Maps held by the Department of Planning, Housing and Infrastructure.	The objective of this direction is to avoid significant adverse environmental impacts from the use of land that has a probability of containing acid sulfate soils.	**Consistent.** The site is Class 5 and not constrained for residential use and development. The Planning Proposal to alter the zoning from C4 Environmental Living which is residential in essence, to R2 Low Density Residential effectively envisages the same type of low density development (albeit with a more efficient/smaller lot size). The proposed change therefore would not change this aspect or create concerns in terms of the delivery of future low density residential housing.
5. TRANSPORT AND INFRASTRUCTURE		
5.1 Integrating Land Use and Transport This direction applies to all relevant planning authorities when preparing a planning proposal that will create, alter or remove a zone or a provision relating to urban land, including land zoned for residential, business, industrial, village or tourist purposes.	The objective of this direction is to ensure that urban structures, building forms, land use locations, development designs, subdivision and street layouts achieve the following planning objectives: (a) improving access to housing, jobs and services by walking, cycling and public transport, and (b) increasing the choice of available transport and reducing dependence on cars, and (c) reducing travel demand including the number of trips generated by development and the distances travelled, especially by car, and (d) supporting the efficient and viable operation of public transport services, and	**Consistent.** As detailed, the proposal is entirely consistent with this direction as the adjustment of zoning will allow an additional lot to be subdivided. This area is located close to bus services and train services as well as being located close to community infrastructure, open spaces and commercial centres. In accordance with the strategic planning documents which apply (as discussed), this area is a great place to live, is well connected to jobs and would reduce the need to use private travel to access necessary lifestyle needs. The proposed opportunity for a minor housing uplift in this well serviced location would enable the use of available and viable land, to promote more affordable block

Directions under S9.1	Objectives	Consistency
	(e) providing for the efficient movement of freight.	sizes, and allow more people to live in this high amenity environment. This would create lot patterns whilst retaining the conservation/biodiversity values of the adjoining land.
5.2 Reserving Land for Public Purposes This direction applies to all relevant planning authorities when preparing a planning proposal.	The objectives of this direction are to: (a) facilitate the provision of public services and facilities by reserving land for public purposes, and (b) facilitate the removal of reservations of land for public purposes where the land is no longer required for acquisition.	**Consistent.** The proposal does not create issues in terms of the adjoining SP2 Water Supply land which would remain. The proposal would not change the availability of land for services as this is the minor zoning adjustment of existing residential land (residential to residential use).
6. HOUSING		
6.1 Residential Zones This direction applies to all relevant planning authorities when preparing a planning proposal that will affect land within an existing or proposed residential zone (including the alteration of any existing residential zone boundary), or any other zone in which significant residential development is permitted or proposed to be permitted.	The objectives of this direction are to: (a) encourage a variety and choice of housing types to provide for existing and future housing needs, (b) make efficient use of existing infrastructure and services and ensure that new housing has appropriate access to infrastructure and services, and (c) minimise the impact of residential development on the environment and resource lands.	**Consistent.** As detailed, the Planning Proposal is entirely consistent with this Direction and all layers of metropolitan and state planning which seek to promote well connected housing, near jobs services and transport and in the right places. The Planning Proposal is consistent with TOD priorities and the necessary urban consolidation of Sydney to accommodate the population to alleviate sprawl. The proposed zoning alteration to allow a reasonable, and still generous, 930m^2 lot size (as opposed to 1,500m^2 lot size) would unlock additional land for appropriate scaled housing. This action would increase the opportunity to subdivide to create relatively spacious residential lots to be consistent with the pattern and to maintain the peripheral bushland. This would provide more families with housing options. The proposed outcome is consistent with the pattern of the area as low density housing and would not compromise the development of smaller housing tenures in locations right next to stations and centres (within 400-800m). More intense density is to be provided around the station areas via the TOD program via SEPP (Housing) 2021. It is noted that 'Secondary Dwellings' for affordable rental and support housing are permissible within both the C4 Environmental Living and R2 Low Density Residential zones and therefore there would be no change in terms of the possibility of this typology to boost affordable and varied housing (via lot size choice and additional residential land availability). The ability to create an additional secondary dwelling opportunity on the possible additional lot is a future benefit in terms of the delivery of affordable housing options. Development would always be considered in connection with the need to protect biodiversity as the local biodiversity map

Directions under S9.1	Objectives	Consistency
		and NSW biodiversity values maps are not proposed to change and would remain appropriate development guides. That is, the key setting and peripheral tree context would remain carefully considered and managed in accordance with the various layers of biodiversity, conservation and bushland management legislation and planning guidelines. Smaller lot sizes offer the potential to improve affordability and properties within financial reach. Allowing the proposed development outcome on this well serviced and relatively unconstrained/viable land would have the broader effect of minimising the pressure on the environment and other resource lands. Urban consolidation will assist in the minimisation of suburban sprawl, commute times and inefficiencies associated with needing to travel large distances for work etc.
6.2 Caravan Parks and Manufactured Home Estates This direction applies to all relevant planning authorities when preparing a planning proposal. This direction does not apply to Crown land reserved or dedicated for any purposes under the *Crown Land Management Act 2016,* except Crown land reserved for accommodation purposes, or land dedicated or reserved under the *National Parks and Wildlife Act 1974.*	The objectives of this direction are to: (a) provide for a variety of housing types, and (b) provide opportunities for caravan parks and manufactured home estates.	**Consistent.** The site is not affected by this direction, not being a caravan park or home estate.
7. INDUSTRY AND EMPLOYMENT		
7.1 Business and Industrial Zones This direction applies to all relevant planning authorities when preparing a planning proposal that will affect land within an existing or proposed business or industrial zone (including the alteration of any existing business or industrial zone boundary).	The objectives of this direction are to: (a) encourage employment growth in suitable locations, (b) protect employment land in business and industrial zones, and (c) support the viability of identified centres.	**Consistent.** The subject site is not a business or industrial zone and is not proposed to change from being a low density residential based zone. The proposed zoning change would not adversely impact any surrounding business or industrial zone, involving a change in residential zoning of the subject land from C4 Environmental Living allowing residential low density development to R2 Low Density Residential to simply alter the density and subdivision lot size allowances. Being residentially zoned land, this would not adversely impact on employment zoned lands and would not negatively impact on the viability of identified employment centres, being well outside of those.
9. PRIMARY PRODUCTION		
9.1 Rural Zones	The objective of this direction is to protect the agricultural production value of rural land.	**Consistent.** The subject site is not a rural zone and is not proposed to change from being a low density residential based zone. The proposed zoning change would not implicate any surrounding rural zone.

Directions under S9.1	Objectives	Consistency
		Concentration of residential uses in appropriate areas such as is proposed is considered to have the effect of protecting outer and metropolitan rural zones from being impacted by housing and land release pressure.

C. ENVIRONMENTAL, SOCIAL AND ECONOMIC IMPACT

Q8. ***Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?***

The site contains Sydney Turpentine Ironbark Forest Critically Endangered Ecological Community.

The Ecological Assessment/Biodiversity Development Assessment Report assesses the site in the context of the intended subdivision resulting from the proposed zone change. This assessment is based on the Arborist Report provided and the Urban Design Outcome Study/subdivision layout and stormwater concept outline developed underneath the Biodiversity Development Assessment Report and Tree Protection Plan/Arborist Report detailing the potential for a potential future R2/930m^2 subdivision.

This assessment provides a comprehensive review of the potential impact in relation to species and habitat in terms of land subdivision.

The proposal will have minimal environmental impacts and likely positive impact on balance through the implementation of Vegetation Management Plans/Tree Protection Plans.

The Arborist Report indicates:

The site contains indigenous, planted native and exotic tree species of varying ages and stages of maturity. Indigenous vegetation community is located onsite. This is assessed in the Biodiversity Development Assessment Report.

The subject site has been partially modified with the removal of most of the native under storey, ground cover plants and shrubs prior to 1943.

The subject dominant trees together with other indigenous trees in the surrounding residences are connected to the remainder of the ecological communities nearby.

Young indigenous trees are highly valued for retention and protection. Indigenous tree species assessed are:

- Tree No. 71 *Angophora costata* (Smooth-barked Apple)
- Tree No. 70 *Eucalyptus pilularis* (Blackbutt)
- Tree No. 87 *Eucalyptus punctata* (Grey Gum)
- Tree No.'s 65, 68, 69, 80 & 81 *Eucalyptus saligna* (Sydney Blue Gum)
- Tree No.'s 74 & 79 *Pittosporum undulatum* (Sweet Pittosporum)
- Tree No.'s 72, 73 & 105 *Syncarpia glomulifera* (Turpentine)



Figure 9: Supportive Detail: Map showing significant trees from the Arborist Report

The Arborist Report contains management recommendations and Tree Protection Plan to provide for the protection of the significant trees (refer to Figure 9 above). This indicates that R2 Low Density Subdivision is possible on the site whilst ensuring tree and biodiversity protection.

The report indicates that the current canopy cover is 67% (page 16) and with the Tree Protection Plan and recommended management measures this large area of canopy for the site can be protected around the boundaries via the suggested large, R2 Low Density Residential dwelling footprints.

The Biodiversity Development Assessment Report considers the tree details provided by Australis Trees and the suggested subdivision lot layout in terms of the ecological presentation and site situation.

The assessment summarises that the proposal would satisfy the provisions of Clause 13.1 of the KDCP in relation to Tree and Vegetation works and would be consistent with Part 18 of the KDCP in relation to Biodiversity Protection. The assessment considers the composition of the site and characteristics.

The Tree Protection Plan sets out that peripheral trees would be protected for canopy continuity and to maintain the leafy area character and landscaped privacy screening between lots. Refer to the extract from Appendix B, the listing of trees and Tree Protection Zones in Figure 10 below.

Tree No.	Species	TPZ	Proposed Status
1	Eucalyptus acmenoides (White Mahogany)	6.0m	Retain
2	Syncarpia glomulifera (Turpentine)	7.2m	Retain
3	Syncarpia glomulifera (Turpentine)	4.8m	Retain
4	Syncarpia glomulifera (Turpentine)	6.0m	Retain
5	Syncarpia glomulifera (Turpentine)	10.3m	Retain
6	Syncarpia glomulifera (Turpentine)	4.8m	Retain
7	Angophora costata (Smooth-barked Apple)	8.4m	Retain
8	Syncarpia glomulifera (Turpentine)	10.7m	Retain
9	Syncarpia glomulifera (Turpentine)	7.2m	Retain
10	Syncarpia glomulifera (Turpentine)	6.0m	Retain
11	Syncarpia glomulifera (Turpentine)	6.0m	Retain
12	Syncarpia glomulifera (Turpentine)	6.7m	Retain
13	Citharexylum spinosum (Fiddlewood)	2.4m	Retain
14	Syncarpia glomulifera (Turpentine)	5.4m	Retain
15	Syncarpia glomulifera (Turpentine)	5.4m	Retain
16	Syncarpia glomulifera (Turpentine)	7.7m	Retain
17	Archontophoenix cunninghamiana (Bangalow Palm)	2.4m	Retain
18	Cedrus deodara (Deodar Cedar)	6.0m	Retain
19	Syncarpia glomulifera (Turpentine)	7.2m	Retain
20	Radermachera sinica (China Doll)*	2.1m	Retain
21	Syncarpia glomulifera (Turpentine)	7.2m	Retain
22	Magnolia sp((Magnolia)*	2.4m	Retain
23	Fraxinus griffithii (Evergreen Ash)	3.4m	Retain
24	Syncarpia glomulifera (Turpentine)	8.4m	Retain
25	Viburnum odoratissimum (Sweet Viburnum)*	2.0m	Retain
26	Syncarpia glomulifera (Turpentine)	7.2m	Retain
27	Eucalyptus saligna (Sydney Blue Gum)	6.0m	Retain
28	Melaleuca incana (Grey Honey Myrtle)	3.5m	Retain
29	Citharexylum spinosum (Fiddlewood)	5.4m	Retain
30	Melaleuca bracteata (Revolution Green)	3.0m	Retain

Tree No.	Species	TPZ	Proposed Status
31	Laurus nobilis (Bay Tree)	3.0m	Retain
32	Leptospermum petersonii (Lemon Scented Tea Tree)	3.6m	Retain
33	Juniperus communis (Juniper)	3.0m	Retain
34	Juniperus communis (Juniper)	2.4m	Retain
35	Juniperus communis (Juniper)	2.0m	Retain
36	Buxus sp (Buxus)*	2.0m	Retain
37	Camellia reticulata (Reticulata Camellia)	2.4m	Retain
38	Pittosporum tenuifolium (Pittosporum)*	2.0m	Retain
39	Viburnum odoratissimum (Sweet Viburnum)*	2.0m	Retain
40	Celtis australis (Nettle Tree)*	2.0m	Retain
41	Viburnum odoratissimum (Sweet Viburnum)*	2.0m	Retain
42	Juniperus communis (Juniper)	2.0m	Retain
43	Camellia reticulata (Reticulata Camellia)	2.0m	Retain
44	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain
45	Cupressus sempervirens var. stricta (Pencil Pine)	2.4m	Retain
46	Cupressus sempervirens var. stricta (Pencil Pine)	2.4m	Retain
47	Podocarpus elatus (Brown Pine)	7.2m	Retain
48	Eucalyptus microcorys (Tallowwood)	8.4m	Retain
49	Glochidion ferdinandi (Cheese Tree)	6.0m	Retain
50	Grevillea robusta (Silky Oak)	2.4m	Retain
51	Callistemon salignus (Willow Bottlebrush)	4.2m	Retain
52	Callistemon salignus (Willow Bottlebrush)	2.0m	Retain
53	Callistemon salignus (Willow Bottlebrush)	3.0m	Retain
54	Thuja plicata (Western Red Cedar)	4.8m	Retain
55	Glochidion ferdinandi (Cheese Tree)	6.0m	Retain
56	Archontophoenix cunninghamiana (Bangalow Palm) multiple	3.0m	Retain
57	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
58	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
59	Jacaranda mimosifolia (Jacaranda)	4.8m	Retain
60	Jacaranda mimosifolia (Jacaranda)	5.1m	Retain

Tree No.	Species	TPZ	Proposed Status
61	Camellia reticulata (Reticulata Camellia)	2.4m	Remove
62	Livistona chinensis (Chinese Fan Palm)	3.0m	Remove
63	Cedrus deodara (Deodar Cedar)	6.0m	Retain
64	Jacaranda mimosifolia (Jacaranda)	6.0m	Retain
65	Eucalyptus saligna (Sydney Blue Gum)	12.0m	Retain
66	Stenocarpus sinuatus (Fire Wheel Tree)	2.4m	Retain
67	Dead	N/A	Retain
68	Eucalyptus saligna (Sydney Blue Gum)	6.0m	Retain
69	Eucalyptus saligna (Sydney Blue Gum)	7.2m	Retain
70	Eucalyptus pilularis (Blackbutt)	4.8m	Retain
71	Angophora costata (Smooth-barked Apple)	6.6m	Retain
72	Syncarpia glomulifera (Turpentine)	4.8m	Retain
73	Syncarpia glomulifera (Turpentine)	6.0m	Retain
74	Pittosporum undulatum (Sweet Pittosporum)	4.8m	Retain
75	Brachychiton acerifolius (Illawarra Flame Tree)	4.8m	Retain
76	Grevillea robusta (Silky Oak)	24.0m	Retain
77	Celtis australis (Nettle Tree)*	7.2m	Retain
78	Callistemon salignus (Willow Bottlebrush)	5.1m	Retain
79	Pittosporum undulatum (Sweet Pittosporum)	2.4m	Retain
80	Eucalyptus saligna (Sydney Blue Gum)	9.6m	Retain
81	Eucalyptus saligna (Sydney Blue Gum)	4.8m	Retain
82	Ligustrum lucidum (Large Leaf Privet)*	3.6*	Retain
83	Livistona chinensis (Chinese Fan Palm)	3.0m	Retain
84	Livistona chinensis (Chinese Fan Palm)	3.0m	Retain
85	Livistona chinensis (Chinese Fan Palm)	3.0m	Retain
86	Livistona chinensis (Chinese Fan Palm)	3.0m	Retain
87	Eucalyptus punctata (Grey Gum)	8.4m	Retain
88	Cedrus deodara (Deodar Cedar)	8.4m	Retain
89	Ulmus glabra (Scotch Elm)	7.2m	Retain
90	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain

Tree No.	Species	TPZ	Proposed Status
91	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
92	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
93	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
94	Archontophoenix cunninghamiana (Bangalow Palm)	2.4m	Retain
95	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
96	Howea forsteriana (Kentia Palm)	2.0m	Retain
97	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
98	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
99	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
100	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
101	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
102	Ravenea rivularis (Majesty Palm)	2.4m	Retain
103	Camellia reticulata (Reticulata Camellia)*	2.0m	Retain
104	Celtis australis (Nettle Tree)*	6.0m	Retain
105	Syncarpia glomulifera (Turpentine)	3.6m	Retain
106	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain
107	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain
108	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain
109	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain
110	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain

* Exempt from Council Protection

Figure 10: Supportive Detail: Tree Protection Listing/Schedule for the Site (in connection with the Tree Protection Plan. Refer to Appendices A and B)

The Biodiversity Development Assessment Report makes recommendations as to appropriate and supportive future planting (50% locally indigenous species) and species that reflect the relevant discussed vegetation communities of the site and via a Vegetation Management Plan.

The concept stormwater plan indicates that existing mature trees and landforms can be protected via the stormwater being connected to the rear easement area. This can be achieved to support the potential subdivision and R2 Low Density Residential lot layout as detailed below.

The Biodiversity Development Assessment Report indicates that all areas of native vegetation cover, within the site and within a 1,500 m buffer area surrounding the site, have been mapped; see Figure 10 (pasted below in Figure 11).

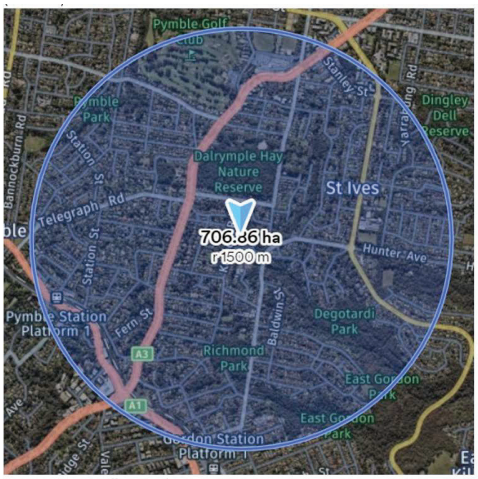


Figure 10:1500m buffer area of the site

Figure 11 native vegetation buffer area (page 27 of the Biodiversity Development Assessment Report)

It is estimated, from this mapping, that the native vegetation cover would be the 30% (30-70% category) provided within the Biodiversity Development Assessment Report manual and this was used in the BAM Offsets calculator (Section 6).

As a precautionary measure, the Biodiversity Development Assessment Report and Tree Protection Plan assume 0.2ha of native vegetation may be indirectly impacted for the installation of stormwater drainage at the rear of the properties as well as edge effects. This has been taken into

account into the BAM-C credit calculation.

It is anticipated that the subdivision would therefore allow the retention of most of the trees on site and protect biodiversity and habitat.

The Arborist Report indicates that trees can be protected via appropriate construction management and that works are unlikely to impact on the trees on adjoining land. A tree protection schedule and details are provided within the Arborist Report and associated Tree Protection Plan. Further, that the arborist report has provided the location of tree protection fencing to ensure all remnant native trees are protected during any essential subdivision works.

The Biodiversity Development Assessment Report indicates that the building envelopes indicated as part of the Urban Design Outcome Study for subdivision would be located outside the tree protection zones of locally native trees belonging to the *Sydney Turpentine Ironbark Forest Critically Endangered Ecological Community*. There is no Areas of Outstanding Biodiversity Value ('AOBV') on the site. Around 45% of the site can be classified as native vegetation cover and this can be seen as largely around the boundaries on the site plans with the house, pool, driveway and tennis court occupying a substantial area of the site.

As the subject site is not mapped as bushfire prone land, an Asset Protection Zone for potentially resulting in additional vegetation clearing will not be required for future dwellings. Any native vegetation along the rear of a future subdivision would be subject to a future Vegetation Management Plan which can be provided to Council prior to the release of the Subdivision Certificate. This would normally be a requirement for the subdivision and development of land adjoining mapped biodiversity

No threatened fauna species were observed on the subject site during the site assessment. Fauna habitat within the site is further detailed in (Table 7 of the Biodiversity Development Assessment Report). Refer to Appendix C.

Desktop analysis revealed a number of threatened fauna species have the potential to utilise habitat on the Subject Site during part of their lifecycles (Table 8 Biodiversity Development Assessment Report).

There was no potential for significant impact upon all potentially occurring *Biodiversity Conservation Act* listed threatened species therefore no assessment under the '5-Part Test Assessment of Significance' was required.

It has been assessed that there was no potential for significant impact upon all potentially occurring listed threatened species therefore no assessment under the *Significant Impact Guidelines for Matters of National Environmental Significance* (MNES) was required.

The ecological assessment for the Planning Proposal concludes that due to the existing presentation and the existing, substantial disturbed area, that the proposed future subdivision works which could occur following zoning for R2 Low Density Residential are unlikely to result in a significant impact such that a local viable population or occurrence of any of the threatened species would be placed at risk of extinction. The detailed assessment is provided in the Biodiversity Development Assessment Report.

Based on the above summary of ecological and tree assessment documents, the Planning Proposal and zoning change would not adversely impact on significant tree cover or fragment the biodiversity values which are connected with the adjoining bushland. Refer to supportive detail in Figure 12 showing the layout capable of providing spacious footprints whilst protecting peripheral trees/significant vegetation.

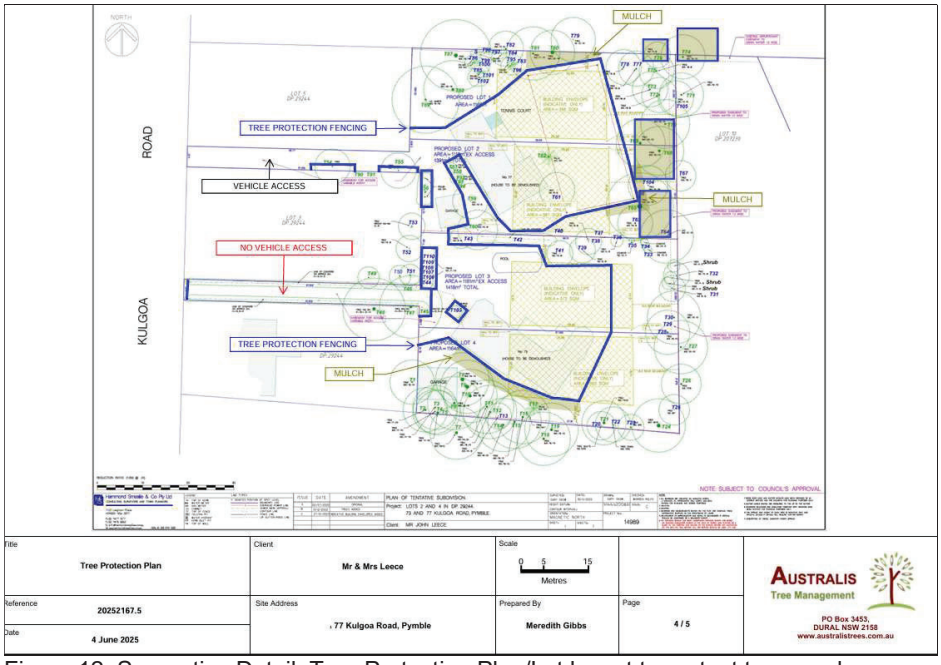


Figure 12: Supportive Detail: Tree Protection Plan/Lot layout to protect trees and biodiversity values

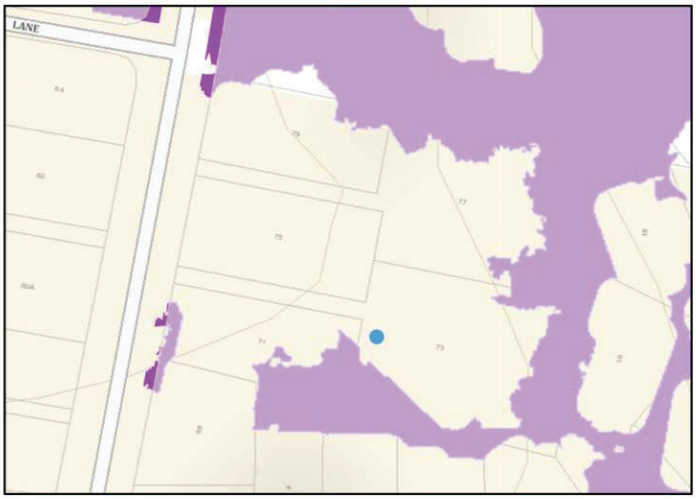


Figure 6: Sensitive biodiversity values map (Source: NSW DPIE accessed 18/12/23)

Figure 13: Supportive Detail: Biodiversity values map showing No. 77 from the Biodiversity Development Assessment Report contained in Appendix C.

The above Urban Design Outcome Study next to the Sensitive Biodiversity Values Map (shown above in Figure 13) shows that R2 Low Density Residential density housing can be accommodated on the site whilst protecting the peripheral stands of trees and surrounding/adjoining biodiversity.

The supportive documents undertaken with this Planning Proposal demonstrate that substantial tree cover around the boundaries can be maintained as detailed and native local

species/communities, local habitat or ecology can be protected in those areas. The area of potential development occupies an already altered/disturbed area and future development of those altered areas can be achieved to promote housing and also to manage, protect and replenish vegetation on the site.

The proposed rezoning to R2 Low Density Residential is supportable as future development to comply with R2 development provisions and allowances can occur as ecologically sustainable future development.

Q9. ***Are there any other likely environmental effects of the planning proposal and how are they proposed to be managed?***

- The environmental impacts of the proposal would be commensurate with low level alteration anticipated for low density housing. Adjoining, surrounding, opposite development comprises detached houses within garden settings at an R2 Low Density Residential density (aligning with the current lot site standard of 930m^2). As noted, the area proposed for the potential 2 x lots is already altered and developed with residential structures.
- By rezoning the site to R2 Low Density Residential this would transition the density standards over to be consistent and the minimum lot size for subdivision would be 930m^2. This would remove the overly restrictive subdivision minimum lot size standard and replace it with the more reasonable and appropriate minimum lot size Development Standard (connected with R2).
- The anticipated development layout for the R2 Low Density Residential outcome presented demonstrates that large lots to contain large detached house footprints to comply with R2 controls.
- This can be seen below in Figure 14 as consistent with the surrounding lot sizes.

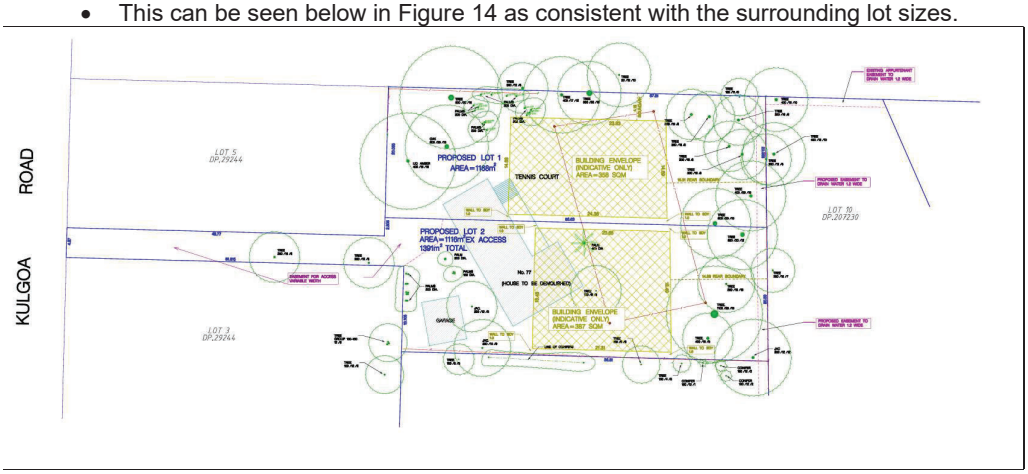


Figure 14: Survey Plan and Concept Urban Design Outcome

- Future low density residential development would be expected to protect the environment in accordance with local and state planning controls and conditions (State Environmental Planning Policies, the aims and objectives of the KLEP and zone and the controls within the KDCP which relate to housing outcomes such as amenity, built upon area, tree management).
- If housing was to be delivered under state controls, this would be required to comply with built form, water management landscaping, water management, energy efficiency/sustainability and tree provisions.
- Assessments, conditions and controls for future R2 Low Density Residential development proposals would always be applied to the specific presentation, features, constraints, tree cover etc of the site.

- Important characteristics of this site and context include substantial and mature trees, plant community, habitat, landform, and scenic/bushland values. These can be retained in accordance with the Tree Protection Plan as discussed.
- As detailed in the tree and Biodiversity Development Assessment Report reports, the residential development of the site could/would be subject to Tree Protection Plan (as it would be currently), site management and potentially Vegetation Management Plans to ensure the protection of trees and biodiversity around the site and adjoining. This would ensure protection of existing and replenishment of suitable plants to ensure the on-going protection of the adjoining biodiversity as part of future development.
- As water can be drained away and would be expected to be contained and controlled, this is not expected to cause adverse impacts to the ecology, land or any watercourses. The disturbance for this is assessed as minimal.
- Given the proposal is for low density residential, there would not be considerable or noticeable increase to traffic in the area.
- The potential creation of 1 x additional lot can be readily supported by the local road network. An existing access driveway exists and would be utilised and upgraded for a land subdivision.
- The existing driveway is wide enough to support access to the potential lots and provides appropriate gradients.
- Improved drainage can be provided through formalisation of access which would include stormwater servicing. This would reuse and upgrade existing altered areas and not create additional environmental disturbance.
- The additional lot and household would not place unreasonable pressure on social or open space resources.
- Additional development contributions levied on subdivisions would assist in supportive updates to balance development.
- The proposal is consistent with zoning objectives and housing policies as detailed in the policy assessment tables in Part 3 of this Planning Proposal. The proposal would create the appropriate zoning of the site to allocate the available and developable land to provide land subdivision of lots of 930m2. This would accommodate additional, sustainable and reasonable housing opportunities, in line with housing guidelines. This would match with the density and lot/dwelling layouts in the area and the supportive documentation provided within this Planning Proposal indicate that residential development as R2/930m^2 lot sizes can be provided to protect and maintain significant vegetation. This creates responsible and sustainable use of available and well accessed serviced land.
- Any proposal for subdivision and subsequent new dwellings would require DA approval and the finite details would be assessed, managed, conditioned through that process to protect residential and environmental outcomes in line with local and State planning controls.
- This Planning Proposal demonstrates however that compliant and considerate outcomes can be achieved in line with planning objectives.
- It is therefore considered that there are no other impacts associated with the proposal.

Q10. Has the planning proposal adequately addressed any social and economic effects?

- Existing social infrastructure is located within the area to support the proposal. The minor change to density (1 x additional possible lot) is not considered to create undue pressure on social infrastructure and would rather increase the availability of well-located housing to existing beneficial community and social infrastructure.
- The proposal would create a compelling benefit of increasing housing via 1 x additional residential lot with the potential to provide for 1 x house, secondary dwelling development (and now potentially a dual occupancy style) to reflect existing allowable subdivision sizes. This supports housing for the Ku-ring-gai

and Sydney communities in a sustainable and area appropriate way within this high amenity neighbourhood. Providing well located housing is considered to constitute a social and economic benefit.

- The additional lot which could be created would offer the opportunity to build new purpose-built houses on the 2 x new potential lots, to meet current sustainability and housing choice needs. This has the benefit of creating housing to support contemporary needs, with the potential for secondary dwellings to support housing affordability and accommodate intergenerational housing, including allowing care of the ageing population in an independent setting, with family.
- A sustainable increase in housing opportunities with an additional lot and future new homes with potential for secondary dwellings accords with N5 of the *Ku-ring-gai Local Strategic Planning Statement* which looks for '*providing housing supply, choice and affordability with access to jobs, services and public transport.'* As detailed, this is an area close to bus, rail and commercial services.
- This opportunity would have the effect of reducing lot size and therefore creating more affordable building blocks to support families. Affordable by Ku-ring-gai standards. With the land values, a smaller achievable land size under an R2 Low Density Residential zoning (930m^2 as opposed to 1500m^2 land size) leads to less m^2 and cost/m^2 to purchase. Logically, a larger land area with large house, pool and tennis court is more costly to purchase than a smaller land size/undeveloped piece of land to build on. This provides housing opportunity and choice to provide a smaller block. Providing supply in a time of demand this. This is not adding to costs of housing. This addresses a Planning Direction from the Minister to allow supply to outstrip demand. This will contribute to the effort to increase supply which will have an overall impact on cost. Increasing supply is legislated in State planning policies.
- The need for intergenerational living (space and opportunity within housing design and layout to care for the young and older generations and support ageing parents, adult children and their children etc) is a well-documented social imperative of all housing studies. Many families are living together under one roof to care for the young and old, provide ageing in place supported by family and reducing the need to rely on external support services. It is well reported that adult children are staying in the home to save money, manage costs of living and sometimes raise their own children with the additional support of grandparents. This can particularly be the case at the current time where mortgage stress is on the increase and housing affordability/renting opportunities are becoming more and more difficult to attain in Sydney. This problem is reflected in the current federal and state drive to unlock more rental housing.
- Supporting housing for affordability and housing different generations living together can improve social wellbeing, connection and cater for diverse and evolving social/cultural housing needs.
- Diverse, more affordable and different housing typologies and opportunities are mandated within recent planning changes to encourage different sorts of living arrangements to support different life cycle needs and family sizes.
- Allowing families to age in place with an ageing population and allowing grown up children to remain in the home and save to afford their own places is an important part of alleviating the current housing and housing affordability shortage. It is noted that Priority K 4 of the *Ku-ring-gai Local Planning Policy* indicates '*providing a range of diverse housing to accommodate the changing structure of families and households and enable ageing in place'*. Also '*providing affordable housing that retains and strengthens the local residential and business community'*.
- The proposed rezoning would provide the ability to provide an additional, low density residential lot, plus the re-development of the of altered site to accommodate 2 x new low density residential housing opportunities (with the opportunity for additional secondary dwellings for low cost housing).

- The smaller block sizes, ability to create different housing formats and the ability to accommodate intergenerational housing support as part of these new opportunity naturally increases the potential for local housing affordability in line with this priority.
- Providing homes close to work, employment, support services, health services, entertainment areas and transport creates social benefit and interaction given the opportunities provided to residents of a well-connected area (eg. the 30 minute city ideal).
- An increase in population density, albeit minor in this case, is considered to support the existing consumer base supporting local businesses and the creative industries.
- Additional developer contributions and rates generated by sustainable, low density subdivision is considered to support the improvement of community infrastructure in terms of boosted funding.
- The proposal accords with the intrinsic values of low density housing for Ku-ring-gai and is demonstrated to be able to support housing which can protect the important local character and biodiversity.

D. INFRASTRUCTURE (LOCAL, STATE AND COMMONWEALTH)

Q11. ***Is there adequate public infrastructure for the planning proposal?***

- The area and subject site are well serviced by existing and well-established public infrastructure and services (services, roads transport, community support).
- Bus services and associated stops are located within walking distance (within 400m) on Mona Vale Road and Woodlands Avenue.
- Railway stations are located at Gordon and Pymble. One additional low density residential lot would not place undue pressure on existing transport services which are able to support the local population of Kur-ring-gai.
- Local schools (St Ives, Pymble and Gordon) can support the resultant minor addition of an additional lot.
- The increase in population density likely resulting for this proposal (1 x additional low residential lot) would have an imperceptible impact on public services and infrastructure.
- In addition, the collection of rates and developer contributions which would apply for future R2 housing development would support infrastructure provision. The Planning Proposal does not have an adverse impact on public infrastructure.
- Services exist for the site given its current residential development. Minor services upgrades would be expected to support 1 x additional residential lot which would be the desired outcome. This would not add substantial pressure and would release a small, single opportunity to build on of already serviced land for housing.
- The site is located close to public transport with bus services along Mona Vale Road and Woodlands Avenue, and trains from Gordon and Pymble stations.
- As detailed in the Urban Design Outcome Study and stormwater concept, sustainable stormwater management can be supported to meet local requirements and protect the adjoining trees and biodiversity/community of trees. These have been assessed within the Arborist and Biodiversity Development Assessment Reports. The development is considered sustainable and able to protect key trees and biodiversity.

E. STATE AND COMMONWEALTH INTERESTS

Q12. ***What are the views of state and federal public authorities and government agencies consulted in order to inform the Gateway determination?***

At the time of preparation, no formal consultation has been carried out with State and/or Commonwealth Public Authorities. Notwithstanding, consultation will be carried out in accordance with the requirements of a Gateway Determination.

PART 4 - MAPPING

The existing and proposed mapping changes to KLEP 2015 are demonstrated in the following map extracts:

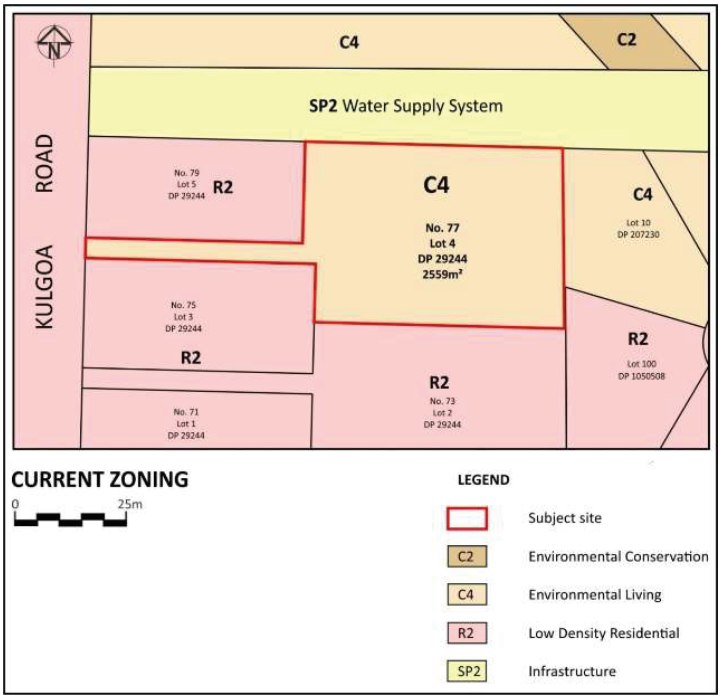


Figure 15: ***Existing*** Zoning Map C4 Environmental Living

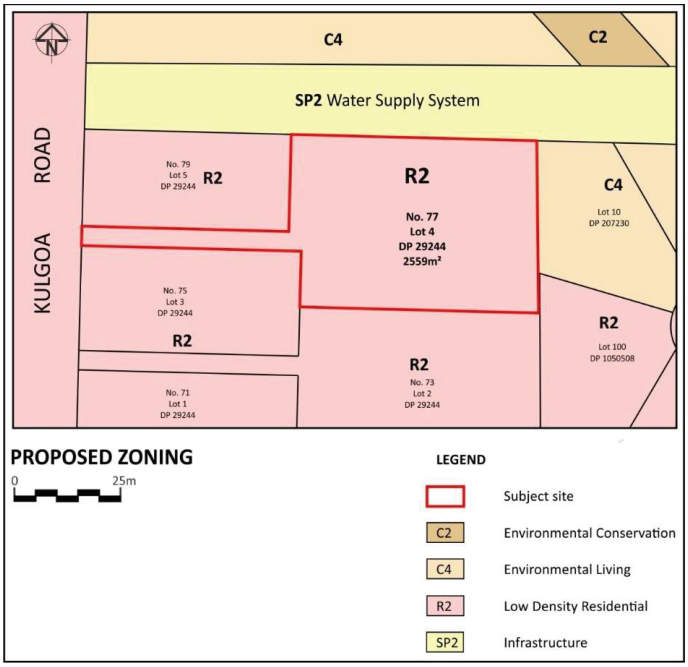


Figure 16: ***Proposed*** Zoning Map Proposed Zoning to R2 Low Density Residential

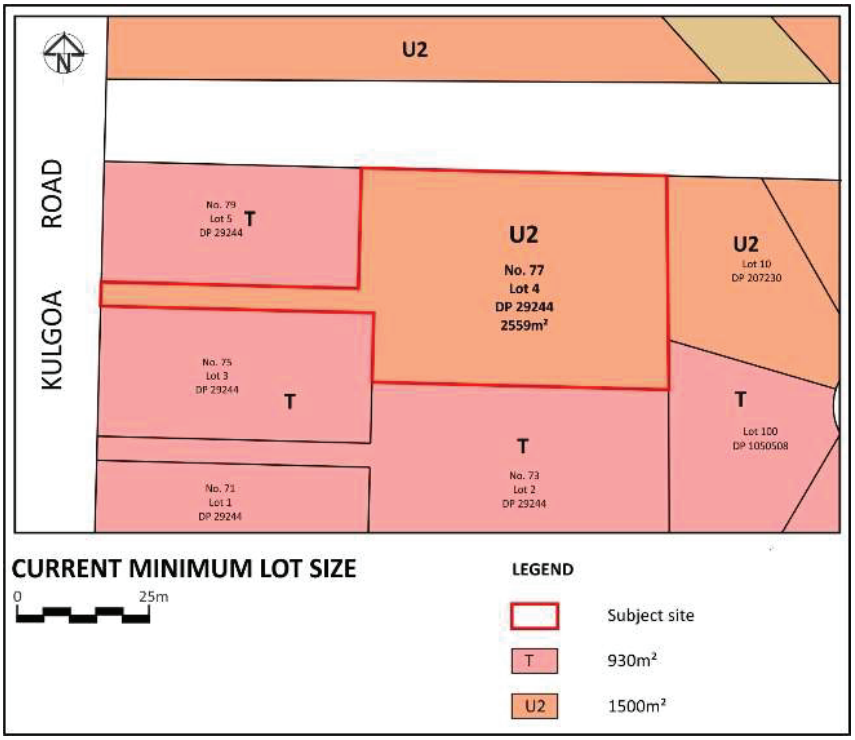


Figure 17: ***Existing*** *lot size map*

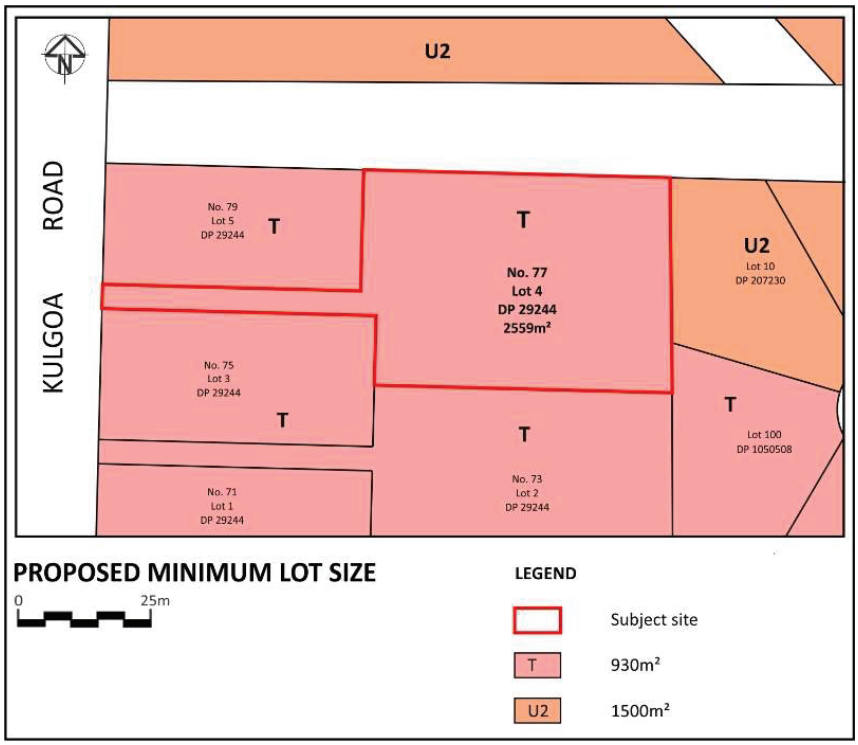


Figure 18: ***Proposed*** minimum lot size

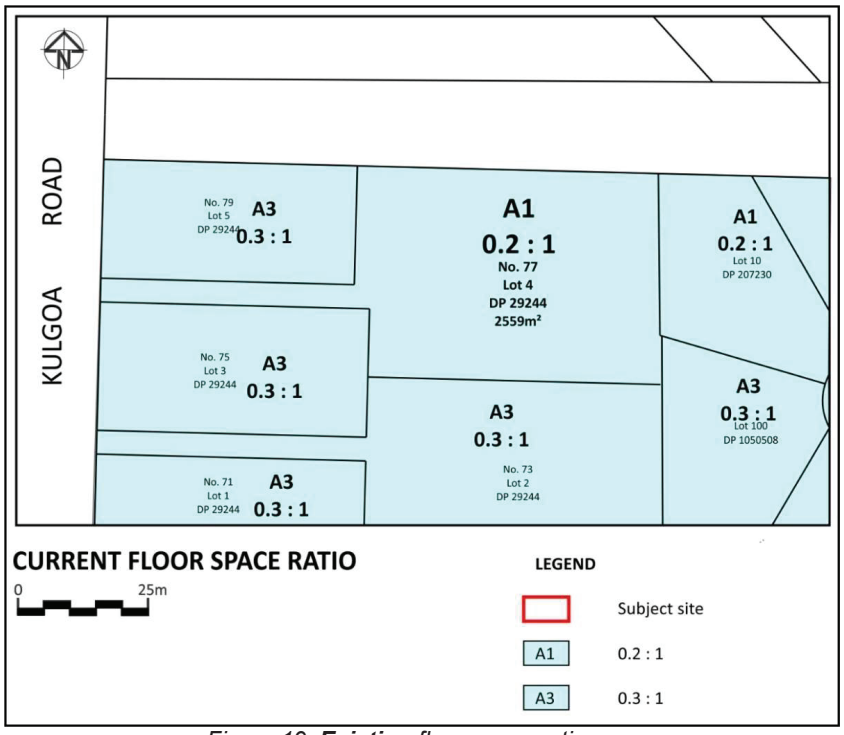


*Figure 19: **Existing** floor space ratio map*

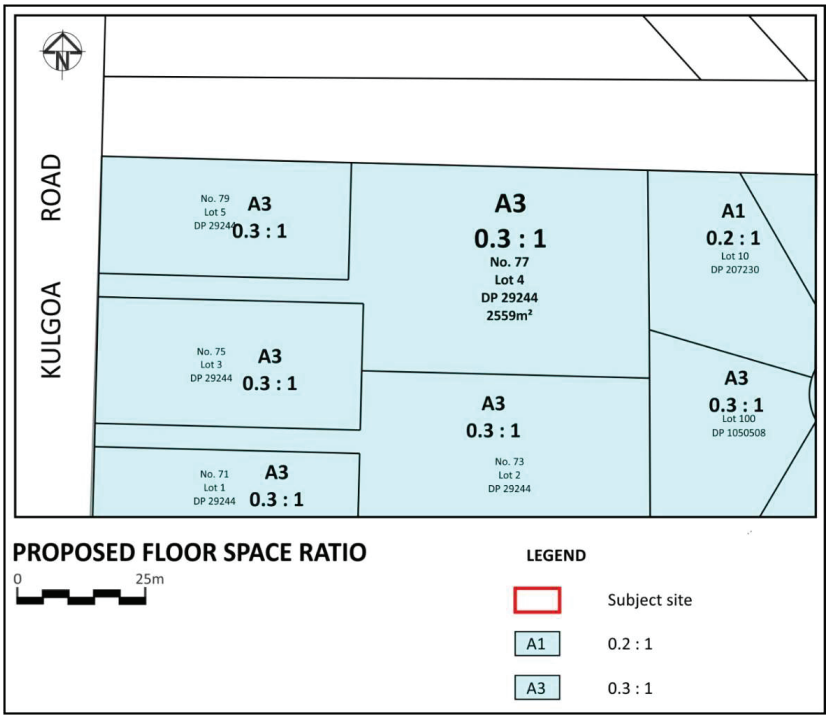


*Figure 20: **Proposed** floor space ratio*

PART 5 – COMMUNITY CONSULTATION

Details of the community consultation that is to be undertaken on the planning proposal

At the time of preparation, no formal consultation has been carried out with State and/or Commonwealth Public Authorities. Government agency and public consultation requirements will be detailed in the Gateway Determination and conducted accordingly. It is anticipated that a number of government agencies may need to be consulted, such as the following:

- Department of Planning, Housing and Infrastructure
- Department of Environment and Heritage
- Transport for NSW
- Sydney Water
- Ausgrid

The Planning Proposal will be placed on public exhibition in accordance with requirements, should DPHI support the proposal. Confirmation of the public exhibition period and requirements for consultation will be detailed as part of the Gateway Determination.

PART 6 – PROJECT TIMELINE

Stage	Timeframe and/or date
Consideration by Council	15 April 2025
Council decision	15 April 2025
Gateway determination	2 September 2025
Commencement and completion of public exhibition period	26 September - 13 October 2025
Consideration of submissions	October 2025
Post-exhibition review and reporting	November 2025
Anticipated date RPA will make plan	December 2025
Notification of plan on legislation website	February 2026

APPENDIX A – Arboricultural Assessment



AUSTRALIS
Tree Management

Arboriculture Impact Assessment

Lots 2 & 4 in DP29244
77 Kulgoa Road, Pymble NSW 2073

Commissioned By: Mr & Mrs Leece
C/-Natalie Richter Planning
PO Box 59,
MT COLAH NSW 2079

Date: 4 June 2025
Reference: 20252167
Revision: 5

Prepared By: Meredith Gibbs (Dip. Hort. Arb.)
Arboriculture Qualification AQF 5

Australis Tree Management
PO Box 3453
DURAL NSW 2158
Email: info@australistrees.com.au

Document Details

Document Title	Arboriculture Impact Assessment
Client	Mr & Mrs Leece
Client Contact	Natalie Richter Planning
Property Details	77 Kulgoa Road, Pymble
Legal Description	Lots 2 & 4 in DP29244
LGA	Ku-ring Gai Council
Zone	C4 - Environmental Living: (pub. 5-11-2021)
Written By	Meredith Gibbs

Australis Reference	Revision Number	Date	Details
20221842	1	20 December 2021	For Client Review
20221842	2	20 January 2022	Minor updates and corrections
20232962	3	24 March 2023	For Client Review
20252167	4	30 May 2025	Updated with easement assessment
20252167	5	4 June 2025	Minor updates



Meredith Gibbs
Australis Tree Management
4 June 2025

Disclaimer

Australis Tree Management has no affiliation with any private contractors, associations or nurseries involved in the tree removal and pruning business. This ensures an impartial approach to all recommendations given regarding tree removals, tree hazard inspections and surveys. The Principal of the business, Meredith Gibbs, has a certificate level 5 in Arboriculture obtained from Northern Sydney Institute, Ryde TAFE College, NSW in 2003.

This report/assessment is made solely for the use and benefit of the client named on the front of this report. No liability or responsibility whatsoever, in contract or tort, is accepted to any third party who may rely on the report/assessment wholly or in part. Any third party acting or relying on this report / assessment in whole, or in part, does so at their own risk.

The addressee is required to peruse the report and contact Australis Tree Management within fourteen days for corrections. The addressee is also required to advise if any of the information or data supplied is inaccurate or incomplete, thereby affecting the conclusions and recommendations given in this report.

Any required updates, reassessments or re-examinations of the original report required by any other party will incur a fee.

Because of the nature of living organisms and the circumstances and condition that can affect their health and well-being this report will have a validity of 3 months from the date hereof. Where further information/data is supplied to Australis Tree Management, which nullifies the original report then a further fee will apply.

No responsibility can be taken for incorrect or misleading information provided by the client or other parties

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1. Summary

Australis Tree Management has been commissioned by Natalie Richter Planning on behalf of their client Mr & Mrs Leece to complete an Arboriculture Impact Assessment (AIA) in accordance with AS4970 Protection of trees on development sites. *'TreeAZ'* (Version 10.10-ANZ) was used to determine retention values.

The *Arboriculture Impact Assessment* undertook assessment of one hundred and ten (110) existing trees within the subject site and within 3m of boundaries on adjoining properties to establish tree retention values the health and condition of the trees, potential impacts from proposed works and to provide recommendations regarding tree retention and tree protection. The tree defects and symptoms that were encountered have been discussed and a detailed tree schedule is included in Appendix A.

The proposed development is for demolition of the dwellings and tennis court for the subdivision of the sites into 4 lots with associated works.

The inspection at 77 Kulgoa Road, Pymble was performed on the 2 February 2023 by visibly inspecting the trees from accessible points at ground level from the subject site and public areas only. I completed a modified *Tree Survey Form* (Matheny & Clark, 1994), applied *'TreeAZ'* ratings (Barrell, 2016) as well as taking supporting photographs of the trees.

In total one hundred and ten (110) trees were assessed. One hundred and eight (108) trees are selected for retention and two (2) trees are within the proposed indicative building envelopes and proposed for removal.

		Proposed Demolition Encroachments within Tree Protection Zone			
		No Encroachment	Minor Encroachment	Major Encroachment	Within Proposed Indicative building envelopes
TreeAZ	'A'	45 trees	12 trees	4 trees	0 trees
	'Z'	51 trees	5 trees	1 tree	2 trees

Recommendations are provided to protect trees from the activities associated with the proposed demolition works areas. Trees proposed for retention will require tree protection measures throughout the development works to ensure their long-term survival. Recommendation is also made to restrict vehicle access to one driveway to protect the low canopies of trees.

The *Tree Protection Plan and Specifications* form part of the overall construction documentation package. These must be followed throughout all construction phases of the project. The tree protection plans provide a layout of tree protection fencing and other tree protection measures.

Tree protection specifications are detail requirements for the qualified project arborist engaged throughout the construction process. It includes tree management; monitoring guidelines and

project hold points. All tree protection measures are to be in place and certified by the project arborist prior to commencement of demolition works or site establishment. All TPZ areas are to be maintained throughout the period of the works.

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Acronyms

Abbreviation	Term	Definition
ATM	Australis Tree Management	
DBH	Diameter at breast height	The diameter of a tree's stem typically measured with a diameter tape at 1.4 metres height (AS4970-2009).
DCP	Development Control Plan	
ENCR	Encroachment	Proposed or existing TPZ encroachments (AS4970-2009)
LEP	Local Environmental Plan	
LGA	Local Government Authority	
SRZ	Structural Root Zone	The SRZ is the area required for tree stability. A larger area is required to maintain a viable tree (AS4970-2009).
TPP	Tree Protection Plan	Showing the TPZs for trees being retained taking into account the proposed development (AS4970-2009).
TPZ	Tree Protection Zone	The tree protection zone (TPZ) is the principal means of protecting trees on development sites. The TPZ is a combination of the root area and crown area requiring protection. It is an area isolated from construction disturbance, so that the tree remains viable (AS4970-2009).

2. Introduction

2.1. Brief

Mr and Mrs Leece have provided instructions to inspect and assess the health and condition of the trees at 77 Kulgoa Road, Pymble, including any tree within the vicinity of the proposed works including trees on adjoining properties. I have prepared an Arboriculture Impact Assessment in accordance with (*AS4970- 2009 Protection of trees on development sites*) on the proposed impacts of the development works on the subject trees. This report will provide recommendations regarding tree protection during the development process.

2.2. Project Description

The development proposed is for the demolition of the existing dwelling to subdivided into 2 lots. Twenty-two (22) trees have proposed demolition or storm water works within their TPZ's.

2.3. Site Description

The site is a well-kept residential site has natural indigenous with planted native and exotic vegetation throughout. The grounds are in good condition.

2.4. Aims

- Undertake field surveys for tree health and condition.
- Conduct a literature review on the tree defects and symptoms.
- Search databases for relevant tree species information including Council Tree Protection Policies.
- Identify Tree Protection Zones for all trees assessed and assess the likely impacts from the development on the trees.
- Provide preliminary advice and tree protection recommendations for trees proposed for retention and protection.

2.5. Qualifications and Experience

This report has been based upon site observations and the assessment of the subject trees. Conclusions have been reached from experience and follow up research. Qualification details are included in the appendix.

Australis Tree Management (Meredith Gibbs) provides consulting arborist services only and does not provide services such as climbing, pruning, tree removal, root investigations or root pruning. This report is and impartial professional assessment only and does not derive any financial benefit from specifying pruning or other physical services.

2.6. Documents Provided

Supplier	Date Supplied	Document Date	File Name
Hammond Smealie & Co Pty Ltd	22/12/2022	30/11/2022	*14989 SUB DESIGN WITH TREES.pdf*
Natalie Ritcher Planning	6/5/2025	7/2024	*77KulgoaRoadPymble_SW420a082023FEAS_10Jul24-Site Plan_SW.pdf*

Table 1. Documents Provided

2.7. Scope

This report is only concerned with the health and condition of the subject trees and the potential impacts from the proposed development. Root mapping, invasive structural strength of the trees, soils assessments or aerial inspections were not performed. This report has been prepared in accordance with Ku-ring Gai Council requirements. It includes a detailed assessment based on the site visit and the documents provided.

Recommendations may be provided regarding alterations to the proposed design or construction methods to mitigate detrimental impacts on the subject trees. All tree species assessed (including unprotected trees) are in the 'Tree Schedule' in Appendix A.

2.8. Field Visit

The unaccompanied site visit was conducted on Thursday, 2 February 2023. All observations were from ground level without detailed investigations. The weather at the time of the inspection was sunny and clear with adequate visibility

Location Map

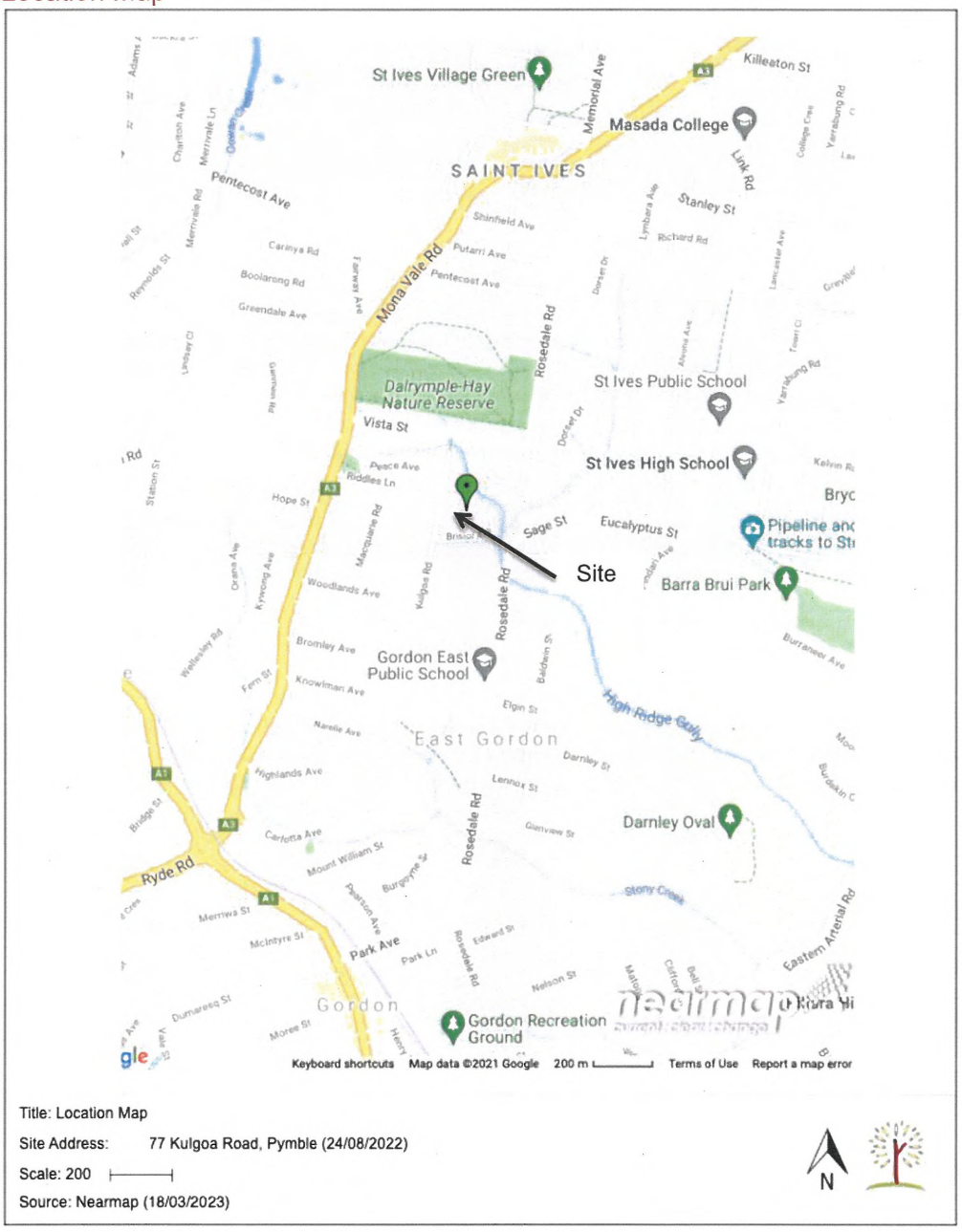


Figure 1. Location Map

3. The Site

3.1. Brief Site Description

Kulgoa Road is in the residential suburb of Pymble, located approximately 20km north from the Sydney CBD in the Upper North Shore region. Number 77 is on the eastern side of the road surrounded by similar residential developments.

The site is zoned as C4 - Environmental Living: (pub. 5-11-2021) and is not located within the council specified heritage area and does not contain any heritage items. The properties consist of dwellings, garages and swimming pools.

The subject site is located within the Ku-ring Gai LGA and is assessed and protected under the legislation and controls in Table 1. Note that Ku-ring Gai Council is still transitioning from pre-amalgamation LEPs and DCPs.

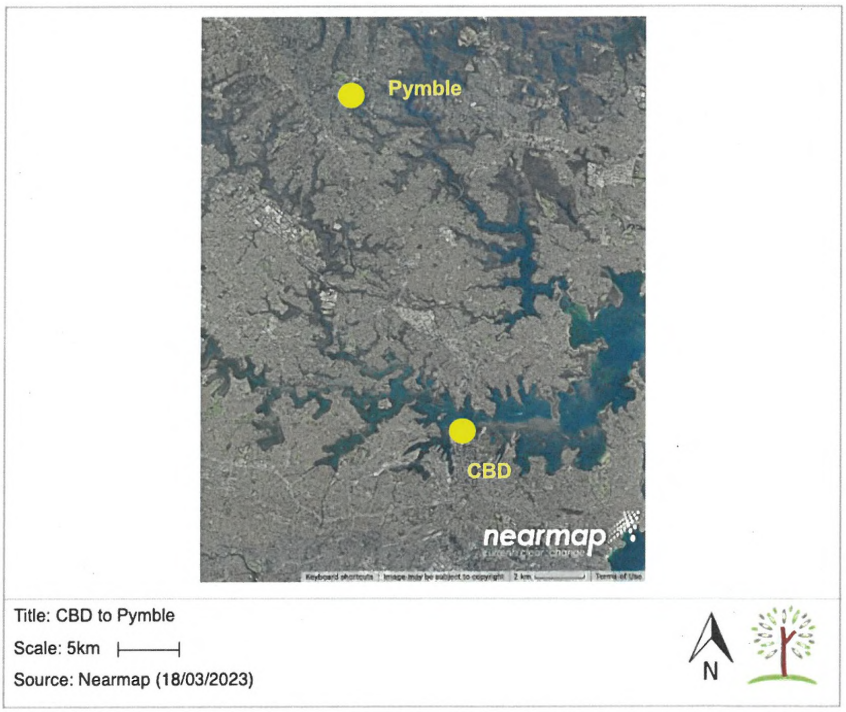


Figure 2. CBD to Pymble Map

3.2. Site History

A review of historical aerial imagery show that vegetation on the site is regrowth from historical clearing as well as from ongoing maintenance regimes. (SIXmaps 2022).



Title: 1943 Aerial Imagery
Scale: 30m
Source: Spatial Exchange (18/03/2023)

N

Figure 3. 1943 Aerial Imagery



20/10/2009 6/03/2023

Title: Aerial Imagery
Scale: 10m
Source: Nearmap (18/03/2023)

N

Figure 4. Aerial Site Images

3.3. Climate

Pymble is located approximately 12km from the nearest weather station at Sydney Olympic Park. The area has an annual mean average temperature between 16.9°C and 27.6°C, with the annual mean rainfall averaging 190mm. The site is flat and exposed to the east with prevailing winds coming from the south.

3.4. Microclimates

The site is moderately protected by residential buildings and vegetation creating protection from strong winds. The trees located on the southern side of the site influence the microclimate in that area by providing significant protection from poor weather and provide significant shading. The existing grasses and gardens also result in cooler microclimates. The available light levels throughout the site are adequate for vegetation growth. There is no permanent fixed irrigation on site.

3.5. Location of the Trees

The assessed trees are located predominately around the boundaries of the site. The trees have been located on the supplied site plan (Gary Skow dated 30/11/2022) and numbered accordingly. These plans are illustrative purposes only and should not be used directly for scaling measurements. Tree No.'s. 29, 37, 40, 66, 90 and 91 were not located on the supplied survey plan and have been approximately located therefore inaccuracies may occur.

3.6. Underground Services

Underground Service locations were not identified on the supplied site survey.

3.7. Onsite Vegetation

The site contains indigenous, planted native and exotic tree species of varying ages and stages of maturity. Indigenous vegetation community is located onsite. Please refer to Ecologist report for more information. The subject site has been partially modified with the removal of most of the native under storey, ground cover plants and shrubs prior to 1943. The subject dominant trees together with other indigenous trees in the surrounding residences are connected to the remainder of the ecological communities nearby. Young indigenous trees are highly valued for retention and protection.

Indigenous tree species assessed are:

- Tree No.'s 7 & 71 *Angophora costata* (Smooth-barked Apple)
- Tree No. 1 *Eucalyptus acmenoides* (White Mahogany)
- Tree No. 70 *Eucalyptus pilularis* (Blackbutt)
- Tree No. 87 *Eucalyptus punctata* (Grey Gum)
- Tree No.'s 27, 65, 68, 69, 80 & 81 *Eucalyptus saligna* (Sydney Blue Gum)
- Tree No.'s 74 & 79 *Pittosporum undulatum* (Sweet Pittosporum)
- Tree No.'s 2, 3, 4, 5, 6, 8, 9, 10, 11, 14, 16, 19, 21, 24, 26, 72, 73 & 105 *Syncarpia glomulifera* (Turpentine)



Figure 5. Indigenous Vegetation

4. Urban Heat Island

4.1. Urban Development

Increased urban densification and the loss of green spaces means that mature trees are increasingly valuable for to reduce heat. Existing trees require sufficient access to soil water or must be irrigated and in prime condition to provide maximum benefits. *The Urban Heat Island (UHI) dataset measures the effects of urbanisation on land surface temperatures across Sydney Greater Metropolitan Area for the Summer of 2015-2016. UHI shows the variation of temperature to a non-urban vegetated reference, such as heavily wooded areas or national parks around Sydney* (SEED 2022). The UHI indicates that the subject site is 1.8°C above baseline.

Residential areas are exposed to significant urban heat island effects caused by thermal energy being absorbed into man-made hard surfaces and radiating heat back into the local environment (NSW SEED).

Hard surfaces absorb heat and become significantly hotter than vegetated areas. Trees are the most effective infrastructure elements for localised cooling and mature trees have higher cooling potential than smaller younger trees, though young trees have the greatest potential for cooling in the future.

Daytime near-surface air temperature declined with increasing height and canopy density providing significant cooling benefits. However, reversed at night when tall trees with dense canopies restricted longwave radiative cooling and trapped warm air beneath their crowns. To mitigate increasing urban heat through trees can be devised to local scale (Wujeska-Klause and Pfautsch, 2020).

4.2. Canopy Cover

The NSW government has set targets to increase the urban tree canopy cover throughout Sydney with a target of 40% tree canopy cover in suburban areas. The current percentage of canopy coverage for this site is 67% (SEED, 2022).

4.3. Benefits of Trees

Trees provide shade and evaporative cooling which helps reduce the urban heat island effect. Increased urban densification and the loss of green spaces means that mature trees are increasingly valuable for to reduce heat. Existing trees require sufficient access to soil water or must be irrigated and in prime condition to provide maximum benefits. Trees transperitive cooling process reduces the thermal load from sunshine.

5. Relevant Government Legislation

5.1. Relevant Government Legislation

Ku-ring Gai Council Local Environmental Plan (2015)
Ku-ring Gai Council Development Control Plan (2024)
Biodiversity and Conservation (2021)
Heritage Act (1977)
Environment Protection and Biodiversity Conservation Act (1999)

Table 2. Relevant Government Legislation

5.2. State Environmental Planning Policy (Biodiversity and Conservation) 2021

The State Environmental Planning Policy (*Biodiversity and Conservation*) 2021 includes provisions requiring the preservation of trees and bushland within Ku-ring Gai Council LGA.

The aims of this Chapter are -

(a) to protect biodiversity values of trees and vegetation in non-rural areas of the State, and
(b) to preserve the amenity of non-rural areas of the State through the preservation of trees and other vegetation.

5.3. Council Tree Protection

This report relies on the information contained within Ku-ring Gai Local Environmental Plan and Development Control Plan. This report may include trees on adjoining properties that are likely to be impacted by the proposed development regardless of the definition contained in the Tree and Vegetation DCP Part 13 (2024). Council may require a greater setback from proposed structures to ensure the preservation and protection of the tree. A separate permit to prune any trees within or adjacent to the property and/or any pruning of tree roots must be obtained from Council prior to any works being undertaken.

5.4. Exempt Tree Species

The following tree species are listed in councils' list of exempt species, exempt of works or undersized.

Tree No.	Species	Exempt Species or Undersize
40, 77 & 104	*Celtis sp* (Nettle)	Exempt Species
82	*Ligustrum lucidium* (Broad Leaf Privet)	Exempt Species

Table 3. Exempt Tree Species

5.5. Threatened Species

The subject tree species are not listed in the NSW Biodiversity Conservation Act (2016) or the Environment Protection and Biodiversity Conservation Act (1999).

5.6. Biosecurity Act 2015

The following tree species are listed in the Biosecurity Act (2015) and classed as '*General*'. Any person who deals with any plant, who knows (or ought to know) of any biosecurity risk, has a duty to ensure the risk is prevented, eliminated or minimized, so far as is reasonably practicable.

Tree No.	Species
40, 77 & 104	*Celtis sinensis* (Chinese Nettle)
82	*Ligustrum lucidium* (Broad Leaf Privet)
74 & 79	*Pittosporum undulatum* (Sweet Pittosporum)

Table 4. Biosecurity Act Listed Tree Species

6. Tree Assessment

6.1. Information Collected

Information collected includes tree species, dimensions, tree health and condition, tree assessment ratings and tree protection zones etc. Trees located on adjoining properties will be inspected from the ground on the subject site or public land only. All relevant information is included in the Tree Schedule (Appendix A). The inspection *(Visual Tree Assessment, Mattheck & Breloer, 1994)* was of a preliminary nature and did not involve any climbing or detailed investigation beyond what was visible from accessible points at ground level.

In accordance with AS 4970-2009 tree trunk diameters were measured with a diameter tape at 1.4m high (unless stated). Tree heights are measured with a clinometer and canopy spreads estimated accordingly and confirmed with Near Map.

Post site inspection calculations and assessments were made of the following and are included in the Tree Schedule located in Appendix A.

6.2. Methodology

The following relevant information was compiled for consideration of the proposed works. Further information can be found in the appendices.

- *Tree Survey Form* (Matheny & Clark, 1994)
- *Visual Tree Assessment* (Mattheck & Breloer, 1994)
- *TreeAZ* (Barrell, 2010) (Version 10.10-ANZ)
  - *'A' - Moderate and high-quality trees suitable for retention for more than 10 years, and worthy of being a material constrain*
  - *'Z' - Low quality trees not worthy of being material constraint*
    - *TreeAZ 'A' category trees are not required to be retained, although this is recommended. TreeAZ 'Z' category trees are not required to be removed. If they pose no risk to life or property it is recommended that they be retained.*
- Australian Standard 4970-2009 Protection of trees on development sites
  - *This document describes the best practices for the planning and protection of trees on development sites. The procedures described are based on plant biology and current best practices as covered in recently published literature.*
  - *In accordance with AS 4970-2009 tree trunk diameters were measured with a diameter tape at 1.4m high (unless stated). Tree heights are measured with a clinometer and canopy spreads estimated accordingly.*
  - *Tree Protection Zone - Tree Protection Zone (TPZ) is the principal means of protecting trees on development sites. The TPZ is a combination of the root area and crown area requiring protection. It is an area isolated from construction disturbance, so that the tree remains viable. If the proposed encroachment is less than 10% of the area of the TPZ and is outside the SRZ, detailed root investigations should not be required. The area lost to this*

encroachment should be compensated for elsewhere and contiguous with the TPZ.

- *Structural Root Zone - The SRZ is the area required for tree stability. A larger area is required to maintain a viable tree.*
- *Minor Encroachment - If the proposed encroachment is less than 10% of the area of the TPZ and is outside the SRZ, detailed root investigations should not be required. The area lost to this encroachment should be compensated for elsewhere and contiguous with the TPZ. Variations must be made by the project arborist considering relevant factors.*
- *Major Encroachment - If the proposed encroachment is greater than 10% of the TPZ or inside the SRZ, the project arborist must demonstrate that the tree(s) would remain viable. The area lost to this encroachment should be compensated for elsewhere and contiguous with the TPZ. This may require root investigation by non-destructive methods and consideration of relevant factors.*

- AS 4373 - 2007 Pruning of amenity trees
  - *The objective of this revision is to reflect current arboricultural practices. The recommendations given in this Standard are intended to apply specifically to urban and amenity trees but exclude pruning for fruit production and silviculture.*

6.3. Species identification

Tree species identification of the subject trees was determined by visible features only at the time of the inspection. Every effort is made to correctly identify the subject trees where time permits. It is not based upon comparison against herbarium specimens. Photographs are compared with varying text listed in 'References'.

6.4. Photography

Photographs were taken using an iPhone, iPad or Nikon D5000. In low light levels photographs maybe altered to improve visual quality, this involves adjustments to exposure, contrast, reduction of shadows and increased sharpness. No adjustments to vibrancy that alter natural colours were applied.

7. Results

A total of one hundred and ten (110) trees were assessed on site and within 5m of boundaries.

* Exempt (Unprotected) trees – 20, 22, 25, 36, 38, 39, 40, 41, 44, 67, 77, 82, 103, 104, 106, 107, 108, 109 & 110

7.1. *'TreeAZ'* and Life Expectancy

7.1.1. **'A'** - Moderate and high-quality trees suitable for retention for more than 10 years, and worthy of being a material constraint.

Tree No.	Species	Life Expectancy
1	*Eucalyptus acmenoides* (White Mahogany)	40+yrs
2 - 6, 8 - 12, 14-16, 19, 21, 24, 26, 72, 73 & 105	*Syncarpia glomulifera* (Turpentine)	40+yrs
7 & 71	*Angophora costata* (Smooth-barked Apple)	40+yrs
17	*Archontophoenix cunninghamiana* (Bangalow Palm)	40+yrs
18 & 88	*Cedrus deodara* (Deodar Cedar)	40+yrs
27, 65, 68, 69, 80 & 81	*Eucalyptus saligna* (Sydney Blue Gum)	40+yrs
47	*Podocarpus elatus* (Brown Pine)	40+yrs
48	*Eucalyptus microcorys* (Tallowwood)	40+yrs
49 & 55	*Glochidion ferdinandi* (Cheese Tree)	40+yrs
54	*Thuja plicata* (Western Red Cedar)	15-40yrs
56 - 58, 89 - 94	*Archontophoenix cunninghamiana* (Bangalow Palm) multiple	40+yrs
59 & 60	*Jacaranda mimosifolia* (Jacaranda)	40+yrs
54	*Thuja plicata* (Western Red Cedar)	15-40yrs
62	*Livistona chinensis* (Chinese Fan Palm)	40+yrs
70	*Eucalyptus pilularis* (Blackbutt)	40+yrs
74	*Pittosporum undulatum* (Sweet Pittosporum)	5-15yrs
75	*Brachychiton acerifolius* (Illawarra Flame Tree)	40+yrs
76	*Grevillea robusta* (Silky Oak)	15-40yrs
87	*Eucalyptus punctata* (Grey Gum)	40+yrs
89	*Ulmus glabra* (Scotch Elm)	40+yrs

Table 5. *TreeAZ* 'A' Trees and Life Expectancy

7.1.2. **'Z'** - Low quality trees not worthy of being material constraint.

Tree No.	Species	Life Expectancy
13 & 29	*Citharexylum spinosum* (Fiddlewood)	15-40yrs
20	*Radermachera sinica* (China Doll)	5-15 yrs
22	*Magnolia sp* (Magnolia)	15-40yrs
23	*Fraxinus griffithii* (Evergreen Ash)	15-40yrs
25, 39 & 41	*Viburnum odoratissimum* (Sweet Viburnum)	15-40yrs
28	*Melaleuca incana* (Grey Honey Myrtle)	15-40yrs
30	*Melaleuca bracteata* (Revolution Green)	15-40yrs
31	*Laurus nobilis* (Bay Tree)	40+yrs
32	*Leptospermum petersonii* (Lemon Scented Tea Tree)	15-40yrs
33 - 35 & 42	*Juniperus communis* (Juniper)	15-40yrs
36	*Buxus sp* (Buxus)	15-40yrs
37, 43, 61 & 103	*Camellia reticulata* (Reticulata Camellia)	40+yrs
38 & 79	*Pittosporum tenuifolium* (Pittosporum)	15-40yrs
40 & 104	*Celtis australis* (Nettle Tree)	40+yrs
44	*Tibouchina lepidota* 'Alstonville' (Alstonville Tibouchina)	<5yrs
45 & 46	*Cupressus sempervirens* var. stricta (Pencil Pine)	15-40yrs
50	*Grevillea robusta* (Silky Oak)	<5yrs
51 - 53	*Callistemon salignus* (Willow Bottlebrush)	5-15yrs
63	*Cedrus deodara* (Deodar Cedar)	15-40yrs
64	*Jacaranda mimosifolia* (Jacaranda)	40+yrs
66	*Stenocarpus sinuatus* (Fire Wheel Tree)	40+yrs
67	Dead	dead (no hollows)
77	*Celtis australis* (Nettle Tree)	15-40yrs
78	*Callistemon salignus* (Willow Bottlebrush)	15-40yrs
82	*Ligustrum lucidium* (Large Leaf Privet)	40+yrs
83 – 86, 95, 97 - 101	*Livistona chinensis* (Chinese Fan Palm)	40+yrs
96	*Howea forsteriana* (Kentia Palm)	40+yrs
102	*Ravenea rivularis* (Majesty Palm)	40+yrs
106 - 110	*Tibouchina lepidota* 'Alstonville' (Alstonville Tibouchina)	<5yrs

Table 6. *TreeAZ* 'Z' Trees and Life Expectancy

7.2. Tree Significance

Tree Significance Assessment Criteria (IACA)

Low	Medium	High
45, 46, 49, 54 – 58, 62, 64, 74, 75, 83 – 86, 89 - 102	13, 17, 20, 22, 23, 25, 28 – 44, 50 – 53, 59 – 61, 63, 66, 67, 76 – 70, 82, 103, 104, 106 - 110	1 - 12, 14 – 16, 18, 19, 21, 24, 26, 27, 47, 48, 65 68 – 73, 80, 81, 87, 88 & 105

Table 7. Tree Significance

7.3. Determining the Tree Protection Zone (AS4970-2009)

- The radius of the TPZ is calculated for each tree by multiplying its DBH × 12.
- TPZ = DBH×12
- Where DBH = trunk diameter measured at 1.4 m above ground
- **Radius** is measured from the centre of the stem at ground level.
- A TPZ should not be less than 2m nor greater than 15m (except where crown protection is required). Clause 3.3 covers variations to the TPZ.
- The TPZ of palms, other monocots, cycads and tree ferns should not be less than 1 m outside the crown projection.

7.4. Trees Proposed for Retention

One hundred and eight (108) trees are proposed for retention. Trees located adjacent to structures proposed for demolition that will require strict protection are listed below.

7.5. Trees Located Adjacent to Demolition Works

Tree No.	Species	TPZ
8	*Syncarpia glomulifera* (Turpentine)	10.7m
9	*Syncarpia glomulifera* (Turpentine)	7.2m
12	*Syncarpia glomulifera* (Turpentine)	8.7m
16	*Syncarpia glomulifera* (Turpentine)	7.7m
19	*Syncarpia glomulifera* (Turpentine)	7.2m
59	*Jacaranda mimosifolia* (Jacaranda)	4.8m
61	*Camellia reticulata* (Reticulata Camellia)	2.4m
65	*Eucalyptus saligna* (Sydney Blue Gum)	12m
66	*Stenocarpus sinuatus* (Fire Wheel Tree)	2m
69	*Eucalyptus saligna* (Sydney Blue Gum)	7.2m
80	*Eucalyptus saligna* (Sydney Blue Gum)	9.6m
81	*Eucalyptus saligna* (Sydney Blue Gum)	4.8m

Table 8. Trees Located Adjacent to Demolition Works

7.6. Trees Located Adjacent to Storm Water and Easement Works

The following trees have storm water and easement works within their TPZ's, therefore must be horizontal directionally drilling is required.

Tree No.	Species	TPZ	Proposed Encroachment
64	*Jacaranda mimosifolia* (Jacaranda)	6.0m	17% SW Pit
65	*Eucalyptus saligna* (Sydney Blue Gum)	12.0m	2% SW Pit
68	*Eucalyptus saligna* (Sydney Blue Gum)	6.0m	7% SW Pit
69	*Eucalyptus saligna* (Sydney Blue Gum)	7.2m	1% SW Pit
74	*Pittosporum undulatum* (Sweet Pittosporum)	4.8m	8% SW Pit
75	*Brachychiton acerifolius* (Illawarra Flame Tree)	4.8m	3% SW Pit

Table 9. Trees Located Near Proposed Storm Water and Easement Works

7.7. Trees Located Adjacent to Indicative Building Envelopes

The following trees have indicative building envelopes within their TPZ's. These trees must be given the opportunity for retention within any future proposed developments.

Tree No.	Species	TPZ	Proposed Encroachment
11	*Syncarpia glomulifera* (Turpentine)	6.0m	1.8%
12	*Syncarpia glomulifera* (Turpentine)	8.7m	6.0%
15	*Syncarpia glomulifera* (Turpentine)	5.4m	2.2%
16	*Syncarpia glomulifera* (Turpentine)	7.7m	18.4%
17	*Archontophoenix cunninghamiana* (Bangalow Palm)	2.4m	0.0%
19	*Syncarpia glomulifera* (Turpentine)	7.2m	3.0%
21	*Syncarpia glomulifera* (Turpentine)	7.2m	20.3%
24	*Syncarpia glomulifera* (Turpentine)	8.4m	13.1%
37	*Camellia reticulata* (Reticulata Camellia)	2.4m	100.0%
41	*Viburnum odoratissimum* (Sweet Viburnum)	2.0m	7.2%
42	*Juniperus communis* (Juniper)	2.0m	7.2%
63	*Cedrus deodara* (Deodar Cedar)	6.0m	4.0%
65	*Eucalyptus saligna* (Sydney Blue Gum)	12.0m	6.2%
77	*Celtis australis* (Nettle Tree)	7.2m	1.8%
78	*Callistemon salignus* (Willow Bottlebrush)	5.1m	4.9%
80	*Eucalyptus saligna* (Sydney Blue Gum)	9.6m	3.5%
81	*Eucalyptus saligna* (Sydney Blue Gum)	4.8m	6.9%
83	*Livistona chinensis* (Chinese Fan Palm)	3.0m	28.6%
95	*Livistona chinensis* (Chinese Fan Palm)	2.4m	28.6%
96	*Howea forsteriana* (Kentia Palm)	2.0m	38.6%

Table 10. Trees Located Adjacent to Indicative Building Envelopes

7.8. Trees Located Within Indicative Building Envelopes

Tree No.	Species	TPZ	Proposed Encroachment
61	*Camellia reticulata* (Reticulata Camellia)	2.4m	100%
62	*Livistona chinensis* (Chinese Fan Palm)	3.0m	100%

Table 11. Trees Located Within Proposed Indicative Envelopes

7.9. Trees Proposed for Pruning

There are no trees that require pruning for the proposed development works.

8. The Proposed Development

The development proposed is for the subdivision of the sites into 4 lots and for the demolition of selected structures. The following must be considered and assessed to their impacts to trees.

8.1. Tree Tolerance

Generally, older and larger trees tolerate construction impacts less. Different species also have different tolerance of injury and disturbance. Importantly it needs to be stressed, that a tree does not "heal" from injury. Any injury made to a tree, results in the tree expending considerable energy reserves to create new growth that "seals" and surrounds a wound and then attempting to compensate structurally and physically for any losses. Impacts to trees are therefore cumulative and a series of otherwise small and unrelated impacts can easily result in the death of a tree.

A tree that is already compromised or showing signs of stress is far less likely to tolerate construction impacts due to its lower levels of energy reserves and already weakened state. Therefore, a tree that is only in a fair condition or poor condition is less likely to tolerate construction impacts than a young tree in good or excellent condition.

Weakened or stressed trees are also far less able to combat the myriad of normal environmental stresses and pathogens that are naturally imposed against them such as drought, decay, fungi, bacteria and insect pests.

The site works proposed will result in site disturbances, excavation and re-grading. This means that some trees will require removal. Only those trees that have a reasonable and practical chance of being successfully retained have been targeted for retention and protection.

8.2. Demolition

The demolition and removal of structures can cause damage to trees if work occurs within TPZ's. Machinery used for demolition must stay outside of TPZ's or within existing hard surface or previous structure platforms to prevent compaction of the root system and damage to the canopy. Tree protection fencing must be in place prior to demolition. If demolition of structures must occur within any TPZ then organic mulch must be applied at a depth of no greater than 70mm. If a temporary path is required within any TPZ then a cell structure of a suitable strength can be temporarily laid.

8.3. Approved Tree Removal

Trees approved by council for retention must be protected during the removal of other trees approved for removal. Roots larger than 50mm originating from removed trees must remain without root zone disturbances.

8.4. Construction Activities

The proposed demolition activities are likely to result in site disturbances and may cause detrimental impacts to the subject trees. Generally, soil disturbances occur at a minimal 1.5m from the works. Soil compaction can occur with foot traffic as well as

machinery. This reduces available water and oxygen to penetrate the root zone resulting in death to fibrous roots used for moisture and nutrient uptake.

8.5. Vehicle Access

All construction access and deliveries are to be made from the driveway for No. 77 Kulgoa Road.

8.6. Proposed Earthworks

Earthworks machinery causes significant soil compaction which causes the top layer of roots to die. Roots require oxygen to respire and function. Soil compaction also kills mycorrhizal fungi (a beneficial fungi).

Cutting soil levels can seriously damage tree roots. The removal of woody roots can jeopardise the tree stability as well as significantly reducing its life expectancy and removing shallow feeder roots will result in immediate water stress. The maximum amount of undisturbed soil within any TPZ is beneficial.

Raising soil levels within any TPZ reduces gaseous exchanges. Overtime, decay and diseases may develop and reduce the life expectancy of the tree. Impacts may not be noticeable for many years.

8.7. Proposed Fencing

Proposed fences or boundary walls located within TPZ's must be constructed at the existing fence depth or proposed fence sections or panels must be suspended. Support footings or fence support posts must be hand excavated allowing a minimum 100mm distance from roots measuring greater than 50mm in diameter. Hand excavated must occur within any TPZ to protect roots measuring greater than 50mm in diameter.

8.8. Storm Water and Easement Works

Storm water and easement works are located with the TPZ's for trees 63-74, therefore horizontal directionally drilling is required to protect damage to root systems.

The proposed drainage line should be constructed by laser guided micro tunnelling with vacuum spoil removal. The boring machine (being the size of a motor vehicle) will set up at point 'X'. The upper surface of the directional drilling bore should be at least 0.6m deep and outside the SRZ for Tree No.'s 74 and 76. It will drill a line 1.5 to 2.0 metres below natural surface to the reception location at point 'Y' (which is inside the TPZ's for Tree No.'s 74 and 76 therefore, mulch must be applied for ground protection). This should not have any significant effect on trees adjacent to this proposed easement depending on if rock outcrops are discovered. Please see Appendix C.

Storm water pits within the TPZ for trees 64, 65, 68, 69, 74 and 75 must be hand excavated and adjusted to avoid roots over 50mm in diameter.

8.9. Erosion and Sediment Control Fencing

Erosion and sediment control fencing located within the TPZ's must not be excavated. A soil strip may be mounded 200mm. Star pickets must not be installed within any Structural Root Zone.

8.10. Soil Water Availability

Trees adapt to the existing distribution of soil water in its own situation and to the usual fluctuations of water supply that exists. Newly constructed roads, paths, roofs and other impermeable surfaces located upslope from trees prevent rainwater from entering the soil and seeping downslope to trees. Therefore, removing rainwater and redirecting soil water will lead to a deterioration in health and reduced life expectancy for trees located the down slope from the development.

8.11. Wind Exposure

Trees growing in dense stands become prone to windthrow when surrounding trees are removed, which exposes the remaining trees to the full force of the wind. Trees growing in an open environment are generally shorter and strongly tapered. The construction of buildings adjacent to trees results in the removal of surrounding trees that provide protection. Buildings also alter to natural wind directions. These changes are likely to increase wind stresses on retained trees, which may result in branch failures until the tree has time to adapt and strengthen to the new conditions.

8.12. Proposed Encroachment Impacts

- Trees with a <10% encroachment proposed are considered to have a 'minor' encroachment in accordance with AS4970-2009 or low-level impact. These trees can be retained and protected during the development processes.
- Trees with between 10% and 20% encroachment proposed are considered to have a 'major' encroachment in accordance with AS4970-2009 or a moderate level of impact and require individual specifications for work within their TPZ's.
- Trees with >20% encroachment proposed are considered to have a significant level of impact where roots and canopy may be significantly impacted on and are unlikely tolerate the proposed works.

9. Discussion

9.1. Trees Located Adjacent to Demolition Proposed Works and Proposed for Retention

9.1.1. Tree No. 8 *Syncarpia glomulifera* (Turpentine)

9.1.1.1. This seeded, indigenous tree is located on site and is protected by council. This mature tree has an upright habit and is growing in a codominant class with adequate form. It is expected to increase in size by approximately 10% as it ages. It has a codominant trunk with the crown showing average (3) health. The amount of deadwood was determined as low and small being approximately <10% of the canopy with epicormic growth being low and young at approximately <10%. No significant issues were sighted.

9.1.1.2. The root zone is garden with a fence and garage nearby. The adjacent vegetation and garage provide significant protection from strong winds, and the tree provides major shading.

9.1.1.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered high in significance (IACA, 2010).

9.1.1.4. The existing dwelling proposed for demolition is located approximately 5.8m from the trunk within approximately 17% of the TPZ. Therefore, the tree will require strict protection.

9.1.2. Tree No. 9 *Syncarpia glomulifera* (Turpentine)

9.1.2.1. This seeded, indigenous tree is located on site and is protected by council. This mature tree has an upright habit and is growing in a codominant class with adequate form. It is expected to increase in size by approximately 10% as it ages. It has a dominant trunk with the crown showing average (3) health. The amount of deadwood was determined as low and small being approximately <10% of the canopy with epicormic growth being low and young at approximately <10%. No significant issues were sighted.

9.1.2.2. The root zone is garden with a fence and garage nearby. The surrounding vegetation and garage provide significant protection from strong winds, and the tree provides major shading.

9.1.2.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered high in significance (IACA, 2010).

9.1.2.4. The existing dwelling proposed for demolition is located approximately 6.6m from the trunk within approximately 1% of the TPZ. Therefore, the tree will require protection.

9.1.3. Tree No. 12 *Syncarpia glomulifera* (Turpentine)

9.1.3.1. This seeded, indigenous tree is located on site and is protected by council. This mature tree has an upright habit and is growing in a codominant class with adequate form. It is expected to increase in size by approximately 10% as it ages. It has a codominant trunk with the crown showing average (3) health. The amount of deadwood was determined as low and small being approximately <10% of the canopy with epicormic growth being low and young at approximately <10%. The tree was difficult to inspect and no significant were issues sighted.

9.1.3.2. The root zone is garden with the dwelling and garage nearby. The surrounding vegetation and dwelling provide significant protection from strong winds, and the tree provides major shading.

9.1.3.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered high in significance (IACA, 2010).

9.1.3.4. The existing No. 73 dwelling demolition proposed for demolition is located approximately 8.0m from the trunk within approximately 1% of the TPZ. Therefore, the tree will require protection.

9.1.4. Tree No. 16 *Syncarpia glomulifera* (Turpentine)

9.1.4.1. This seeded, indigenous tree is located on site and is protected by council. This mature tree has an upright habit and is growing in a codominant class with adequate form. It is expected to increase in size by approximately 10% as it ages. It has a codominant trunk with the crown showing average (3) health. The amount of deadwood was determined as low and small being approximately <10% of the canopy with epicormic growth being low and young at approximately <10%. This tree was also difficult to inspect, and no significant issues sighted.

9.1.4.2. The root zone is garden with the dwelling and garage nearby. The nearby vegetation and dwelling provide significant protection from strong winds, and the tree provides major shading.

9.1.4.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered high in significance (IACA, 2010).

9.1.4.4. The existing dwelling proposed for demolition is located approximately 7.0m from the trunk within approximately 2% of the TPZ. Therefore, the tree will require protection.

9.1.5. Tree No. 19 *Syncarpia glomulifera* (Turpentine)

9.1.5.1. This planted or seeded, indigenous tree is located on the adjoining property being 8 Bristol Ave and is protected by council. This mature tree has an upright habit and is growing in a codominant class with dense form. It is expected to increase in size by approximately 20% as it ages. It has a dominant trunk with the crown showing good (4) health. The amount of deadwood was determined as low and small being approximately <10% of the canopy with epicormic growth being low and young at approximately <10%. The tree has included bark in scaffold union and the structural condition appears to be fair.

9.1.5.2. The root zone is mulched with a fence dwelling and nearby. The adjacent vegetation provides little protection from strong winds, and the tree provides shading to an existing open space.

9.1.5.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered high in significance (IACA, 2010).

9.1.6. Tree No. 59 *Jacaranda mimosifolia* (Jacaranda)

9.1.6.1. This planted, exotic tree is located on site and is protected by council. This young tree has a spreading habit and is growing in a dominant class with adequate form. It is expected to increase in size by approximately 100% as it matures. It has a dominant trunk with the crown showing average (3) health. The amount of deadwood was determined as low and small being approximately <10% of the canopy with epicormic growth being varying ages and sizes at approximately <10%. No significant issues were sighted; therefore, the structural condition appears to be fair.

9.1.6.2. The root zone is garden with a garage and the dwelling nearby. The surrounding structures provide partial protection from strong winds, and the tree provides minor shading to an existing open space.

9.1.6.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered low in significance (IACA, 2010).

9.1.6.4. The existing No. 77 dwelling demolition proposed for demolition is located approximately 3.6m from the trunk within approximately 7% of the TPZ. Therefore, the tree will require protection.

9.1.7. Tree No. 64 *Jacaranda mimosifolia* (Jacaranda)

9.1.7.1. This planted, exotic tree is located on site and is protected by council. This semi mature tree has a spreading habit and is growing in a dominant class with adequate form. It is expected to increase in size by approximately 100% as it matures. It has a codominant trunk with the crown showing average (3) health. The amount of deadwood was determined as low and small being approximately <10% of the canopy with epicormic growth being varying ages and sizes at approximately <10%. The tree is leaning; therefore, the structural condition appears to be poor.

9.1.7.2. The root zone is grass with a fence nearby. The nearby vegetation provides partial protection from strong winds, and the tree provides minor shading to an existing open space as well as currently providing minor screening to an adjoining property.

9.1.7.3. This tree has a *'TreeAZ'* rating of 'Z5' and an estimated life expectancy of 40+yrs. It is considered medium in significance (IACA, 2010).

9.1.7.4. The proposed storm water pit is located approximately 0.2m from the trunk, inside the 6m TPZ with a 17% encroachment. There are no proposed works within the 2.5m SRZ. The proposed encroachment is likely to cause damage to lower order and non- woody roots. Any detrimental impacts will be significantly reduced if hand excavation occurred for the storm water pit and horizontal direction drilling pipe works within the 6m TPZ. The root system must be protected during the proposed excavations, preventing damaged or severance to any root measuring over 50mm in diameter.

9.1.8. Tree No. 65 *Eucalyptus saligna* (Sydney Blue Gum)

9.1.8.1. This seeded, indigenous tree is located on site and is protected by council. This mature tree has a spreading habit and is growing in a codominant class with adequate form. It is

expected to increase in size by approximately 10% as it ages. It has a dominant trunk with the crown showing average (3) health. The amount of deadwood was determined as varying ages and sizes being approximately 10%-25% of the canopy with epicormic growth being varying ages and sizes at approximately 10%-25%. The tree has minor previously failed branches, one with bracket fungi, 5-10cm diametre trunk cavities. The structural condition appears to be fair without structural strength testing to determine otherwise.

9.1.8.2. The root zone is grass with a tennis court nearby. The tree provides major shading to an existing open space and currently provides screening to an adjoining property.

9.1.8.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered high in significance (IACA, 2010).

9.1.8.4. The existing tennis court proposed for demolition is located approximately 1.5m from the trunk within approximately 19% of the TPZ. Therefore, the tree will require strict protection.

9.1.8.5. The proposed storm water pit is located approximately 5.8m from the trunk, inside the 12m TPZ with a 2% encroachment. There are no proposed works within the 3.3m SRZ. The proposed encroachment may to cause minor damage to roots. Any detrimental impacts will be significantly reduced if hand excavation occurred for the storm water pit and horizontal direction drilling pipe works within the 12m TPZ. The root system must be protected during the proposed excavations, preventing damaged or severance to any root measuring over 50mm in diameter.

9.1.9. Tree No. 66 *Stenocarpus sinuatus* (Fire Wheel Tree)

9.1.9.1. This planted, native tree is located on site and is protected by council. This young tree has an upright habit and is growing in a dominant class with dense form. It is expected to increase in size by approximately 100% as it ages. It has a dominant trunk with the crown showing good (4) health. The amount of deadwood was determined as low and small being approximately <10% of the canopy with epicormic growth being low and young at approximately <10%. The tree has basal suckers, and the structural condition appears to be fair.

9.1.9.2. The root zone is weeds with a tennis court nearby. The nearby vegetation provides partial protection from strong winds, and

the tree provides minor shading to an existing open space as well as currently provides screening to an adjoining property.

9.1.9.3. This tree has a *'TreeAZ'* rating of 'Z1' and an estimated life expectancy of 40+yrs. It is considered low in significance (IACA, 2010).

9.1.9.4. The existing tennis court proposed for demolition is located approximately 1m from the trunk within approximately 6% of the TPZ. Therefore, the tree will require strict protection.

9.1.10. Tree No. 68 *Eucalyptus saligna* (Sydney Blue Gum)

9.1.10.1. This seeded, indigenous tree is located on site and is protected by council. This mature tree has a spreading habit and is growing in a codominant class with adequate form. It is expected to increase in size by approximately 10% as it ages. It has a dominant trunk with the crown showing average (3) health. The amount of deadwood was determined as low and small being approximately <10% of the canopy with epicormic growth being low and young at approximately <10%. The tree has minor previously failed branches, therefore the structural condition appears to be fair.

9.1.10.2. The root zone is grass with a dwelling and tennis court nearby. The tree provides major shading to an existing open space.

9.1.10.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered high in significance (IACA, 2010).

9.1.10.4. The proposed storm water pit is located approximately 1.8m from the trunk, inside the 6m TPZ and 2.7m SRZ with a 7% encroachment, which is considered major in accordance with AS4970-2009. The proposed encroachment is likely to cause damage to roots. Any detrimental impacts will be significantly reduced if hand excavation occurred for the storm water pit and horizontal direction drilling pipe works within the 6m TPZ. The root system must be protected during the proposed excavations, preventing damaged or severance to any root measuring over 50mm in diameter.

9.1.11. Tree No. 69 *Eucalyptus saligna* (Sydney Blue Gum)

9.1.11.1. This seeded, indigenous tree is located on site and is protected by council. This mature tree has a spreading habit and is growing in a codominant class with adequate form. It is expected to increase in size by approximately 10% as it ages. It has a dominant trunk with the crown showing average (3)

health. The amount of deadwood was determined as low and small being approximately <10% of the canopy with epicormic growth being low and young at approximately <10%. No significant issues sighted; therefore, the structural condition appears to be fair.

9.1.11.2. The root zone is grass with the tennis court nearby. The tree provides major shading to an existing open space as well.

9.1.11.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered high in significance (IACA, 2010).

9.1.11.4. The proposed storm water pit is located approximately 6.2m from the trunk, inside the 7.2m TPZ with a 1% encroachment, which is considered minor in accordance with AS4970-2009. The root system must be protected during the proposed excavations, preventing damaged or severance to any root measuring over 50mm in diameter.

9.1.12. Tree No. 74 *Pittosporum undulatum* (Sweet Pittosporum)

9.1.12.1. This seeded, indigenous tree is located on site and is protected by council. The species is listed under the Biosecurity Act (2015) as having 'General Biosecurity Duty'. This mature tree has an upright habit and is growing in a codominant class with adequate form. It is not expected to increase in size. It has a dominant trunk with the crown showing average (3) health. The amount of deadwood was determined as low and small being approximately <10% of the canopy. The tree has climber extending into the canopy. The structural condition appears to be fair.

9.1.12.2. The root zone is weeds with a fence nearby. The surrounding vegetation provides partial protection from strong winds, and the tree provides minor shading to an existing open space as well as currently provides screening to an adjoining property.

9.1.12.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 5-15yrs. It is considered medium in significance (IACA, 2010).

9.1.12.4. The proposed storm water pit is located approximately 1.4m from the trunk, inside the 4.8m TPZ and 2.3m SRZ with an 8% encroachment, which is considered major in accordance with AS4970-2009. The proposed encroachment is likely to cause damage to roots. Any detrimental impacts will be significantly reduced if hand excavation occurred for the storm water pit and

horizontal direction drilling pipe works within the 4.8m TPZ. The root system must be protected during the proposed excavations, preventing damaged or severance to any root measuring over 50mm in diameter.

9.1.13. Tree No. 75 Brachychiton acerifolius (Illawarra Flame Tree)

9.1.13.1. This planted, native tree is located on site and is protected by council. This semi mature tree has an upright habit and is growing in a codominant class with adequate form. It is expected to increase in size by approximately 20% as it ages. It has a dominant trunk with the crown showing average (3) health. The amount of deadwood was determined as low and small being approximately <10% of the canopy with epicormic growth being low and young at approximately <10%. No significant issues were sighted. The structural condition appears to be good.

9.1.13.2. The root zone is weeds with no structures nearby. The surrounding vegetation provides partial protection from strong winds, and the tree provides minor shading to an existing open space.

9.1.13.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered medium in significance (IACA, 2010).

9.1.13.4. The proposed storm water pit is located approximately 3.3m from the trunk, inside the 4.8m TPZ with a 3% encroachment, which is considered minor in accordance with AS4970-2009. The root system must be protected during the proposed excavations, preventing damaged or severance to any root measuring over 50mm in diameter.

9.1.14. Tree No. 80 *Eucalyptus saligna* (Sydney Blue Gum)

9.1.14.1. This remnant, indigenous tree is located on site and is protected by council. This mature tree has a spreading habit and is growing in a dominant class with adequate form. It is expected to increase in size by approximately 10% as it ages. It has a dominant trunk with the crown showing average (3) health. The amount of deadwood was determined as varying ages and sizes being approximately 10%-25% of the canopy with epicormic growth being varying ages and sizes at approximately 10%-25%. No significant issues were sighted.

9.1.14.2. The root zone is grass with a tennis court nearby. The nearby vegetation provides partial protection from strong winds, and the tree provides major shading to an existing open space.

9.1.14.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered high in significance (IACA, 2010).

9.1.14.4. The existing tennis court proposed for demolition is located approximately 3.7m from the trunk within approximately 22% of the TPZ. Therefore, the tree will require strict protection.

9.1.15. Tree No. 81 *Eucalyptus saligna* (Sydney Blue Gum)

9.1.15.1. This remnant, indigenous tree is located on site and is protected by council. This semi mature tree has a spreading habit and is growing in a dominant class with adequate form. It is expected to increase in size by approximately 20% as it ages. It has a dominant trunk with the crown showing average (3) health. The amount of deadwood was determined as varying ages and sizes being approximately 10%-25% of the canopy with epicormic growth being varying ages and sizes at approximately 10%-25%. No significant issues were sighted.

9.1.15.2. The root zone is grass with no structures nearby. The nearby vegetation provides partial protection from strong winds, and the tree provides major shading to an existing open space.

9.1.15.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered high in significance (IACA, 2010).

9.1.15.4. The existing tennis court proposed for demolition is located approximately 4.3m from the trunk within approximately 1% of the TPZ. Therefore, the tree will require protection.

9.2. Trees Proposed for Removal

9.2.1. Tree No. 61 *Camellia reticulata* (Reticulata Camellia)

9.2.1.1. This planted, exotic tree is located on site and is protected by council. This mature tree has a spreading habit and is growing in a dominant class with dense form. It is expected to increase in size by approximately 50% as it ages. It has a multi trunked trunk with the crown showing good (4) health with no significant issues sighted.

9.2.1.2. The root zone is grass with the dwelling and a pool fence nearby. The tree does not provide significant shading.

9.2.1.3. This tree has a *'TreeAZ'* rating of 'Z1' and an estimated life expectancy of 40+yrs. It is considered low in significance (IACA, 2010).

9.2.1.4. This tree is located within the proposed indicative development envelope and proposed for removal.

9.2.2. Tree No. 62 *Livistona chinensis* (Chinese Fan Palm)

9.2.2.1. This planted, native tree is located on site and is protected by council. This semi mature tree has an upright habit and is growing in a dominant class with adequate form. It is expected to increase in size by approximately 40% as it matures. It has a dominant trunk with the crown showing good (4) health. No significant issues were sighted.

9.2.2.2. The root zone is grass and sealed with no structures nearby. /// a driveway nearby. The nearby vegetation provides partial protection from strong winds, and the tree provides minor shading.

9.2.2.3. This tree has a *'TreeAZ'* rating of 'A2' and an estimated life expectancy of 40+yrs. It is considered medium in significance (IACA, 2010).

9.2.2.4. This tree is located within the proposed indicative development envelope and proposed for removal.

9.3. Impact on Surrounding Area

9.3.1. The existing trees provide significant shading and protection from strong winds and storms asl well as some screening from adjoining properties.

9.3.2. The proposed demolition works are unlikely to detrimentally impact the health and stability of the subject significant trees.

10. Recommendations

10.1. Trees Requiring Protection

10.1.1. Tree No. 8 *Syncarpia glomulifera* (Turpentine) is a codominant and mature indigenous tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and high in significance. The existing No. 73 dwelling proposed for demolition encroaches the 10.7m TPZ by a minor 17%.

- Recommendations
  - Demolition machinery to work from hard surfaces only
  - Mulch using composted leaf mulch
  - Apply micro irrigation to TPZ remaining connected to a designated water sourceTree protection fencing required
  - Tree protection fencing required

10.1.2. Tree No. 9 *Syncarpia glomulifera* (Turpentine) is a codominant and mature indigenous tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and high in significance. The existing No. 73 dwelling proposed for demolition encroaches the 7.2m TPZ by a minor 1%.

- Recommendations
  - Demolition machinery to work from hard surfaces only
  - Tree protection fencing required

10.1.3. Tree No. 12 *Syncarpia glomulifera* (Turpentine) is a codominant and mature indigenous tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and high in significance. The existing No. 73 dwelling proposed for demolition encroaches the 8.7m TPZ by a minor 1%.

- Recommendations
  - Demolition machinery to work from hard surfaces only
  - Tree protection fencing required

10.1.4. Tree No. 16 *Syncarpia glomulifera* (Turpentine) is a codominant and mature indigenous tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and high in significance. The existing No. 73 dwelling proposed for demolition encroaches the 7.7m TPZ by a minor 4%.

- Recommendations
  - Demolition machinery to work from hard surfaces only
  - Tree protection fencing required

10.1.5. Tree No. 19 *Syncarpia glomulifera* (Turpentine) is a codominant and mature indigenous tree located on the adjoining property. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and high in

significance. The existing No. 73 dwelling proposed for demolition encroaches the 7.2m TPZ by a minor 4%.

- Recommendations
  - Demolition machinery to work from hard surfaces only
  - Tree protection fencing required

10.1.6. Tree No. 59 *Jacaranda mimosifolia* (Jacaranda) is a dominant and young exotic tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and low in significance. The existing No. 77 dwelling proposed for demolition encroaches the 4.8m TPZ by a minor 7%.

- Recommendations
  - Demolition machinery to work from hard surfaces only
  - Tree protection fencing required

10.1.7. Tree No. 64 *Jacaranda mimosifolia* (Jacaranda) is a dominant and semi mature exotic tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'Z5', a 40+yrs life expectancy and medium in significance. The proposed storm water pit encroaches the 6m TPZ by a major 17%.

- Recommendations
  - Hand excavation within SRZ and TPZ for storm water pit
  - Do not cut roots over 50mm in diameter
  - Properly prune roots under 50mm sharply
  - No soil level changes within TPZ
  - Mulch using composted leaf mulch
  - Apply micro irrigation to TPZ remaining connected to a
  - designated water source
  - Trunk protection required
  - Tree protection fencing

10.1.8. Tree No. 65 *Eucalyptus saligna* (Sydney Blue Gum) is a codominant and mature indigenous tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and high in significance. The existing tennis court proposed for demolition encroaches the 12m TPZ by a major 19%. The proposed storm water pit encroaches the 12m TPZ by a minor 6%.

- Recommendations
  - Demolition machinery to work from hard surfaces only
  - Hand excavation within TPZ for storm water pit
  - Do not cut roots over 50mm in diameter
  - Properly prune roots under 50mm sharply
  - No soil level changes within TPZ
  - Mulch using composted leaf mulch
  - Apply micro irrigation to TPZ remaining connected to a designated water sourceTree protection fencing required
  - Tree protection fencing required

10.1.9. Tree No. 66 *Stenocarpus sinuatus* (Fire Wheel Tree) is a dominant and young native tree located onsite. It is in good condition with a *'TreeAZ'* rating of 'Z1', a 40+yrs life expectancy and low in significance. The existing tennis court proposed for demolition encroaches the 2.4m TPZ by a minor 6%.

- Recommendations
  - Demolition machinery to work from hard surfaces only
  - Tree protection fencing required

10.1.10. Tree No. 68 *Eucalyptus saligna* (Sydney Blue Gum) is a codominant and mature indigenous tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and high in significance. The proposed storm water pit encroaches the 2.7m SRZ and 6m TPZ by a major 7%.

- Recommendations
  - Hand excavation within SRZ and TPZ for storm water pit
  - Do not cut roots over 50mm in diameter
  - Properly prune roots under 50mm sharply
  - No soil level changes within TPZ
  - Mulch using composted leaf mulch
  - Apply micro irrigation to TPZ remaining connected to a
  - designated water source
  - Tree protection fencing

10.1.11. Tree No. 69 *Eucalyptus saligna* (Sydney Blue Gum) is a codominant and mature indigenous tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and high in significance. The existing tennis court proposed for demolition encroaches the 7.2m TPZ by a major 17%. The proposed storm water pit encroaches by 1%.

- Recommendations
  - Demolition machinery to work from hard surfaces only
  - Hand excavation within TPZ for storm water pit
  - Do not cut roots over 50mm in diameter
  - Properly prune roots under 50mm sharply
  - No soil level changes within TPZ
  - Mulch using composted leaf mulch
  - Apply micro irrigation to TPZ remaining connected to a designated water sourceTree protection fencing required
  - Tree protection fencing required

10.1.12. Tree No. 74 *Pittosporum undulatum* (Sweet Pittosporum) is a codominant and mature indigenous tree located on the adjoining property. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 5-15yrs life expectancy and medium in significance. The proposed storm water pit encroaches the 4.8m TPZ by a minor 8%.

- Recommendations

- Hand excavation within TPZ for storm water pit
- Do not cut roots over 50mm in diameter
- Properly prune roots under 50mm sharply
- No soil level changes within TPZ
- Mulch using composted leaf mulch
- Apply micro irrigation to TPZ remaining connected to a
- designated water source
- Tree protection fencing

10.1.13. Tree No. 75 *Brachychiton acerifolius* (Illawarra Flame Tree) is a codominant and semi mature native tree located onsite. It is in good condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and medium in significance. The proposed storm water pit encroaches the 4.8m TPZ by a minor 3%.

- Recommendations
  - Hand excavation within TPZ for storm water pit
  - Do not cut roots over 50mm in diameter
  - Properly prune roots under 50mm sharply
  - No soil level changes within TPZ
  - Mulch using composted leaf mulch
  - Apply micro irrigation to TPZ remaining connected to a
  - designated water source
  - Tree protection fencing

10.1.14. Tree No. 80 *Eucalyptus saligna* (Sydney Blue Gum) is a dominant and mature indigenous tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and high in significance. The existing tennis court proposed for demolition encroaches the 9.6m TPZ by a major 22%.

- Recommendations
  - Demolition machinery to work from hard surfaces only
  - Mulch using composted leaf mulch
  - Apply micro irrigation to TPZ remaining connected to a designated water sourceTree protection fencing required
  - Tree protection fencing required

10.1.15. Tree No. 81 *Eucalyptus saligna* (Sydney Blue Gum) is a dominant and semi mature indigenous tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and high in significance. The existing tennis court proposed for demolition encroaches the 4.8m TPZ by a minor 1%.

- Recommendations
  - Demolition machinery to work from hard surfaces only
  - Tree protection fencing required

10.2. Trees Proposed for Removal

10.2.1. Tree No. 61 *Camellia reticulata* (Reticulata Camellia) is a dominant and mature exotic tree located onsite. It is in fair condition with a *'TreeAZ'* rating of 'Z1', a 40+yrs life expectancy and low in significance. It is located within the proposed indicative development envelope and proposed for removal.

10.2.2. Tree No. 62 *Livistona chinensis* (Chinese Fan Palm) is a dominant and semi mature exotic palm located onsite. It is in good condition with a *'TreeAZ'* rating of 'A2', a 40+yrs life expectancy and low in significance. It is located within the proposed indicative development envelope and proposed for removal.

11. Tree Protection and Management Programme

11.1. Tree Retention & Removal List

Protected trees only

Tree No.	Species	TPZ (m)	Status
1	Eucalyptus acmenoides (White Mahogany)	6.0m	Retain
2	Syncarpia glomulifera (Turpentine)	7.2m	Retain
3	Syncarpia glomulifera (Turpentine)	4.8m	Retain
4	Syncarpia glomulifera (Turpentine)	6.0m	Retain
5	Syncarpia glomulifera (Turpentine)	10.3m	Retain
6	Syncarpia glomulifera (Turpentine)	4.8m	Retain
7	Angophora costata (Smooth-barked Apple)	8.4m	Retain
8	Syncarpia glomulifera (Turpentine)	10.7m	Retain
9	Syncarpia glomulifera (Turpentine)	7.2m	Retain
10	Syncarpia glomulifera (Turpentine)	6.0m	Retain
11	Syncarpia glomulifera (Turpentine)	6.0m	Retain
12	Syncarpia glomulifera (Turpentine)	8.7m	Retain
13	Citharexylum spinosum (Fiddlewood)	2.4m	Retain
14	Syncarpia glomulifera (Turpentine)	5.4m	Retain
15	Syncarpia glomulifera (Turpentine)	5.4m	Retain
16	Syncarpia glomulifera (Turpentine)	7.7m	Retain
17	Archontophoenix cunninghamiana (Bangalow Palm)	2.4m	Retain
18	Cedrus deodara (Deodar Cedar)	6.0m	Retain
19	Syncarpia glomulifera (Turpentine)	7.2m	Retain
21	Syncarpia glomulifera (Turpentine)	7.2m	Retain
23	Fraxinus griffithii (Evergreen Ash)	3.4m	Retain
24	Syncarpia glomulifera (Turpentine)	8.4m	Retain
26	Syncarpia glomulifera (Turpentine)	7.2m	Retain
27	Eucalyptus saligna (Sydney Blue Gum)	6.0m	Retain
28	Melaleuca incana (Grey Honey Myrtle)	3.5m	Retain
29	Citharexylum spinosum (Fiddlewood)	5.4m	Retain
30	Melaleuca bracteata (Revolution Green)	3.0m	Retain
31	Laurus nobilis (Bay Tree)	3.0m	Retain
32	Leptospermum petersonii (Lemon Scented Tea Tree)	3.6m	Retain
33	Juniperus communis (Juniper)	3.0m	Retain
34	Juniperus communis (Juniper)	2.4m	Retain
35	Juniperus communis (Juniper)	2.0m	Retain
37	Camellia reticulata (Reticulata Camellia)	2.4m	Retain
42	Juniperus communis (Juniper)	2.0m	Retain
43	Camellia reticulata (Reticulata Camellia)	2.0m	Retain
45	Cupressus sempervirens var. stricta (Pencil Pine)	2.4m	Retain
46	Cupressus sempervirens var. stricta (Pencil Pine)	2.4m	Retain
47	Podocarpus elatus (Brown Pine)	7.2m	Retain
48	Eucalyptus microcorys (Tallowwood)	8.4m	Retain
49	Glochidion ferdinandi (Cheese Tree)	6.0m	Retain
50	Grevillea robusta (Silky Oak)	2.4m	Retain
51	Callistemon salignus (Willow Bottlebrush)	4.2m	Retain
52	Callistemon salignus (Willow Bottlebrush)	2.0m	Retain
53	Callistemon salignus (Willow Bottlebrush)	3.0m	Retain

Table 12. Tree Retention and Removal List

Tree Retention and Removal List Continued

Tree No.	Species	TPZ (m)	Status
54	Thuja plicata (Western Red Cedar)	4.8m	Retain
55	Glochidion ferdinandi (Cheese Tree)	6.0m	Retain
56	Archontophoenix cunninghamiana (Bangalow Palm) multiple	3.6m	Retain
57	Archontophoenix cunninghamiana (Bangalow Palm)	3.6m	Retain
58	Archontophoenix cunninghamiana (Bangalow Palm)	2.4m	Retain
59	Jacaranda mimosifolia (Jacaranda)	4.8m	Retain
60	Jacaranda mimosifolia (Jacaranda)	5.1m	Retain
61	Camellia reticulata (Reticulata Camellia)	2.4m	Remove
62	Livistona chinensis (Chinese Fan Palm)	6.0m	Remove
63	Cedrus deodara (Deodar Cedar)	6.0m	Retain
64	Jacaranda mimosifolia (Jacaranda)	6.0m	Retain
65	Eucalyptus saligna (Sydney Blue Gum)	12.0m	Retain
66	Stenocarpus sinuatus (Fire Wheel Tree)	2.4m	Retain
68	Eucalyptus saligna (Sydney Blue Gum)	6.0m	Retain
69	Eucalyptus saligna (Sydney Blue Gum)	7.2m	Retain
70	Eucalyptus pilularis (Blackbutt)	4.8m	Retain
71	Angophora costata (Smooth-barked Apple)	6.6m	Retain
72	Syncarpia glomulifera (Turpentine)	4.8m	Retain
73	Syncarpia glomulifera (Turpentine)	6.0m	Retain
74	Pittosporum undulatum (Sweet Pittosporum)	4.8m	Retain
75	Brachychiton acerifolius (Illawarra Flame Tree)	4.8m	Retain
76	Grevillea robusta (Silky Oak)	24.0m	Retain
78	Callistemon salignus (Willow Bottlebrush)	5.1m	Retain
79	Pittosporum undulatum (Sweet Pittosporum)	2.4m	Retain
80	Eucalyptus saligna (Sydney Blue Gum)	9.6m	Retain
81	Eucalyptus saligna (Sydney Blue Gum)	4.8m	Retain
83	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
84	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
85	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
86	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
87	Eucalyptus punctata (Grey Gum)	8.4m	Retain
88	Cedrus deodara (Deodar Cedar)	8.4m	Retain
89	Ulmus glabra (Scotch Elm)	7.2m	Retain
90	Archontophoenix cunninghamiana (Bangalow Palm)	3.6m	Retain
91	Archontophoenix cunninghamiana (Bangalow Palm)	3.6m	Retain
92	Archontophoenix cunninghamiana (Bangalow Palm)	2.4m	Retain
93	Archontophoenix cunninghamiana (Bangalow Palm)	2.4m	Retain
94	Archontophoenix cunninghamiana (Bangalow Palm)	2.4m	Retain
95	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
96	Howea forsteriana (Kentia Palm)	2.0m	Retain
97	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
98	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
99	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
100	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
101	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
102	Ravenea rivularis (Majesty Palm)	2.4m	Retain
105	Syncarpia glomulifera (Turpentine)	3.6m	Retain

Table 10. Continued -Tree Retention and Removal List

11.2. Tree Protection Measures

These specifications are for the trees identified and selected for retention including any tree located on adjoining properties.

11.2.1. **Tree Protection** - All tree parts must be protected - This includes roots, trunks and branches. *The TPZ distance is measured radially from the trunk.*

11.2.2. **Fencing** - A 1.8m chain wire fence, secured and fastened to prevent movement be installed in accordance with *AS4970-2009 protection of trees on development sites* and *AS 4687-2007 Temporary Fencing and Hoarding*. The TPZ distances are located within the tree schedule. Woody roots must not be damage during fencing TPZ fencing installation. The installation of all required tree protection fencing must include shade cloth attached to the fencing to reduce transport of dust, particulates and liquids from entering the tree protection zone. No fence relocation is permitted without Arborist permission.

11.2.3. **Ground Protection** - Ground surface protection must be installed if construction access is required through any TPZ. Protected with boarding (ie scaffolding board or plywood sheeting or similar material), placed over a layer of mulch to a depth of at least 100mm and geotextile fabric. The protective boarding must be left in place for the duration of the construction and development. The existing concrete driveways are to be left in-situ and forms part of the ground surface protection.

11.2.4. **Signage** - "Tree Protection Zone, No Entry". With project arborist contact details to be attached to the protective fencing.

11.2.5. **Machinery Movements** - Machinery movements must be kept outside of TPZ's or on hard surfaces within TPZ's.

11.2.6. **AS4970-2009** - Activities generally excluded from the TPZ include but are not limited to;

- soil cutting or fill including trenching
- machine excavation including trenching;
- excavation for silt fencing;
- soil cultivation, disturbance or compaction;
- stockpiling, storage or mixing of materials;
- preparation of chemicals, including preparation of cement products;
- parking of vehicles and plant;
- disposal of liquids and refuelling;
- dumping of waste;
- disposal of building materials;
- was placement of fill;
- lighting of fires;

- soil level changes;
- temporary or permanent installation of utilities and signs, and
- physical damage to the tree.
- site offices or shed locations

11.2.7. **Canopy Pruning** - No pruning is expected.

11.2.8. **Mulch** - Within the TPZ fencing up to 100mm of *COMPOSTED* organic mulch must be applied to help retain moisture levels, suppress weed growth and reduce tree stress. Mulch must be in accordance with AS4454-2012 Composts, soil conditioners and mulches.

11.2.9. **Irrigation** - All trees must be thoroughly watered regularly throughout the development process. This is dependent on weather conditions where more water applied during hot and or winding weather. Micro-irrigation lines must be connected to a designated water source that remains connected throughout the development works. and forward-facing sprayers from the fence line for use during and post construction activities.

11.2.10. **Tree Damage** - If any tree is damaged the project arborist should be notified, engaged to inspect and provide advice as well as written documentation to be supplied to the certifying authority.

11.2.11. **Fertilisation** - Any tree requiring fertilisation should be performed at the discretion of the site arborist only.

11.3. Tree Monitoring Schedule

11.3.1. During site occupation all TPZ's and trees must be monitored, assessed and recorded by the project arborist according to council's determinations.

11.3.2. Any work that occurs within a TPZ must be witnessed and directed by the project arborist.

11.3.3. In the event that any tree is declining in health the project arborist shall be engaged to supply written remedial applications that must be applied immediately.

11.3.4. Any excavation work within a Tree Protection Zone must be monitored by the project arborist.

11.4. Project Arborist Monitoring

1	Project arborist (level 5) must oversee tree retention with written confirmation from the owner or site manager
2	All tree related matters must be discussed with the project arborist
3	The builder / site manager is responsible to inform the project arborist of any issues during works
4	Project arborist must maintain a monthly log including site visits, notes and photographs
5	Project arborist must provide feedback the builder, site manager or council

Table 13. Project Arborist Monitoring

11.5. Project Arborist Supervision

An Arborist with minimum qualifications in Arboriculture of Level 5 (under the Australian Qualification Framework) must oversee various stages of work within the Tree Protection Zone of any tree listed for retention. The Arborist must certify compliance with each key milestone as detailed below.

1	Project arborist to mark or tag all trees to be removed (red) and retain (green) with confirmed and agreement with site manager prior to ANY onsite works
2	Project arborist to mark tree protection fencing locations prior to ANY onsite works
3	During demolition of any ground surface materials (paving, concrete, grass etc) within the Tree Protection Zone (TPZ) of any tree to be retained
4	During any excavation and trenching which has been approved by Council within the TPZ of any tree to be retained
5	During any Landscape works within the TPZ of any tree to be retained

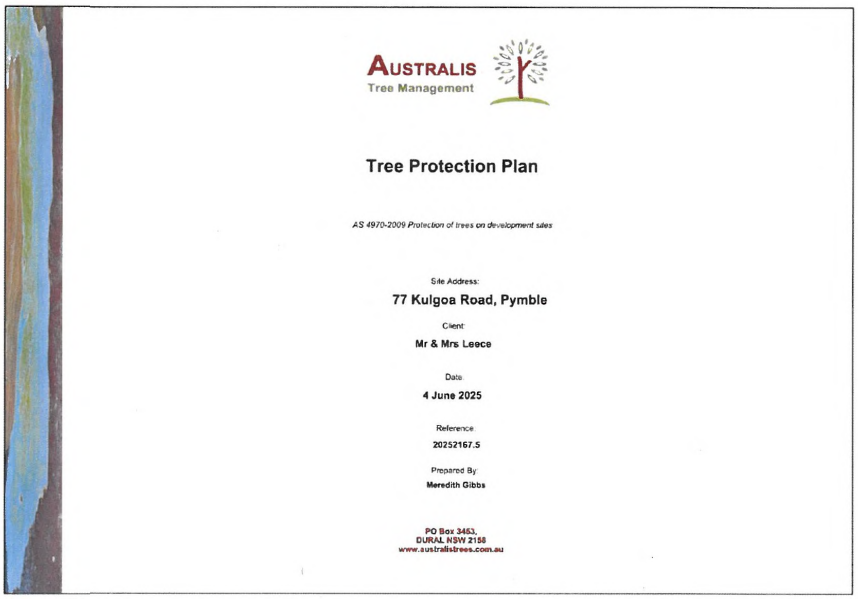
Table 14. Project Arborist Supervision

11.6. Project Arborist Hold Points

Hold Point	Task	Timing
1	Tree Protection Plan be onsite prior to works (AS4970-2009)	Prior to demolition of any structures
2	Approve tree tagging for tree retention and removal	
4	Inspect Tree Protection Fencing with signage (AS4970-2009)	
5	Install Trunk Protection where applicable	As required prior to works proceeding
6	Supervise all work within any TPZ's	As required during works
7	Tree Inspection	Monthly during all construction works
8	Final Tree Inspection	Post construction

Table 15. Project Arborist Hold Points

11.7. Tree Protection Plan



AUSTRALIS
Tree Management

Tree Protection Plan

AS 4970-2009 Protection of trees on development sites

Site Address:
77 Kulgoa Road, Pymble

Client:
Mr & Mrs Leece

Date:
4 June 2025

Reference:
20252167.5

Prepared By:
Meredith Gibbs

PO Box 3463,
DURAL NSW 2158
www.australistrees.com.au

AUSTRALIS Tree Management

4 June 2025

Tree No.	Species	TPZ	Proposed Status
1	Eucalyptus summeralas (White Mahogany)	6.0m	Retain
2	Syncarpia glomulifera (Turpentine)	7.2m	Retain
3	Syncarpia glomulifera (Turpentine)	4.8m	Retain
4	Syncarpia glomulifera (Turpentine)	6.0m	Retain
5	Syncarpia glomulifera (Turpentine)	10.2m	Retain
6	Syncarpia glomulifera (Turpentine)	4.8m	Retain
7	Angophora costata (Smooth-barked Apple)	9.4m	Retain
8	Syncarpia glomulifera (Turpentine)	10.7m	Retain
9	Syncarpia glomulifera (Turpentine)	1.2m	Retain
10	Syncarpia glomulifera (Turpentine)	9.0m	Retain
11	Syncarpia glomulifera (Turpentine)	8.0m	Retain
12	Syncarpia glomulifera (Turpentine)	9.1m	Retain
13	Citharexylum spinosum (Fiddlewood)	2.4m	Retain
14	Syncarpia glomulifera (Turpentine)	5.0m	Retain
15	Syncarpia glomulifera (Turpentine)	5.4m	Retain
16	Syncarpia glomulifera (Turpentine)	7.1m	Retain
17	Archontophoenix cunninghamiana (Bangalow Palm)	2.4m	Retain
18	Cedrus deodara 'Aurea' Cedar	4.5m	Retain
19	Syncarpia glomulifera (Turpentine)	7.2m	Retain
20	Rhaphiolepis umbellata (Dwarf Orb)	2.1m	Retain
21	Syncarpia glomulifera (Turpentine)	12.2m	Retain
22	Magnolia sp(Magnolia"	2.4m	Retain
23	Prunus griffithii (Evergreen Apl)	2.4m	Retain
24	Syncarpia glomulifera (Turpentine)	9.4m	Retain
25	Viburnum obrateolatum 'Sweet Viburnum'	2.0m	Retain
26	Syncarpia glomulifera (Turpentine)	7.2m	Retain
27	Eucalyptus saligna (Sydney Blue Gum)	9.0m	Retain
28	Melaleuca sterbii (Dry honey Myrtle)	1.5m	Retain
29	Citharexylum spinosum (Fiddlewood)	5.4m	Retain
30	Melaleuca bracteata (Revolution Green)	3.5m	Retain

Tree No.	Species	TPZ	Proposed Status
31	Laurus nobilis (Bay Tree)	3.0m	Retain
32	Lagerstroemia petersonii 'Lemon Scented Tea Tree'	3.6m	Retain
33	Juniperus communis 'Juniper'	3.0m	Retain
34	Juniperus communis 'Juniper'	2.4m	Retain
35	Juniperus communis 'Juniper'	2.0m	Retain
36	Buxus sp (Buxus')	2.0m	Retain
37	Camellia reticulata (Reticulata Camellia)	2.4m	Retain
38	Pittosporum undulatum (Pittosporum)'	7.0m	Retain
39	Viburnum odoratissimum (Sweet Viburnum)'	7.0m	Retain
40	Cells australis (Nettle Tree)'	7.0m	Retain
41	Viburnum odoratissimum (Sweet Viburnum)'	7.0m	Retain
42	Juniperus communis 'Juniper'	7.0m	Retain
43	Camellia reticulata (Reticulata Camellia)	7.0m	Retain
44	'Waucluma lepidota 'Alstonville' (Alstonville Tbaustima)'	9.0m	Retain
45	Cupressus sempervirens var. stricta (Pencil Pine)	2.4m	Retain
46	Cupressus sempervirens var. stricta (Pencil Pine)	2.1m	Retain
47	Podocarpus elatus (Brown Pine)	7.2m	Retain
48	Eucalyptus moreayna ("ulloweood)	8.4m	Retain
49	Glochidion ferdandi (Cheese Tree)	8.0m	Retain
50	Grevillea robusta (Silky Oak)	2.4m	Retain
51	Callistemon salignus 'Willow Bottlebrush)	4.2m	Retain
52	Callistemon salignus 'Willow Bottlebrush)	2.0m	Retain
53	Callistemon salignus 'Willow Bottlebrush)	3.0m	Retain
54	Thuja plicata (Western Red Cedar)	4.8m	Retain
55	Glochidion ferdandi (Cheese Tree)	9.0m	Retain
56	Archontophoenix cunninghamiana 'Bangalow Palm) Multipe	3.0m	Retain
57	Archontophoenix cunninghamiana 'Bangalow Palm.)	3.0m	Retain
58	Archontophoenix cunninghamiana 'Bangalow Palm)	3.0m	Retain
59	Jacaranda mimosifolia (Jacaranda)	4.8m	Retain
60	Jacaranda mimosifolia (Jacaranda)	6.1m	Retain

Tree No.	Species	TPZ	Proposed Status
61	Camellia reticulata (Reticulata Camellia)	2.1m	Remove
62	Livistona chinensis (Chinese Fan Palm)	3.1m	Remove
63	Cedrus deodara (Deodar Cedar)	9.3m	Retain
64	Jacaranda mimosifolia (Jacaranda)	6.8m	Retain
65	Eucalyptus saligna (Sydney Blue Gum)	12.0m	Retain
66	Stenocarpus sinuatus (Fire Wheel Tree)	2.4m	Retain
67	Dead	N/A	Retain
68	Eucalyptus saligna (Sydney Blue Gum)	9.3m	Retain
69	Eucalyptus saligna (Sydney Blue Gum)	7.2m	Retain
70	Eucalyptus pilularis (Blackbutt)	6.6m	Retain
71	Angophora costata (Smooth-leaved Apple)	9.6m	Retain
72	Syncarpia glomulifera (Turpentine)	6.4m	Retain
73	Syncarpia glomulifera (Turpentine)	9.3m	Retain
74	Pittosporum undulatum (Sweet Pittosporum)	6.8m	Retain
75	Brachychiton acerifolius (Illawarra Flame Tree)	6.8m	Retain
76	Corvillea racosa (Silky Oak)	10.0m	Retain
77	Cells australis 'Nettle Tree)'	7.2m	Retain
78	Callistemon salignus (Willow Bottlebrush)	3.1m	Retain
79	Pittosporum undulatum (Sweet Pittosporum)	2.9m	Retain
80	Eucalyptus saligna (Sydney Blue Gum)	9.0m	Retain
81	Eucalyptus saligna (Sydney Blue Gum)	9.0m	Retain
82	Ligustrum lucidum (Large Leaf Privet)'	3.2"	Retain
83	Livistona chinensis (Chinese Fan Palm)	3.0m	Retain
84	Livistona chinensis (Chinese Fan Palm)	3.3m	Retain
85	Livistona chinensis (Chinese Fan Palm)	3.9m	Retain
86	Livistona chinensis (Chinese Fan Palm)	3.9m	Retain
87	Eucalyptus punctata (Grey Gum)	9.6m	Retain
88	Cedrus deodara (Deodar Cedar)	9.6m	Retain
89	Litsea gracia (Native Bay)	7.2m	Retain
90	Archontophoenix cunninghamiana (Bangalow Palm)	3.9m	Retain

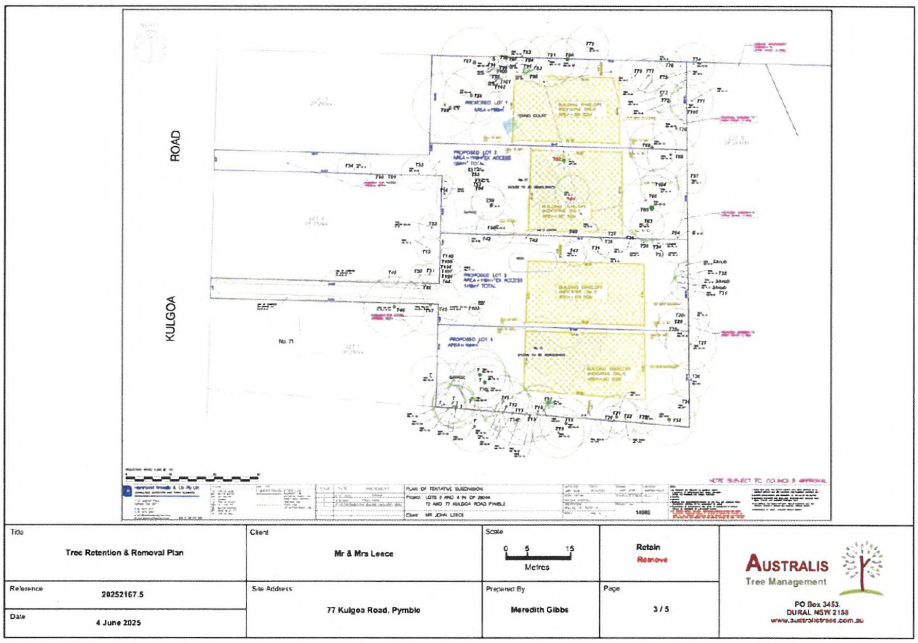
Tree No.	Species	TPZ	Proposed Status
91	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
92	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
93	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
94	Archontophoenix cunninghamiana (Bangalow Palm)	2.4m	Retain
95	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
96	Howea forsterana (Kentia Palm)	2.0m	Retain
97	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
98	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
99	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
100	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
101	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
102	Howea forsterana (Kentia Palm)	2.4m	Retain
103	Camellia reticulata 'Reticulata Camellia)'	2.0m	Retain
104	Cells australis 'Nettle Tree)'	9.0m	Retain
105	Syncarpia glomulifera (Turpentine)	3.6m	Retain
106	'Waucluma lepidota 'Alstonville' (Alstonville Tbaustima)'	2.0m	Retain
107	'Waucluma lepidota 'Alstonville' (Alstonville Tbaustima)'	2.0m	Retain
108	'Waucluma lepidota 'Alstonville' (Alstonville Tbaustima)'	2.0m	Retain
109	'Waucluma lepidota 'Alstonville' (Alstonville Tbaustima)'	2.0m	Retain
110	'Waucluma lepidota 'Alstonville' (Alstonville Tbaustima)'	2.0m	Retain

* Exempt from Council Protection

Title: **Tree List**	Client: **Mr & Mrs Leece**		**Retain** Remove	AUSTRALIS Tree Management
Reference: **20252167.5**	Site Address: **77 Kulgoa Road, Pymble**	Prepared By: **Meredith Gibbs**	Page: **2 / 5**	PO Box 3453, DURAL NSW 2158 www.australistrees.com.au
Date: **4 June 2025**				

AUSTRALIS Tree Management

4 June 2025



Title: Tree Retention & Removal Plan	Client: Mr & Mrs Leece	Scale: 0 5 15 Metres	Retain / Remove
Reference: 20252167.5	Site Address: 77 Kulgoa Road, Pymble	Prepared By: Meredith Gibbs	Page: 3 / 5
Date: 4 June 2025			

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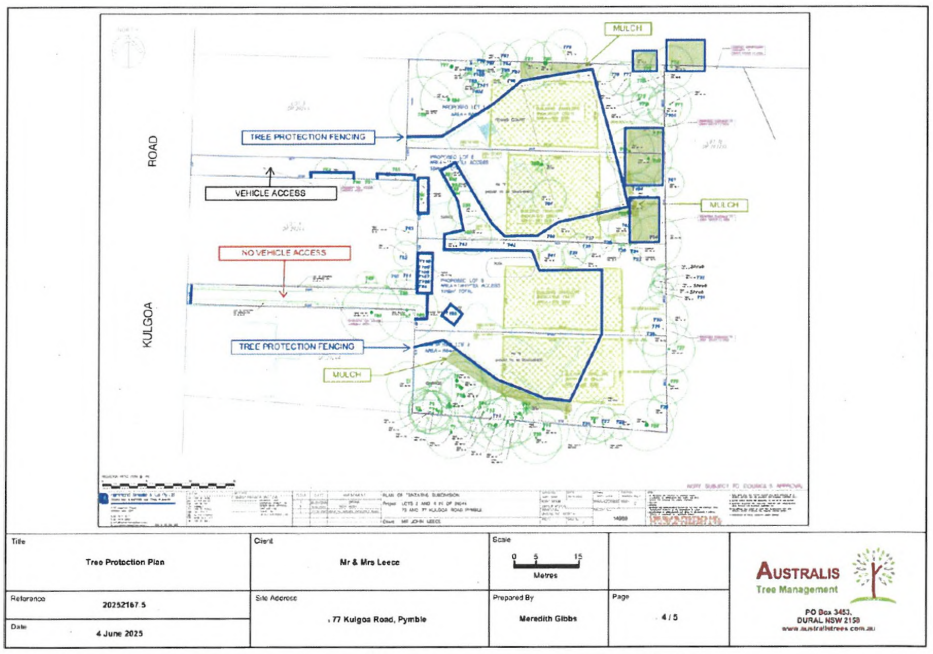
4 June 2025



Title: Tree Protection Plan	Client: Mr & Mrs Leece	Scale: 0 5 15 Metres	AUSTRALIS Tree Management PO Box 3453, DURAL NSW 2158 www.australistrees.com.au
Reference: 20252167.5	Site Address: , 77 Kulgoa Road, Pymble	Prepared By: Meredith Gibbs	Page: 4 / 5
Date: 4 June 2025			

AUSTRALIS Tree Management

4 June 2025

Project Arborist Monitoring

Project arborist (level 5) must oversee tree retention with written confirmation from the owner or site manager

All tree related matters must be discussed with the project arborist

The builder / site manager is responsible to inform the project arborist of any issues during works

Project arborist must maintain a monthly log including site visits, notes and photographs

The project arborist must provide feedback to the owner / builder / notes and site manager / council

All tree related matters must be discussed with the project arborist

Project Hold Points

Prior to demolition of structures
Tree Protection Plan & Specifications must be onsite prior to works

Project arborist must oversee tree retention

Project arborist must inspect Tree Protection Fencing including adequate signage

As required
The builder / site manager is responsible to inform the project arborist of any issues during works

During all construction works
Project arborist must inspect trees monthly

Post construction
Final Tree Inspection

Activities Excluded From Tree Protection Zones

No soil level changes
Machine excavation including trenching
Excavation for kit fencing
Cultivation
Preparation of chemicals
Parking of vehicles and machinery
Refueling
Dumping of waste
Wash down and cleaning of equipment
Placement of fill
Lighting of fires
Temporary or permanent installation of utilities
Physical damage to the tree
Bolt cutters or wire cutters must not be used for root pruning

Activities Permissible Within Tree Protection Zones

Any excavation work within a Tree Protection Zone must be monitored by the project arborist

Roots measuring over 30mm in diameter within the Tree Protection Zone and outside the Structural Root Zone may be pruned at the discretion of the project arborist

Root exposure must be agreed with hand tools or Air Spade to prevent damage to the root system

All root pruning equipment must be sharp and clean. Secateurs, loppers or pruning saws should be used and can be cleaned with methylated spirits to prevent disease and pathogen spread. No bolt cutters

Any roots exposed must be wrapped or covered with hessian or cloth and kept moist to prevent drying out and sunburn until backfilling occurs.

Backfill must be watered in and mulched with composted leaf mulch

Tree Protection Fencing

A 1.8m chain wire fence, secured and fastened to prevent movement be installed in accordance with AS4970-2009 and AS 4687-2007. Woody roots must not be damage during fencing TPZ fencing installation. No fence relocation is permitted without Arborist permission.

Signage - "Tree Protection Zone, No Entry". With project arborist contact details to be attached to the protective fencing

Within the TPZ fencing up to 50mm of COMPOSTED organic mulch must be applied to help retain moisture levels, suppress weed growth and reduce tree stress. Mulch must be in accordance with AS4454:2012 Composts, soil conditioners and mulches.

All trees must be thoroughly watered regularly throughout the development works. This is dependent on weather conditions where more water applied during hot and or winding weather.

Tree protection fencing must include shade cloth attached to the fencing to reduce transport of dust particulates and liquids from entering the TPZ.

Trunk Protection

Trunk protection shall consist of hessian wrapped around the trunk.

Two more lengths of timber (120 x 50mm) spaced at 100-150mm centres secured together with 2mm galvanised wire.

These shall be strapped around the trunk and not fixed to the tree in any way to avoid mechanical injury or damage.

Ground Protection

Ground protection is required within a TPZ for foot traffic, temporary access for machinery and if a full TPZ fencing distances cannot be achieved

The purpose of ground protection is to prevent root damage and soil compaction within the TPZ

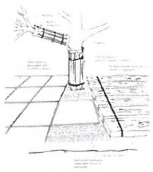
Measures may include a permeable membrane such as geotextile fabric beneath a layer of mulch or crushed rock below rumble boards.

These measures may be applied to root zones beyond the TPZ.

Foot Traffic Platforms

Ground protection against foot traffic is required within the TPZ. Scaffolding with timber boards attached





Compliance Inspection Check List

Council Conditions and the following list will be checked during each inspection
Failure will result in non compliance

Tree protection fencing in place
Trunk protection in place
Ground protection in place
Correct signage attached
Mulch installed
Irrigation installed
Scaffolding installation damage
Evidence of tree protection fencing adjustments
Evidence tree damage
Evidence of machinery movements, foot traffic or work within TPZ fencing

Title: **Tree Protection Specifications** *AS 4970-2009 Protection of trees on development sites*	Client: **Mr & Mrs Leece**		AUSTRALIS Tree Management PO Box 3453 DURAL NSW 2158 www.australistrees.com.au
Reference: **20252167.5**	Site Address: **77 Kulgoa Road, Pymble**	Prepared By: **Meredith Gibbs**	Page: **5 / 5**
Date: **4 June 2025**			

Appendix A - Tree Location Map

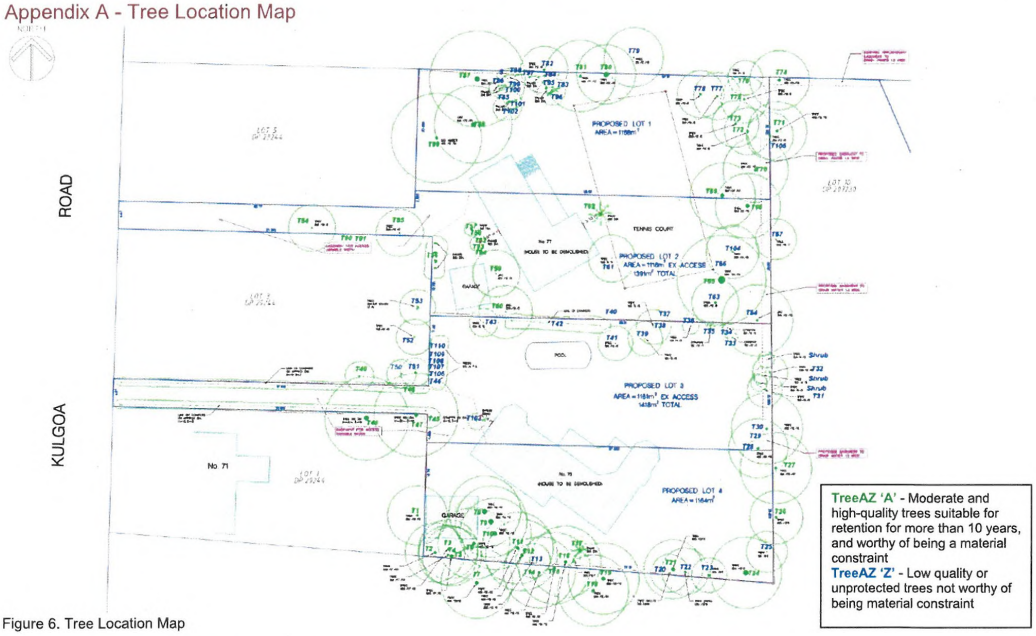


Figure 6. Tree Location Map

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Appendix B - Tree Schedule

Tree No	Species	Location	DBH (cm) multi-stem	DGL (cm)	Height (m)	Canopy (m) radius	Age Class	Life Expectancy	Crown Class	Tree Condition	Crown Condition	Structure Condition	Deadwood Epicormics	Type	Tree A2	Council Protected	TPZ (m) SRZ (m)	Proposed Works	Distance (m)	Proposed Encr	Proposed Status
1	Eucalyptus acmenoides (White Mahogany)	adjoining 71 Kulgoa Road	50	60	10.0	6.0 5.0 5.0 5.0 N S E W	mature	40+yrs	dominant	fair	good (4)	fair	<10% 10%-25%	indigenous	A2	Yes	6.0 2.7	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:									
2	Syncarpia glomulifera (Turpentine)	onsite	60	70	17.0	6.0 6.0 6.0 6.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	7.2 2.8	no works		0%	Retain
				Health & Condition: difficult to inspect / no significant issues sighted																	
				Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:									
3	Syncarpia glomulifera (Turpentine)	onsite	40	50	17.0	5.0 5.0 5.0 5.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	4.8 2.5	no works		0%	Retain
				Health & Condition: difficult to inspect / no significant issues sighted																	
				Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:									
4	Syncarpia glomulifera (Turpentine)	onsite	50	50	17.0	5.0 5.0 5.0 5.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	6.0 2.5	no works		0%	Retain
				Health & Condition: difficult to inspect / no significant issues sighted																	
				Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:									
5	Syncarpia glomulifera (Turpentine)	onsite	86 70 50	90	17.0	5.0 5.0 5.0 5.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	10.3 3.2	no works		0%	Retain
				Health & Condition: difficult to inspect / no significant issues sighted																	
				Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:									
6	Syncarpia glomulifera (Turpentine)	onsite	40	50	13.0	4.0 4.0 4.0 4.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	4.8 2.5	no works		0%	Retain
				Health & Condition: difficult to inspect / no significant issues sighted																	
				Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:									
7	Angophora costata (Smooth-barked Apple)	adjoining 6 Bristol Ave	70	80	20.0	4.5 8.0 7.5 6.0 N S E W	mature	40+yrs	dominant	fair	average (3)	fair	<10% 10%-25%	indigenous	A2	Yes	8.4 3.0	no works		0%	Retain
				Health & Condition: could not inspect																	
				Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:									
8	Syncarpia glomulifera (Turpentine)	onsite	89 80 40	100	16.0	6.0 6.0 5.0 5.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	10.7 3.3	No. 73 dwelling demolition	5.8	17%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: No. 73 dwelling demolition				Existing Structure Distance: 6m				Existing Structure Obstruction %: 17%									
9	Syncarpia glomulifera (Turpentine)	onsite	60	70	13.0	4.0 4.0 4.0 4.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	7.2 2.8	No. 73 dwelling demolition	6.6	1%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: No. 73 dwelling demolition				Existing Structure Distance: 7m				Existing Structure Obstruction %: 1%									
10	Syncarpia glomulifera (Turpentine)	onsite	50	60	9.0	3.0 3.0 3.0 4.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	6.0 2.7	no works		0%	Retain
				Health & Condition: lean / included bark / pruning wound on trunk																	
				Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:									

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Tree No.	Species	Location	DBH (cm) multi-stem	DAS (cm)	Height (m)	Canopy (m) radials	Age Class	Life Expectancy	Crown Class	Tree Condition	Crown Condition	Structure Condition	Deadwood Epicormics	Type	Tree AZ	Council Protected	TPZ (m) SRZ (m)	Proposed Works	Distance (m)	Proposed Encr.	Proposed Status
11	Syncarpia glomulifera (Turpentine)	onsite	50	60	14.0	4.0 4.0 7.0 3.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	6.0 2.7	indicative building envelope (lot 4)	4.6	2%	Retain
				Health & Condition: lean / included bark / pruning wound on trunk																		
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
12	Syncarpia glomulifera (Turpentine)	onsite	72 60 40	90	15.0	5.0 5.0 8.0 5.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	8.7 3.2	indicative building envelope (lot 4)	5.3	6%	Retain
				Health & Condition: difficult to inspect / no significant issues sighted																	
				Existing Structure: No. 73 dwelling demolition					Existing Structure Distance: 8m				Existing Structure Obstruction %: 1%								
13	Citharexylum spinosum (Fiddlewood)	onsite	20	20	7.0	3.0 3.0 3.0 3.0 N S E W	mature	15-40yrs	codominant	fair	average (3)	fair	<10% <10%	exotic	Z1	Yes	2.4 1.7	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
14	Syncarpia glomulifera (Turpentine)	onsite	45	50	19.0	5.0 5.0 5.0 5.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	5.4 2.5	no works		0%	Retain
				Health & Condition: difficult to inspect / no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
15	Syncarpia glomulifera (Turpentine)	onsite	45	50	19.0	5.0 5.0 5.0 5.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	5.4 2.5	indicative building envelope (lot 4)	5.0	2%	Retain
				Health & Condition: difficult to inspect / no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
16	Syncarpia glomulifera (Turpentine)	onsite	64 40 50	60	13.0	5.0 5.0 5.0 5.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	7.7 2.7	indicative building envelope (lot 4)	4.0	18%	Retain
				Health & Condition: difficult to inspect / no significant issues sighted																	
				Existing Structure: No. 73 dwelling demolition					Existing Structure Distance: 7m				Existing Structure Obstruction %: 2%								
17	Archontophoenix cunninghamiana (Bangalow Palm)	onsite	20		9.0	2.0 2.0 2.0 2.0 N S E W	semi mature	40+yrs	dominant	fair	average (3)	fair	N/A N/A	native	A2	Yes	2.4	indicative building envelope (lot 4)	2.0	0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
18	Cedrus deodara (Deodar Cedar)	adjoining 8 Bristol Ave	50	60	18.0	5.0 5.0 5.0 5.0 N S E W	mature	40+yrs	codominant	fair	good (4)	fair	<10% <10%	exotic	A2	Yes	6.0 2.7	no works		0%	Retain
				Health & Condition: difficult to inspect / no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
19	Syncarpia glomulifera (Turpentine)	adjoining 8 Bristol Ave	60	70	18.0	5.0 6.0 5.0 4.5 N S E W	mature	40+yrs	codominant	fair	good (4)	fair	<10% <10%	indigenous	A2	Yes	7.2 2.8	indicative building envelope (lot 4)	6.2	3%	Retain
				Health & Condition: included bark in scaffold union																	
				Existing Structure: No. 73 dwelling demolition					Existing Structure Distance: 6m				Existing Structure Obstruction %: 4%								
20	Radermachera sinica (China Doll)	onsite	17 10 10	40	4.0	2.0 2.0 2.0 2.0 N S E W	mature	5-15yrs	codominant	poor	average (3)	poor	<10% 25%-50%	exotic	Z1	No	2.1 2.3	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								

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Tree No	Species	Location	DBH (cm) each stem	DGL (cm)	Height (m)	Canopy (m) radius N S E W	Age Class	Life Expectancy	Crown Class	Tree Condition	Crown Condition	Structure Condition	Deadwood Epicormics	Type	Tree AZ	Council Protected	TPZ (m) SRZ (m)	Proposed Works	Distance (m)	Proposed Encr	Proposed Status
21	Syncarpia glomulifera (Turpentine)	onsite	60	70	10.0	4.5 5.5 4.5 5.0	mature	40+yrs	codominant	fair	good (4)	fair	<10% <10%	indigenous	A2	Yes	7.2 2.8	indicative building envelope (lot 4)	3.5	20%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance				Existing Structure Obstruction %									
22	Magnolia sp (Magnolia)	onsite	20	20	4.0	2.0 2.0 2.0 2.0	semi mature	15-40yrs	dominant	poor	average (3)	poor	<10% <10%	exotic	Z1	No	2.4 1.7	no works		0%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance				Existing Structure Obstruction %									
23	Fraxinus griffithii (Evergreen Ash)	onsite	28 20 20	40	6.0	3.0 3.0 3.0 3.0	mature	15-40yrs	dominant	fair	good (4)	fair	<10% <10%	exotic	Z1	Yes	3.4 2.3	no works		0%	Retain
				Health & Condition	lopped																
				Existing Structure	N/A			Existing Structure Distance				Existing Structure Obstruction %									
24	Syncarpia glomulifera (Turpentine)	onsite	70	80	12.0	6.5 6.0 6.0 4.5	mature	40+yrs	codominant	fair	good (4)	fair	<10% <10%	indigenous	A2	Yes	6.4 3.0	indicative building envelope (lot 4)	6.6	13%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance				Existing Structure Obstruction %									
25	Viburnum odoratissimum (Sweet Viburnum)	onsite	10 5 5 5 5	20	6.0	3.0 3.0 3.0 3.0	mature	15-40yrs	dominant	fair	good (4)	fair	N/A N/A	exotic	Z1	No	2.0 1.7	no works		0%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance				Existing Structure Obstruction %									
26	Syncarpia glomulifera (Turpentine)	onsite	60	60	15.0	5.0 5.0 5.0 5.0	mature	40+yrs	codominant	fair	good (4)	fair	<10% <10%	indigenous	A2	Yes	7.2 2.7	no works		0%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance				Existing Structure Obstruction %									
27	Eucalyptus saligna (Sydney Blue Gum)	adjoining 16 Bristol Ave	50	60	17.0	6.0 6.0 6.5 7.5	semi mature	40+yrs	dominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	6.0 2.7	no works		0%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance				Existing Structure Obstruction %									
28	Melaleuca incana (Grey Honey Myrtle)	onsite	29 15 20 15	50	7.0	3.0 3.0 3.0 2.0	mature	15-40yrs	codominant	fair	low (2-3)	fair	10%-25% <10%	native	Z1	Yes	3.5 2.5	no works		0%	Retain
				Health & Condition	included bark with tridominant trunk union																
				Existing Structure	N/A			Existing Structure Distance				Existing Structure Obstruction %									
29	Citharexylum spinosum (Fiddlewood)	onsite	45	55	8.0	3.0 3.0 3.0 3.0	mature	15-40yrs	dominant	fair	average (3)	fair	<10% 10%-25%	exotic	A2	Yes	5.4 2.6	no works		0%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance				Existing Structure Obstruction %									
30	Melaleuca bracteata (Revolution Green)	onsite	25	25	6.0	2.0 2.0 3.0 2.0	mature	15-40yrs	codominant	fair	average (3)	fair	<10% <10%	native	Z1	Yes	3.0 1.8	no works		0%	Retain
				Health & Condition	difficult to inspect / no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance				Existing Structure Obstruction %									

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Tree No.	Species	Location	DBH (cm) Multi (cm)	DGL (cm)	Height (m)	Canopy (m) radius	Age Class	Life Expectancy	Crown Class	Tree Condition	Crown Condition	Structure Condition	Deadwood Epicormics	Type	Tree A3	Council Protected	TPZ (m) SRZ (m)	Proposed Works	Distance (m)	Proposed Encr	Proposed Status
31	Laurus nobilis (Bay Tree)	onsite	25	40	5.0	2.0 2.0 3.0 2.0 N S E W	mature	40+yrs	codominant	fair	good (4)	fair	<10% <10%	native	Z1	Yes	3.0 2.3	no works		0%	Retain
				Health & Condition: difficult to inspect / no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance				Existing Structure Obstruction %								
32	Leptospermum petersonii (Lemon Scented Tea Tree)	adjoining 16 Bristol Ave	30	40	7.0	4.0 4.0 4.0 4.0 N S E W	mature	15-40yrs	dominant	fair	average (3)	poor	<10% <10%	native	Z1	Yes	3.6 2.3	no works		0%	Retain
				Health & Condition: growing through fence																	
				Existing Structure: N/A					Existing Structure Distance				Existing Structure Obstruction %								
33	Juniperus communis (Juniper)	onsite	25	20	6.0	1.0 1.0 1.0 1.0 N S E W	mature	15-40yrs	codominant	fair	good (4)	fair	N/A N/A	exotic	Z1	Yes	3.0 1.7	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance				Existing Structure Obstruction %								
34	Juniperus communis (Juniper)	onsite	20	20	6.0	1.0 1.0 1.0 1.0 N S E W	mature	15-40yrs	codominant	fair	good (4)	fair	N/A N/A	exotic	Z1	Yes	2.4 1.7	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance				Existing Structure Obstruction %								
35	Juniperus communis (Juniper)	onsite	15	15	6.0	0.5 0.5 0.5 1.0 N S E W	mature	15-40yrs	codominant	fair	good (4)	fair	N/A N/A	exotic	Z1	Yes	2.0 1.5	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance				Existing Structure Obstruction %								
36	Buxus sp (Buxus)	onsite	10	20	3.0	2.0 2.0 2.0 2.0 N S E W	mature	15-40yrs	dominant	fair	good (4)	fair	N/A N/A	exotic	Z1	No	2.0 1.7	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance				Existing Structure Obstruction %								
37	Camellia reticulata (Reticulata Camellia)	onsite	20 10 10 10 10	50	5.0	2.0 2.0 2.0 2.0 N S E W	mature	40+yrs	dominant	fair	good (4)	fair	0% <10%	exotic	Z1	Yes	2.4 2.5	indicative building envelope (lot 3)	0.0	100%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance				Existing Structure Obstruction %								
38	Pittosporum tenuifolium (Pittosporum)	onsite	10	20	4.0	2.0 2.0 2.0 2.0 N S E W	mature	15-40yrs	dominant	fair	good (4)	fair	N/A N/A	exotic	Z1	No	2.0 1.7	no works		0%	Retain
				Health & Condition: lean																	
				Existing Structure: N/A					Existing Structure Distance				Existing Structure Obstruction %								
39	Viburnum odoratissimum (Sweet Viburnum)	onsite	10	20	3.0	2.0 2.0 2.0 2.0 N S E W	mature	15-40yrs	dominant	fair	good (4)	fair	N/A N/A	exotic	Z1	No	2.0 1.7	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance				Existing Structure Obstruction %								
40	Celtis australis (Nettle Tree)	onsite	10	10	5.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	fair	average (3)	fair	0% <10%	exotic	Z3	No	2.0 1.5	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance				Existing Structure Obstruction %								

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Tree No	Species	Location	DBH (cm) multi-stem	Dia. (cm)	Height (m)	Canopy (m) radius N S E W	Age Class	Life Expectancy	Crown Class	Tree Condition	Crown Condition	Structure Condition	Deadwood Epicormics	Type	Tree AZ	Council Protected	TPZ (m) SRZ (m)	Proposed Works	Distance (m)	Proposed Encr	Proposed Status
41	Viburnum odoratissimum (Sweet Viburnum)	onsite	10	20	5.0	2.0 2.0 2.0 2.0 N S E W	mature	15–40yrs	dominant	fair	good (4)	fair	N/A N/A	exotic	Z1	No	2.0 1.7	indicative building envelope (lot 4)	1.5	7%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance			Existing Structure Obstruction %									
42	Juniperus communis (Juniper)	onsite	5	5	3.0	1.0 1.0 1.0 1.0 N S E W	mature	15–40yrs	codominant	fair	good (4)	fair	N/A N/A	exotic	Z1	Yes	2.0 1.5	indicative building envelope (lot 3)	1.5	7%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance			Existing Structure Obstruction %									
43	Camellia reticulata (Reticulata Camellia)	onsite	5	10	5.0	1.0 1.0 1.0 1.0 N S E W	mature	40+yrs	dominant	fair	average (3)	fair	0% <10%	exotic	Z1	Yes	2.0 1.5	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance			Existing Structure Obstruction %									
44	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)	onsite	5	10	4.0	1.0 1.0 1.0 1.0 N S E W	mature	<5yrs	dominant	poor	decline (2)	poor	25%–50% 25%–50%	exotic	Z1	No	2.0 1.5	no works		0%	Retain
				Health & Condition: decline / stress																	
				Existing Structure: N/A					Existing Structure Distance			Existing Structure Obstruction %									
45	Cupressus sempervirens var. stricta (Pencil Pine)	onsite	20	20	10.0	1.0 1.0 1.0 1.0 N S E W	semi mature	15–40yrs	intermediate	fair	average (3)	fair	<10% N/A	exotic	A2	Yes	2.4 1.7	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance			Existing Structure Obstruction %									
46	Cupressus sempervirens var. stricta (Pencil Pine)	onsite	20	20	10.0	1.0 1.0 1.0 1.0 N S E W	semi mature	15–40yrs	intermediate	fair	average (3)	fair	<10% N/A	exotic	A2	Yes	2.4 1.7	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance			Existing Structure Obstruction %									
47	Podocarpus elatus (Brown Pine)	adjoining 71 Kulgoa Road	60	70	16.0	5.0 5.0 6.0 3.5 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% N/A	exotic	A2	Yes	7.2 2.8	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance			Existing Structure Obstruction %									
48	Eucalyptus microcorys (Tallowwood)	adjoining 71 Kulgoa Road	70	80	18.0	4.0 4.5 3.0 4.5 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	native	A2	Yes	8.4 3.0	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance			Existing Structure Obstruction %									
49	Glochidion ferdinandi (Cheese Tree)	adjoining 75 Kulgoa Road	50 25 25 25	60	12.0	2.0 2.0 2.0 2.0 N S E W	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	native	A2	Yes	6.0 2.7	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance			Existing Structure Obstruction %									
50	Grevillea robusta (Silky Oak)	adjoining 75 Kulgoa Road	20	25	10.0	1.0 1.0 1.0 1.0 N S E W	young	<5yrs	dominant	poor	severe decline (1)	poor	<10% <10%	native	Z4	Yes	2.4 1.8	no works		0%	Retain
				Health & Condition: decline / stress																	
				Existing Structure: N/A					Existing Structure Distance			Existing Structure Obstruction %									

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Tree No	Species	Location	DBH (cm) multi-trunk	DSI (cm)	Height (m)	Canopy (m) radius N S E W	Age Class	Life Expectancy	Crown Class	Tree Condition	Crown Condition	Structure Condition	Deadwood Epicormics	Type	Tree AZ	Council Protected	TPZ (m) SRZ (m)	Proposed Works	Distance (m)	Proposed Encr	Proposed Status
51	Callistemon salignus (Willow Bottlebrush)	adjoining 75 Kulgoa Road	35	45	10.0	2.0 2.0 2.0 2.0	mature	5-15yrs	dominant	poor	decline (2)	fair	50%-75% <10%	native	Z4	Yes	4.2 2.4	no works		0%	Retain
				Health & Condition: decline / stress																	
				Existing Structure: N/A				Existing Structure Distance				Existing Structure Obstruction %									
52	Callistemon salignus (Willow Bottlebrush)	adjoining 75 Kulgoa Road	14 10 10	30	10.0	2.0 2.0 2.0 2.0	mature	5-15yrs	dominant	poor	decline (2)	fair	50%-75% <10%	native	Z4	Yes	2.0 2.0	no works		0%	Retain
				Health & Condition: decline / stress																	
				Existing Structure: N/A				Existing Structure Distance				Existing Structure Obstruction %									
53	Callistemon salignus (Willow Bottlebrush)	adjoining 75 Kulgoa Road	25	30	10.0	3.0 3.0 3.0 3.0	mature	5-15yrs	dominant	poor	decline (2)	fair	50%-75% <10%	native	Z4	Yes	3.0 2.0	no works		0%	Retain
				Health & Condition: decline / stress																	
				Existing Structure: N/A				Existing Structure Distance				Existing Structure Obstruction %									
54	Thuja plicata (Western Red Cedar)	onsite	40	40	12.0	3.0 3.0 2.5 3.0	mature	15-40yrs	dominant	fair	average (3)	poor	<10% N/A	exotic	A2	Yes	4.8 2.3	no works		0%	Retain
				Health & Condition: included bark in scaffold union at 2m																	
				Existing Structure: N/A				Existing Structure Distance				Existing Structure Obstruction %									
55	Glochidion ferdinandi (Cheese Tree)	onsite	50	50	10.0	3.5 3.5 3.5 3.5	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	native	A2	Yes	6.0 2.5	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A				Existing Structure Distance				Existing Structure Obstruction %									
56	Archontophoenix cunninghamiana (Bangalow Palm) multiple	onsite	30		8.0	2.0 2.0 2.0 2.0	mature	40+yrs	dominant	good	good (4)	good	0% N/A	native	A2	Yes	3.6	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A				Existing Structure Distance				Existing Structure Obstruction %									
57	Archontophoenix cunninghamiana (Bangalow Palm)	onsite	30		8.0	2.0 2.0 2.0 2.0	mature	40+yrs	dominant	good	good (4)	good	0% N/A	native	A2	Yes	3.6	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A				Existing Structure Distance				Existing Structure Obstruction %									
58	Archontophoenix cunninghamiana (Bangalow Palm)	onsite	20		8.0	2.0 2.0 2.0 2.0	mature	40+yrs	dominant	good	good (4)	good	0% N/A	native	A2	Yes	2.4	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A				Existing Structure Distance				Existing Structure Obstruction %									
59	Jacaranda mimosifolia (Jacaranda)	onsite	40	50	6.0	4.0 3.5 3.5 4.5	young	40+yrs	dominant	fair	average (3)	fair	<10% <10%	exotic	A2	Yes	4.8 2.5	No. 77 dwelling demolition	3.6	7%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: No. 77 dwelling demolition				Existing Structure Distance: 4m				Existing Structure Obstruction %: 7%									
60	Jacaranda mimosifolia (Jacaranda)	onsite	42 30 30	50	7.0	3.0 3.0 3.0 3.0	young	40+yrs	dominant	fair	average (3)	fair	<10% <10%	exotic	A2	Yes	5.1 2.5	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A				Existing Structure Distance				Existing Structure Obstruction %									

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Tree No	Species	Location	DBH (cm) multi-stem	DGL (cm)	Height (m)	Canopy (m) radius N S E W	Age Class	Life Expectancy	Crown Class	Tree Condition	Crown Condition	Structure Condition	Deadwood Epicormics	Type	Tree AZ	Council Protected	TPZ (m) SRZ (m)	Proposed Works	Distance (m)	Proposed Encr	Proposed Status
61	Camellia reticulata (Reticulata Camellia)	onsite	20 10 10 10 10	50	5.0	2.0 2.0 2.0 2.0	mature	40+yrs	dominant	fair	good (4)	fair	0% <10%	exotic	Z1	Yes	2.4 2.5	indicative building envelope (lot 2)	0.0	100%	Remove
				Health & Condition	no significant issues sighted																
				Existing Structure	No. 77 dwelling demolition			Existing Structure Distance	2m		Existing Structure Obstruction %	6%									
62	Livistona chinensis (Chinese Fan Palm)	onsite	50		8.0	2.0 2.0 2.0 2.0	semi mature	40+yrs	dominant	good	good (4)	good	0% N/A	native	A2	Yes	6.0	indicative building envelope (lot 2)	0.0	0%	Remove
				Health & Condition	no significant issues sighted																
				Existing Structure	No. 77 dwelling demolition			Existing Structure Distance	3m		Existing Structure Obstruction %	20%									
63	Cedrus deodara (Deodar Cedar)	onsite	50	55	10.0	3.0 3.0 3.0 3.0	semi mature	15-40yrs	suppressed	fair	low (2-3)	poor	<10% N/A	exotic	Z10	Yes	6.0 2.6	indicative building envelope (lot 2)	5.0	4%	Retain
				Health & Condition	poor form																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										
64	Jacaranda mimosifolia (Jacaranda)	onsite	50 30 40	50	9.0	4.0 6.0 3.0 3.0	semi mature	40+yrs	dominant	fair	average (3)	poor	<10% <10%	exotic	Z5	Yes	6.0 2.5	storm water pit	0.2	17%	Retain
				Health & Condition	lean																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										
65	Eucalyptus saligna (Sydney Blue Gum)	onsite	100	100	20.0	7.0 7.0 7.0 8.0	mature	40+yrs	codominant	fair	average (3)	fair	10%-25% 10%-25%	indigenous	A2	Yes	12.0 3.3	indicative building envelope (lot 2)	5.8	8%	Retain
				Health & Condition	minor previously failed branches, one with bracket fungi / deadwood / 5-10cm diametre trunk cavities																
				Existing Structure	tennis court			Existing Structure Distance	2m		Existing Structure Obstruction %	19%									
66	Stenocarpus sinuatus (Fire Wheel Tree)	onsite	20	20	8.0	2.0 2.0 2.0 2.0	young	40+yrs	dominant	good	good (4)	fair	<10% <10%	native	Z1	Yes	2.4 1.7	no works		0%	Retain
				Health & Condition	basal suckers																
				Existing Structure	tennis court			Existing Structure Distance	1m		Existing Structure Obstruction %	6%									
67	Dead	adjoining 18 Bristol Ave				N S E W		dead (no hollows)			dead				Z4						
				Health & Condition																	
				Existing Structure				Existing Structure Distance			Existing Structure Obstruction %										
68	Eucalyptus saligna (Sydney Blue Gum)	onsite	50	60	17.0	7.0 7.0 6.0 6.0	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	6.0 2.7	storm water pit	1.8	7%	Retain
				Health & Condition	minor previously failed branches																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										
69	Eucalyptus saligna (Sydney Blue Gum)	onsite	60	65	20.0	7.0 7.0 6.0 6.0	mature	40+yrs	codominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	7.2 2.8	storm water pit	6.2	1%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	tennis court			Existing Structure Distance	4m		Existing Structure Obstruction %	17%									
70	Eucalyptus pilularis (Blackbutt)	onsite	40	50	18.0	3.0 3.0 4.0 4.0	semi mature	40+yrs	codominant	fair	average (3)	fair	<10% 25%-50%	indigenous	A2	Yes	4.8 2.5	no works		0%	Retain
				Health & Condition	stress																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										

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Tree No	Species	Location	Girth (cm) Trunk 1	DBH (cm)	Height (m)	Canopy (m) radius N S E W	Age Class	Life Expectancy	Crown Class	Tree Condition	Crown Condition	Structure Condition	Deadwood Epicormics	Type	Tree AZ	Council Protected	TPZ (m) SPZ (m)	Proposed Works	Distance (m)	Proposed Encr	Proposed Status
71	Angophora costata (Smooth-barked Apple)	adjoining 18 Bristol Ave	55	60	20.0	5.0 5.0 5.0 5.0 N S E W	semi mature	40+yrs	dominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	6.6 2.7	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
72	Syncarpia glomulifera (Turpentine)	onsite	40	50	16.0	4.0 4.0 4.0 4.0 N S E W	young	40+yrs	intermediate	fair	average (3)	fair	<10% N/A	indigenous	A2	Yes	4.8 2.5	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
73	Syncarpia glomulifera (Turpentine)	onsite	50	60	18.0	5.0 5.0 5.0 5.0 N S E W	semi mature	40+yrs	intermediate	fair	average (3)	fair	<10% N/A	indigenous	A2	Yes	6.0 2.7	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
74	Pittosporum undulatum (Sweet Pittosporum)	adjoining 18 Bristol Ave	40	40	10.0	5.0 5.0 5.0 5.0 N S E W	mature	5-15yrs	codominant	fair	average (3)	fair	<10% N/A	indigenous	A2	Yes	4.8 2.3	storm water pit	1.4	8%	Retain
				Health & Condition: climber																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
75	Brachychiton acerifolius (Illawarra Flame Tree)	onsite	40	45	15.0	5.0 5.0 5.0 5.0 N S E W	semi mature	40+yrs	codominant	good	average (3)	good	<10% <10%	native	A2	Yes	4.8 2.4	storm water pit	3.3	3%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
76	Grevillea robusta (Silky Oak)	onsite	20	25	11.0	3.0 3.0 3.0 3.0 N S E W	young	15-40yrs	codominant	fair	average (3)	fair	<10% N/A	native	A2	Yes	2.4 1.8	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
77	Celtis australis (Nettle Tree)	onsite	60	60	8.0	3.0 6.0 3.0 3.0 N S E W	mature	15-40yrs	codominant	poor	average (3)	poor	<10% <10%	exotic	Z5	No	7.2 2.7	indicative building envelope (lot 1)	6.0	2%	Retain
				Health & Condition: trunk wound																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
78	Callistemon salignus (Willow Bottlebrush)	onsite	42 30 30	50	13.0	4.0 4.0 4.0 4.0 N S E W	mature	15-40yrs	codominant	fair	average (3)	poor	<10% <10%	native	Z5	Yes	5.1 2.5	indicative building envelope (lot 1)	3.5	5%	Retain
				Health & Condition: included bark within codominant stems (burficating at 1m) and scaffold unions																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
79	Pittosporum undulatum (Sweet Pittosporum)	adjoining SP2 Water Supply	20	30	8.0	3.0 3.0 3.0 3.0 N S E W	mature	15-40yrs	dominant	fair	good (4)	fair	<10% <10%	indigenous	Z1	Yes	2.4 2.0	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
80	Eucalyptus saligna (Sydney Blue Gum)	onsite	80	90	20.0	5.0 5.0 5.0 5.0 N S E W	mature	40+yrs	dominant	fair	average (3)	fair	10%-25% 10%-25%	indigenous	A2	Yes	9.6 3.2	indicative building envelope (lot 1)	3.4	3%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: tennis court					Existing Structure Distance: 4m				Existing Structure Obstruction %: 22%								

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Tree No	Species	Location	DBH (cm) measured	DCL (cm)	Height (m)	Canopy (m) radius	Age Class	Life Expectancy	Crown Class	Tree Condition	Crown Condition	Structure Condition	Deadwood Epicormics	Type	Tree AZ	Council Protected	TPZ (m) SRZ (m)	Proposed Works	Distance (m)	Proposed Encr	Proposed Status
81	Eucalyptus saligna (Sydney Blue Gum)	onsite	40	50	16.0	5.0 4.0 2.0 7.0 N S E W	semi mature	40+yrs	dominant	fair	average (3)	fair	10%-25% 10%-25%	indigenous	A2	Yes	4.8 2.5	indicative building envelope (lot 1)	3.0	7%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: tennis court					Existing Structure Distance: 4m				Existing Structure Obstruction %: 1%								
82	Ligustrum lucidium (Large Leaf Privet)	adjoining SP2 Water Supply	30	40	12.0	3.0 3.0 3.0 3.0 N S E W	mature	40+yrs	dominant	fair	average (3)	fair	N/A N/A	exotic	Z3	No	3.6 2.3	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
83	Livistona chinensis (Chinese Fan Palm)	onsite	20		6.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.4	indicative building envelope (lot 1)	1.0	0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
84	Livistona chinensis (Chinese Fan Palm)	onsite	20		5.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.4	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
85	Livistona chinensis (Chinese Fan Palm)	onsite	20		5.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.4	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
86	Livistona chinensis (Chinese Fan Palm)	onsite	20		5.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.4	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
87	Eucalyptus punctata (Grey Gum)	onsite	70	75	16.0	8.5 6.5 9.0 7.0 N S E W	mature	40+yrs	dominant	fair	average (3)	fair	<10% <10%	indigenous	A2	Yes	8.4 2.9	no works		0%	Retain
				Health & Condition: no significant issues sighted / minor deadwood																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
88	Cedrus deodara (Deodar Cedar)	onsite	70	80	16.0	5.0 5.0 4.0 5.0 N S E W	mature	40+yrs	dominant	fair	average (3)	fair	<10% <10%	exotic	A2	Yes	8.4 3.0	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
89	Ulmus glabra (Scotch Elm)	onsite	60	50	16.0	5.0 5.0 3.0 6.0 N S E W	mature	40+yrs	dominant	fair	average (3)	fair	<10% <10%	exotic	A2	Yes	7.2 2.5	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								
90	Archontophoenix cunninghamiana (Bangalow Palm)	adjoining 75 Kulgoa Road	30		10.0	2.0 2.0 2.0 2.0 N S E W	mature	40+yrs	dominant	good	good (4)	good	0% N/A	native	A2	Yes	3.6	no works		0%	Retain
				Health & Condition: no significant issues sighted																	
				Existing Structure: N/A					Existing Structure Distance:				Existing Structure Obstruction %:								

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Tree No	Species	Location	DBH (cm)	DGL (cm)	Height (m)	Canopy (est radius)	Age Class	Life Expectancy	Crown Class	Tree Condition	Crown Condition	Structure Condition	Deadwood Epicormics	Type	Tree AZ	Council Protected	TPZ (m) SRZ (m)	Proposed Works	Distance (m)	Proposed Encr.	Proposed Status
91	Archontophoenix cunninghamiana (Bangalow Palm)	adjoining 75 Kulgoa Road	30		10.0	2.0 2.0 2.0 2.0 N S E W	mature	40+yrs	dominant	good	good (4)	good	0% N/A	native	A2	Yes	3.6	no works		0%	Retain
					Health & Condition: no significant issues sighted																
					Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:								
92	Archontophoenix cunninghamiana (Bangalow Palm)	onsite	20		8.0	2.0 2.0 2.0 2.0 N S E W	mature	40+yrs	dominant	good	good (4)	good	0% N/A	native	A2	Yes	2.4	no works		0%	Retain
					Health & Condition: no significant issues sighted																
					Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:								
93	Archontophoenix cunninghamiana (Bangalow Palm)	onsite	20		8.0	2.0 2.0 2.0 2.0 N S E W	mature	40+yrs	dominant	good	good (4)	good	0% N/A	native	A2	Yes	2.4	no works		0%	Retain
					Health & Condition: no significant issues sighted																
					Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:								
94	Archontophoenix cunninghamiana (Bangalow Palm)	onsite	20		8.0	2.0 2.0 2.0 2.0 N S E W	mature	40+yrs	dominant	good	good (4)	good	0% N/A	native	A2	Yes	2.4	no works		0%	Retain
					Health & Condition: no significant issues sighted																
					Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:								
95	Livistona chinensis (Chinese Fan Palm)	onsite	20		6.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.4	indicative building envelope (for 1)	1.0	0%	Retain
					Health & Condition: no significant issues sighted																
					Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:								
96	Howea forsteriana (Kentia Palm)	onsite	15		5.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.0	indicative building envelope (for 1)	0.5	0%	Retain
					Health & Condition: no significant issues sighted																
					Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:								
97	Livistona chinensis (Chinese Fan Palm)	onsite	20		5.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.4	no works		0%	Retain
					Health & Condition: no significant issues sighted																
					Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:								
98	Livistona chinensis (Chinese Fan Palm)	onsite	20		5.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.4	no works		0%	Retain
					Health & Condition: no significant issues sighted																
					Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:								
99	Livistona chinensis (Chinese Fan Palm)	onsite	20		5.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.4	no works		0%	Retain
					Health & Condition: no significant issues sighted																
					Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:								
100	Livistona chinensis (Chinese Fan Palm)	onsite	20		5.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.4	no works		0%	Retain
					Health & Condition: no significant issues sighted																
					Existing Structure: N/A				Existing Structure Distance:				Existing Structure Obstruction %:								

AUSTRALIS Tree Management

4 June 2025

Tree No	Species	Location	DBH (cm) multi-trunk	DGL (cm)	Height (m)	Canopy (m) radius	Age Class	Life Expectancy	Crown Class	Tree Condition	Crown Condition	Structure Condition	Deadwood Epicormics	Type	Tree AZ	Council Protected	TPZ (m) SRZ (m)	Proposed Works	Distance (m)	Proposed Encr	Proposed Status
101	Livistona chinensis (Chinese Fan Palm)	onsite	20		5.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.4	no works		0%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										
102	Ravenea rivularis (Majesty Palm)	onsite	20		5.0	2.0 2.0 2.0 2.0 N S E W	young	40+yrs	dominant	good	good (4)	good	0% N/A	native	Z1	Yes	2.4	no works		0%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										
103	Camellia reticulata (Reticulata Camellia)	onsite	15 10 5 10	30	3.0	2.0 2.0 2.0 2.0 N S E W	semi mature	40+yrs	dominant	fair	good (4)	fair	0% <10%	exotic	Z1	No	2.0 2.0	no works		0%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										
104	Celtis australis (Nettle Tree)	onsite	50 30 30	50	8.0	4.0 4.0 4.0 4.0 N S E W	mature	40+yrs	dominant	fair	average (3)	fair	<10% <10%	exotic	Z3	No	6.0 2.5	no works		0%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	tennis court			Existing Structure Distance	4m		Existing Structure Obstruction %	13%									
105	Syncarpia glomulifera (Turpentine)	onsite	30	40	12.0	4.0 4.0 4.0 4.0 N S E W	young	40+yrs	intermediate	fair	average (3)	fair	<10% N/A	indigenous	A2	Yes	3.6 2.3	no works		0%	Retain
				Health & Condition	no significant issues sighted																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										
106	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)	onsite	5	10	4.0	1.0 1.0 1.0 1.0 N S E W	mature	<5yrs	dominant	poor	decline (2)	poor	25%-50% 25%-50%	exotic	Z1	No	2.0 1.5	no works		0%	Retain
				Health & Condition	decline / stress																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										
107	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)	onsite	5	10	4.0	1.0 1.0 1.0 1.0 N S E W	mature	<5yrs	dominant	poor	decline (2)	poor	25%-50% 25%-50%	exotic	Z1	No	2.0 1.5	no works		0%	Retain
				Health & Condition	decline / stress																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										
108	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)	onsite	5	10	3.0	1.0 1.0 1.0 1.0 N S E W	mature	<5yrs	dominant	poor	decline (2)	poor	25%-50% 25%-50%	exotic	Z1	No	2.0 1.5	no works		0%	Retain
				Health & Condition	decline / stress																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										
109	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)	onsite	5	10	4.0	1.0 1.0 1.0 1.0 N S E W	mature	<5yrs	dominant	poor	decline (2)	poor	25%-50% 25%-50%	exotic	Z1	No	2.0 1.5	no works		0%	Retain
				Health & Condition	decline / stress																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										
110	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)	onsite	14 10 10	30	4.0	2.0 2.0 2.0 2.0 N S E W	mature	<5yrs	dominant	poor	decline (2)	poor	25%-50% 25%-50%	exotic	Z1	No	2.0 2.0	no works		0%	Retain
				Health & Condition	decline / stress																
				Existing Structure	N/A			Existing Structure Distance			Existing Structure Obstruction %										

Appendix C - Tree Schedule Definitions and Information

Location
- Adjoining Property / Nature Strip / On Site

Dimensions
- Diameter at breast height at 1.4m (DBH) / Diameter at ground level (DGL)

Height
- Height measured in meters determined with a clinometer or estimated by eye

Canopy
- Canopy spread measured in diametre on NearMap or estimated by eye on site

Age Class
- Young - Recently planted or seeded
- Semi mature - < 20% of life expectancy
- Mature - 20% - 80% of life expectancy
- Over mature - > 80% of life expectancy

Life Expectancy
- >5 years / 5-15 years / 15-40 years / 40+ years

Crown Class
- Dominant - Crown extends above general canopy; not restricted by other trees.
- Co-dominant - Crown forms the bulk of the general canopy but crowded by other trees.
- Intermediate - Crown extends into dominant / co dominant canopy but quite crowded on all sides.
- Emergent - Crown development restricted from surrounding trees.
- Suppressed - Crown development restricted from overgrowing trees.

Growth Habit:
- Upright - straight upright narrow canopy
- Leaning – trunk leaning from the root base
- Multi-Stemmed - multiple trunks originating from or near the basal area

Crown Form:

- Symmetrical - even and balanced in all directions
- Asymmetrical - uneven canopy
- Dense - full and dense foliage within the canopy
- Sparse - thin foliage density with open areas in the canopy

Tree Condition

- **Good** - The crown is unrestricted. Free of pests, diseases and obvious structural issues. Has adequate vigour, foliage volume, size and colour.
- **Fair** - The crown is not significantly restricted. Minor signs of pests and diseases. Some signs of damage or branch failures from storms. Some signs of reduced health or potential decline. They tree may improve in health or deteriorate in health and condition and may improve with remedial works.
- **Poor** - The crown is significantly restricted. Major signs of pests and diseases. Significant signs of damage or branch failures where structural integrity may be compromised or the tree is in decline and unlikely to recover.
- **Senescent** - The tree is overmature and show irreversible decline, dying or nearly dead.
- **Dead** - The tree is no longer capable of photosynthesis, osmosis and turgidity. Any dead tree must be assessed for hollow bearing capabilities and habitat potential.

Removed

- No longer present at location.

Crown Condition

- 1 - Severe decline, <20% canopy density; major dead wood
- 2 - Declining, 20-60% canopy density; twig and branch dieback
- 3 - Average / low vigour, 60-90% canopy density; twig dieback
- 4 - Good, 90-100% canopy density; little or no dieback or other problems
- 5 - Excellent, 100% canopy density; no deadwood or other problems

Structural Condition

- Poor - Wounds with fungal fruiting bodies, excessive included bark unions, numerous previous failures, significant wounds.
- Fair - Minor wounds, minor included bark unions, minor deadwood etc.
- Good - No significant issues and good foliage volume

Deadwood

- Low - Less than 10% of the canopy - Small, <10mm diameter and <2 metres in length / Large, >10mm diameter and >2 metres in length
- Medium - Between 10% and 50% of the canopy - Small, <10mm diameter and <2 metres in length / Large, >10mm diameter and >2 metres in length
- High - Greater than 50% of the canopy - Small, <10mm diameter and <2 metres in length / Large, >10mm diameter and >2 metres in length

Epicormic growth

- Low - Less than 10% of the canopy - young / mature
- Medium - Between 10% and 50% of the canopy - young / mature
- High - Greater than 50% of the canopy - young / mature

Leaning Trees

- Low - Angle Less than 15° lean
- Medium - Angle Less than 15°-30° lean
- High - Angle Less than 30°- 45° lean
- Significant - Greater than 45° lean

Tree Type

- Endemic - Species that occur naturally and are restricted to a given area.
- Exotic - An introduced plant from outside Australia.
- Indigenous - Species that occur naturally to a given area but may not be restricted to only that area.
- Native - A general term referring to any plant indigenous to Australia including cultivars.

Root Zone

- Compacted / Garden / Grass / Mulched / Natural Bush / Paved / Soil level lowered / Soil level raised

Structures

- Fence / Garage / Footpath / Verandah / Dwelling / Road / Driveway / Seat

Appendix D - Site Photographs



Figure 7. Tree No.'s 1 to 17

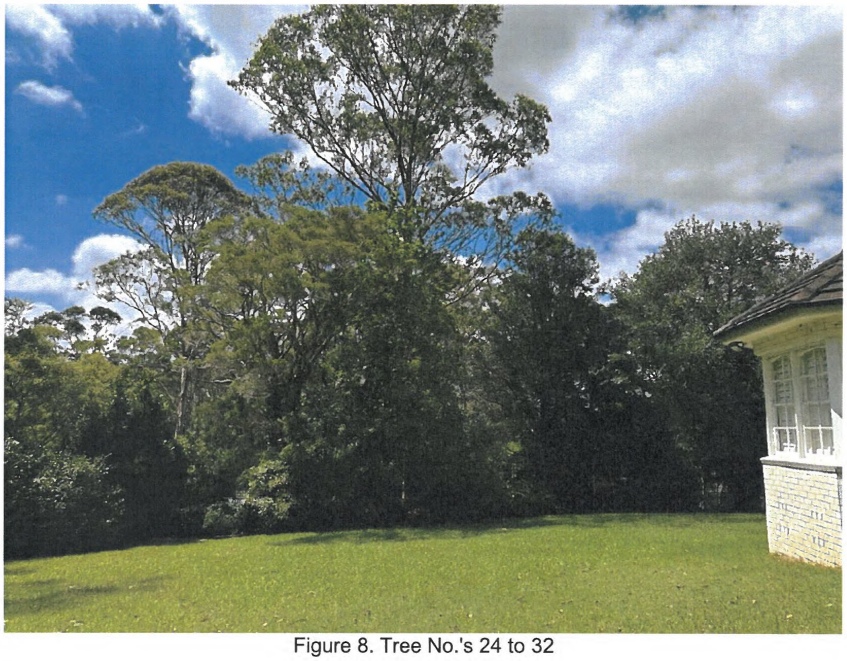


Figure 8. Tree No.'s 24 to 32



Figure 9. Tree No.'s 65, 66, 104, 67, 68 and 69

Appendix E - Thumbnail Photographs



1
Eucalyptus acmenoides (White Mahogany)



2
Syncarpia glomulifera (Turpentine)



3
Syncarpia glomulifera (Turpentine)



4
Syncarpia glomulifera (Turpentine)



5
Syncarpia glomulifera (Turpentine)



6
Syncarpia glomulifera (Turpentine)



7
Angophora costata (Smooth-barked Apple)



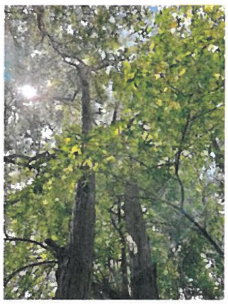
8
Syncarpia glomulifera (Turpentine)



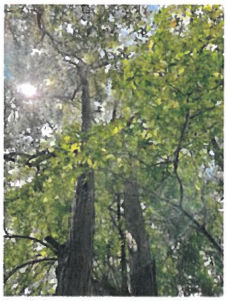
9
Syncarpia glomulifera (Turpentine)



10
Syncarpia glomulifera (Turpentine)



11
Syncarpia glomulifera (Turpentine)



12
Syncarpia glomulifera (Turpentine)



13
Citharexylum spinosum (Fiddlewood)



14
Syncarpia glomulifera (Turpentine)

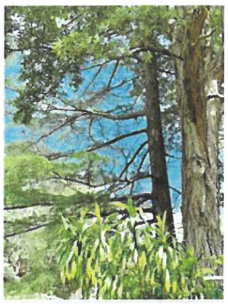


15
Syncarpia glomulifera (Turpentine)



16
Syncarpia glomulifera (Turpentine)

17
Archontophoenix cunninghamiana (Bangalow Palm)



18
Cedrus deodara (Deodar Cedar)



19
Syncarpia glomulifera (Turpentine)



20
Radermachera sinica (China Doll)



21
Syncarpia glomulifera (Turpentine)



22
Magnolia sp (Magnolia)



32
Fraxinus griffithii (Evergreen Ash)



24
Syncarpia glomulifera (Turpentine)



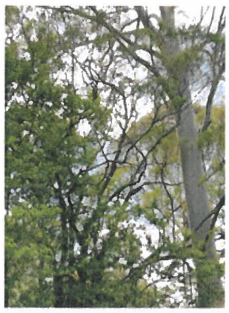
25
Viburnum odoratissimum (Sweet Viburnum)



26
Syncarpia glomulifera (Turpentine)



27
Eucalyptus saligna (Sydney Blue Gum)



28
Melaleuca incana (Grey Honey Myrtle)



29
Citharexylum spinosum (Fiddlewood)



30
Melaleuca bracteata (Revolution Green)



31
Laurus nobilis (Bay Tree)



32
Juniperus communis (Juniper)



33
Juniperus communis (Juniper)



34
Juniperus communis (Juniper)



35
Juniperus communis (Juniper)



36
Buxus sp (Buxus)



37
Camellia reticulata (Reticulata Camellia)



38
Pittosporum tenuifolium (Pittosporum)



39
Viburnum odoratissimum (Sweet Viburnum)



40
Celtis australis (Nettle Tree)



41
Viburnum odoratissimum (Sweet Viburnum)



42
Juniperus communis (Juniper)



43
Camellia reticulata (Reticulata Camellia)



44
Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)



45
Cupressus sempervirens var. stricta (Pencil Pine)



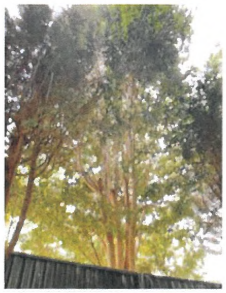
46
Cupressus sempervirens var. stricta (Pencil Pine)



47
Podocarpus elatus (Brown Pine)



48
Eucalyptus microcorys (Tallowwood)



49
Glochidion ferdinandi (Cheese Tree)



50
Grevillea robusta (Silky Oak)



51
Callistemon salignus (Willow Bottlebrush)



52
Callistemon salignus (Willow Bottlebrush)



53
Callistemon salignus (Willow Bottlebrush)



54
Thuja plicata (Western Red Cedar)



55
Glochidion ferdinandi (Cheese Tree)



56
Archontophoenix cunninghamiana (Bangalow Palm) multiple



57
Archontophoenix cunninghamiana (Bangalow Palm)



58
Archontophoenix cunninghamiana (Bangalow Palm)



59
Jacaranda mimosifolia (Jacaranda)



60
Jacaranda mimosifolia (Jacaranda)



61
Camellia reticulata (Reticulata Camellia)



62
Livistona chinensis (Chinese Fan Palm)



63
Cedrus deodara (Deodar Cedar)



64
Jacaranda mimosifolia (Jacaranda)



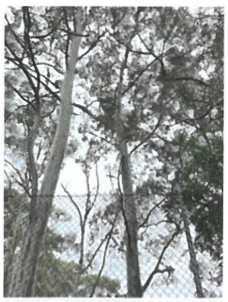
65
Eucalyptus saligna (Sydney Blue Gum)



66
Stenocarpus sinuatus (Fire Wheel Tree)



67
Dead



68
Eucalyptus saligna (Sydney Blue Gum)



69
Eucalyptus saligna (Sydney Blue Gum)



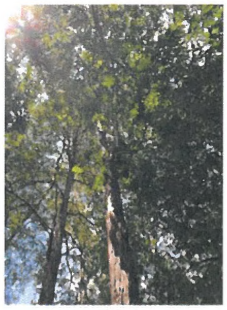
70
Eucalyptus pilularis (Blackbutt)



71
Angophora costata (Smooth-barked Apple)



72
Syncarpia glomulifera (Turpentine)



73
Syncarpia glomulifera (Turpentine)



74
Pittosporum undulatum (Sweet Pittosporum)



75
Brachychiton acerifolius (Illawarra Flame Tree)



76
Grevillea robusta (Silky Oak)



77
Celtis australis (Nettle Tree)



78
Callistemon salignus (Willow Bottlebrush)



79
Pittosporum undulatum (Sweet Pittosporum)



80
Eucalyptus saligna (Sydney Blue Gum)



81
Eucalyptus saligna (Sydney Blue Gum)



82
Ligustrum lucidium (Large Leaf Privet)



83
Livistona chinensis (Chinese Fan Palm)



84
Livistona chinensis (Chinese Fan Palm)



85
Livistona chinensis (Chinese Fan Palm)



86
Livistona chinensis (Chinese Fan Palm)



87
Eucalyptus punctata (Grey Gum)



88
Cedrus deodara (Deodar Cedar)



89
Ulmus glabra (Scotch Elm)



90
Archontophoenix cunninghamiana (Bangalow Palm)



91
Archontophoenix cunninghamiana (Bangalow Palm)



92
Archontophoenix cunninghamiana (Bangalow Palm)



93
Archontophoenix cunninghamiana (Bangalow Palm)



94
Archontophoenix cunninghamiana (Bangalow Palm)



95
Archontophoenix cunninghamiana (Bangalow Palm)



96
Howea forsteriana (Kentia Palm)



97
Livistona chinensis (Chinese Fan Palm)



98
Livistona chinensis (Chinese Fan Palm)



99
Livistona chinensis (Chinese Fan Palm)



100
Livistona chinensis (Chinese Fan Palm)



101
Livistona chinensis (Chinese Fan Palm)



102
Ravenea rivularis (Majesty Palm)



103
Camellia reticulata (Reticulata Camellia)



104
Celtis australis (Nettle Tree)



105
Syncarpia glomulifera (Turpentine)



106
Tibouchina lepidota
'Alstonville' (Alstonville Tibouchina)



107
Tibouchina lepidota
'Alstonville' (Alstonville Tibouchina)



108
Tibouchina lepidota
'Alstonville' (Alstonville Tibouchina)



109

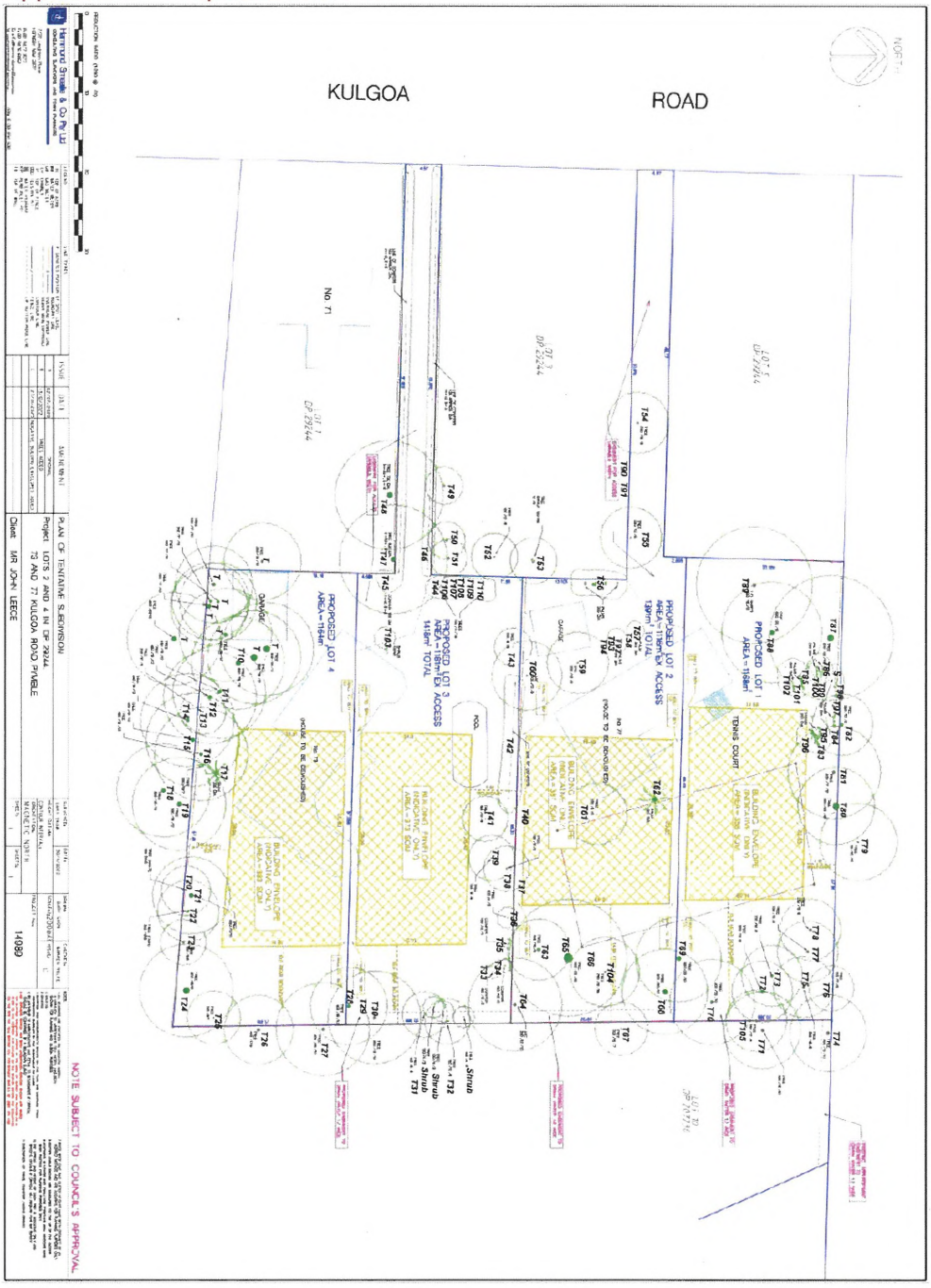
Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina



110

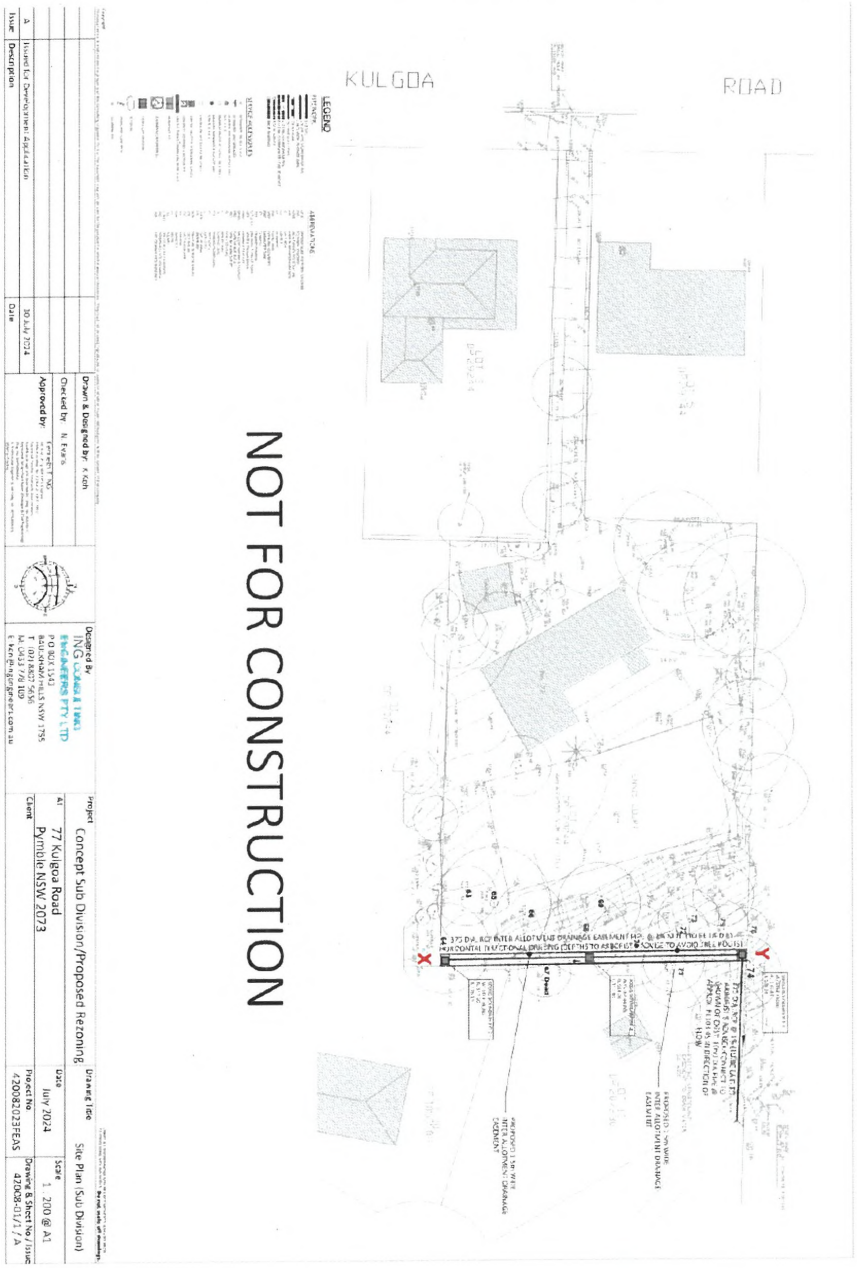
Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina

Appendix F - Proposed Site Plan



Appendix G - Proposed Storm Water

77KulgoaRoadPymble_SW420a082023FEAS_10Jul24-Site Plan_SW.pdf



Appendix H - Tree Roots

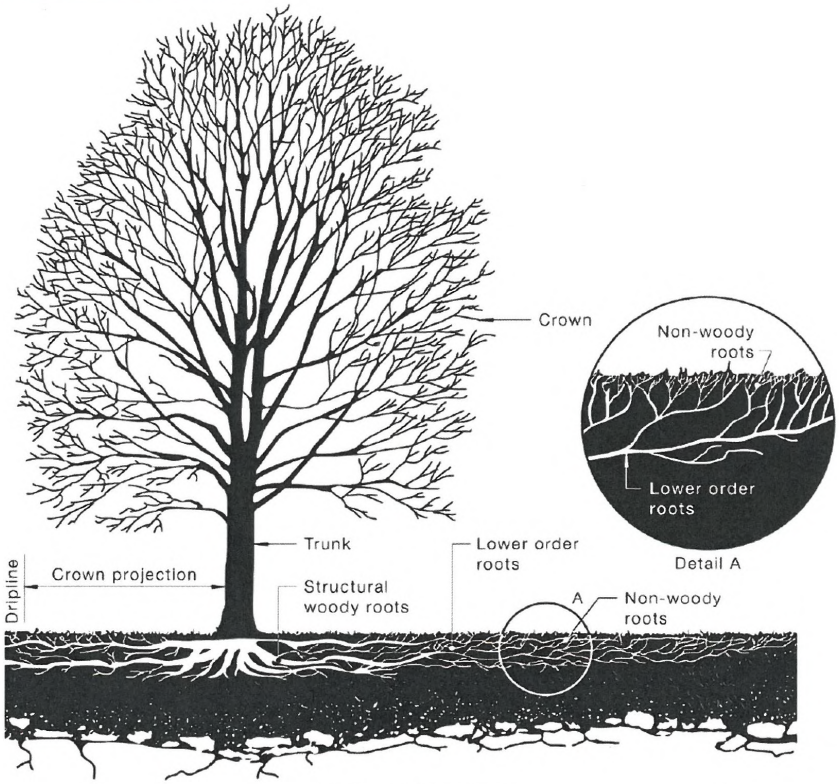


Figure 10. Tree Roots

Structural Woody Roots are large, woody roots that the tree requires for anchorage and support.

Lower Order Roots are used for anchorage, storage and transportation of water and nutrients

Non-woody Roots are fine, fibrous roots that take up water and minerals. Most absorbing roots grow upward into surface layers and mulch

Appendix I - Glossary

Shigo, A.L. (1986) A New Tree Biology Dictionary.
*Docktor, D (2001) City of Palo Alto, Tree Technical Manual.

Bark* - All tissue outside the vascular cambium. Bark is usually divided into inner bark active phloem and aging and dead crushed phloem.
Basal - Lower trunk area of the tree.
Branch*- Organ which supports leaves, flowers and fruit.
Branch collar* - Trunk tissue that forms around the base of a branch between the main stem and the branch wood and trunk wood to meet. Formed by compaction or expansion as the girth of the branch and trunk increase.
Canopy - The part of the crown composed of the leaves and small twigs.
Cavity - An open wound, characterized by the presence of decay and resulting in a hollow (Matheny & Clarke, 1994).
Codominant stems* - Stems or trunks of about the same size originating from the same position from the main stem.
Compaction - Compaction of soils causes roots to die due to lack of oxygen and water.
Compartmentalization* - Dynamic tree defence process involving protection features that resist the spread of pathogens.
Crown* - Portion of the tree consisting of branches and leaves and any part of the trunk from which branches arise.
Crown Projection - Area within the dripline or beneath the lateral extent of the crown (Geiger, 2004)
Decay* - Degeneration and delignification of plant tissue, including wood, by pathogens or microorganisms.
Dieback - Dieback is the reduction in the dynamic mass of a tree as twigs and branches die and are walled off by protection boundaries.
Epicormic shoots* - Shoots produced by dormant buds within the bark or stems of a tree as a result of stress, lopping or increase light. Epicormic shoots usually have a weaker form of branch attachment.
Included bark* - Inwardly formed bark at the junction of branches or codominant stems.
Kino - A dark red to brown resin-like substance produced by the trees in the genera Eucalyptus and other related genera. Kino forms when living cells are injured and infected.
Lopping* - Random cutting of branches or stems between branch union or at internodes on young trees.
Mycorrhiza - A symbiotic, non pathogenic, or weakly pathogenic association of fungi and non woody, absorbing roots of plants. The common belief is that the mycorrhiza help the tree with mineral absorption, especially phosphorus.
Microorganisms - An organism of microscopic size. Bacteria, the tree pathogens, may be as small as 3 microns wide by 5 microns long.
Pathogen - Any agent that causes disease.
Photosynthesis - A process where chlorophyll in plants traps the energy of the sun in a molecule of carbon dioxide and water that is called sugar.
Roots - An organ of a tree that serves to maintain mechanical support, to provide water and essential elements from the soil through absorption, and to store energy reserves.
Stem* - Organ which supports branches, leaves flowers and fruit.
Tree* - Long lived woody perennial plant greater than (or potentially greater than) 3m in height with one or relatively few stems.
Trunk* - The main stem.
Wound*- An opening that is created when the bark is cut, removed or injured.

Appendix J - TreeAZ (Barrell 2010)

TreeAZ Categories (Version 10.10-ANZ)

Category Z: Unimportant trees not worthy of being material constraint		
Z	**Local policy exemptions:** Trees that are unsuitable for legal protection for local policy reasons including size, proximity and species	
	1	Young or insignificant small trees, i.e. below the local size threshold for legal protection, etc
	2	Too close to a building i.e exempt from legal protection because of proximity etc
	3	Species that cannot be protected for other reasons, i.e. scheduled noxious weeds, out of character in a setting of acknowledged importance, etc
	High risk of death or failure: Trees that are likely to be removed within 10 years because of acute health issues or severe structural failure	
	4	Dead, dying, diseased or declining
	5	Severe damage and/or structural defects where a high risk of failure cannot be satisfactorily reduced by reasonable remedial care, i.e. cavities, decay, included bark, wounds, excessive imbalance, overgrown and vulnerable to adverse weather conditions, etc
	6	Instability, i.e. poor anchorage, increased exposure, etc
	Excessive nuisance: Trees that are likely to be removed within 10 years because of unacceptable impact on people	
	7	Excessive, severe and intolerable inconvenience to the extent that a locally recognized court or tribunal would be likely to authorize removal, i.e. dominance, debris, interference, etc
	8	Excessive, severe and intolerable damage to property to the extent that a locally recognized court or tribunal would be likely to authorize removal, i.e. severe structural damage to surfacing and buildings, etc
	Good management: Trees that are likely to be removed within 10 years through responsible management of the tree population	
	9	Severe damage and/or structural defects where a high risk of failure can be temporarily reduced by reasonable remedial care, i.e. cavities, decay, included bark, wounds, excessive imbalance, vulnerable to adverse weather conditions, etc
	10	Poor condition or location with a low potential for recovery or improvement, i.e. dominated by adjacent trees or buildings, poor architectural framework, etc
	11	Removal would benefit better adjacent trees, i.e. relieve physical interference, suppression, etc
	12	Unacceptably expensive to retain, i.e. severe defects requiring excessive levels of maintenance, etc

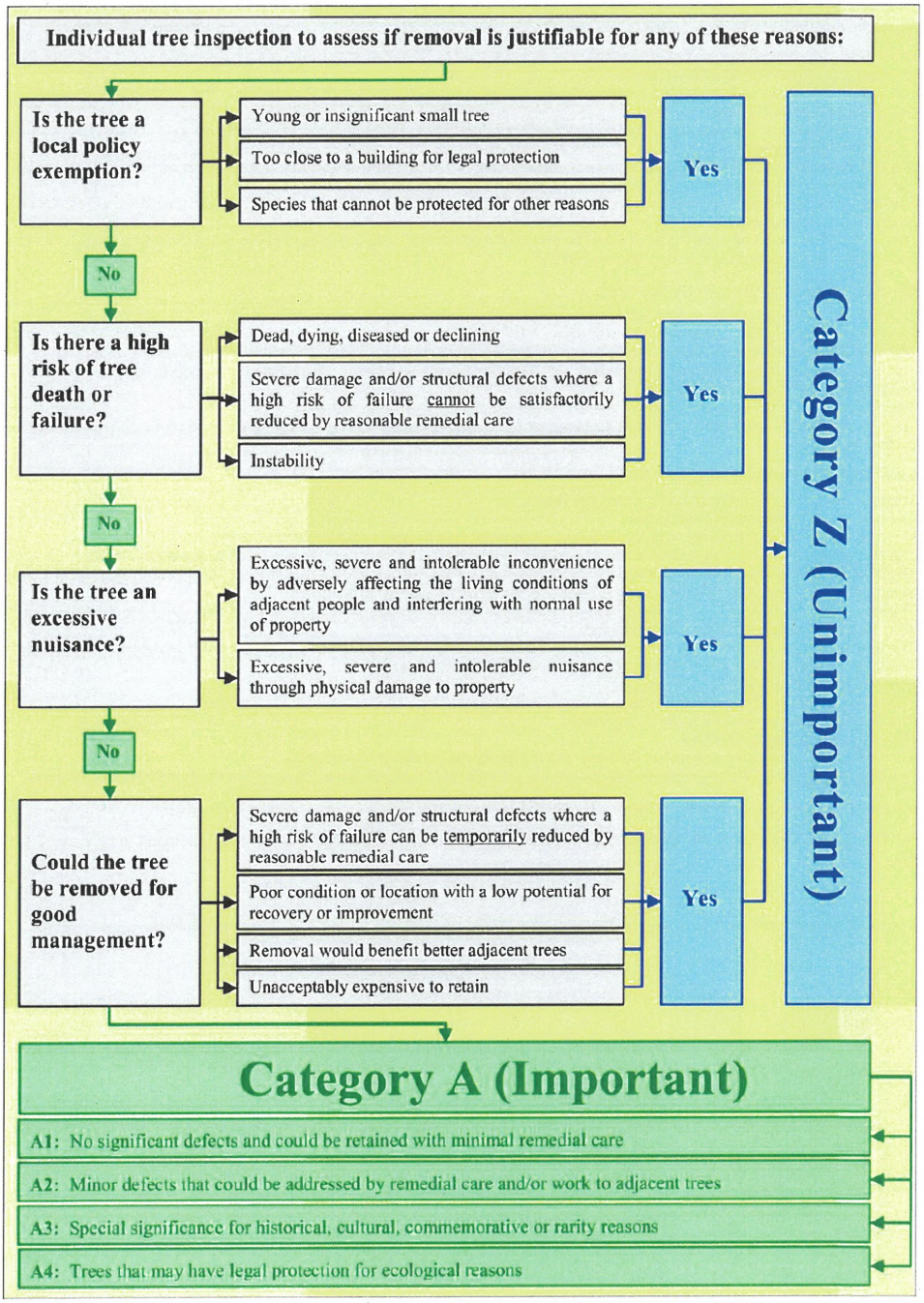
NOTE: Z trees with a high risk of death/failure (Z4, Z5 & Z6) or causing severe inconvenience (Z7 & Z8) at the time of assessment and need an urgent risk assessment can be designated as ZZ. ZZ trees are likely to be unsuitable for retention and at the bottom of the categorization hierarchy. In contrast, although Z trees are not worthy of influencing new designs, urgent removal is not essential and they could be retained in the short term, if appropriate

Category A Important trees suitable for retention for more than 10 years and worthy of being a material constraint	
A1	No significant defects and could be retained with minimal remedial care
A2	Minor defects that could be addressed by remedial care and/or work to adjacent trees
A3	Special significance for historical, cultural, commemorative or rarity reasons that would warrant extraordinary efforts to retain for more than 10 years
A4	Trees that may be worthy of legal protection for ecological reasons (Advisory requiring specialist assessment)

NOTE: Category A1 trees that are already large and exceptional or have the potential to become so with minimal maintenance, can be designated as AA at the discretion of the assessor. Although all A and AA trees are sufficiently important to be material constraints, AA trees are at the top of the categorization hierarchy and should be given the most weight in any selection process.

TreeAZ is designed by Barrell Tree Consultancy (www.barrelltreecare.co.uk) and is reproduced with their permission

TreeAZ Flow Chart



Appendix K - Tree Significance Assessment Criteria (IACA)

Tree Significance - Assessment Criteria

INSTITUTE OF AUSTRALIAN IACA CONSULTING ARBORICULTURISTS ®

1. High Significance in landscape

- The tree is in good condition and good vigour;
- The tree has a form typical for the species;
- The tree is a remnant or is a planted locally indigenous specimen and/or is rare or uncommon in the local area or of botanical interest or of substantial age;
- The tree is listed as a Heritage Item, Threatened Species or part of an Endangered ecological community or listed on Councils significant Tree Register;
- The tree is visually prominent and visible from a considerable distance when viewed from most directions within the landscape due to its size and scale and makes a positive contribution to the local amenity;
- The tree supports social and cultural sentiments or spiritual associations, reflected by the broader population or community group or has commemorative values;
- The tree's growth is unrestricted by above and below ground influences, supporting its ability to reach dimensions typical for the taxa *in situ* - tree is appropriate to the site conditions.

2. Medium Significance in landscape

- The tree is in fair-good condition and good or low vigour;
- The tree has form typical or atypical of the species;
- The tree is a planted locally indigenous or a common species with its taxa commonly planted in the local area
- The tree is visible from surrounding properties, although not visually prominent as partially obstructed by other vegetation or buildings when viewed from the street,
- The tree provides a fair contribution to the visual character and amenity of the local area,
- The tree's growth is moderately restricted by above or below ground influences, reducing its ability to reach dimensions typical for the taxa *in situ*.

3. Low Significance in landscape

- The tree is in fair-poor condition and good or low vigour;
- The tree has form atypical of the species;
- The tree is not visible or is partly visible from surrounding properties as obstructed by other vegetation or buildings,
- The tree provides a minor contribution or has a negative impact on the visual character and amenity of the local area,
- The tree is a young specimen which may or may not have reached dimension to be protected by local Tree Preservation orders or similar protection mechanisms and can easily be replaced with a suitable specimen,
- The tree's growth is severely restricted by above or below ground influences, unlikely to reach dimensions typical for the taxa *in situ* - tree is inappropriate to the site conditions,
- The tree is listed as exempt under the provisions of the local Council Tree Preservation Order or similar protection mechanisms,
- The tree has a wound or defect that has potential to become structurally unsound.

Environmental Pest / Noxious Weed Species

- The tree is an Environmental Pest Species due to its invasiveness or poisonous/ allergenic properties,
- The tree is a declared noxious weed by legislation.

Hazardous/Irreversible Decline

- The tree is structurally unsound and/or unstable and is considered potentially dangerous,
- The tree is dead, or is in irreversible decline, or has the potential to fail or collapse in full or part in the immediate to short term.

The tree is to have a minimum of three (3) criteria in a category to be classified in that group.

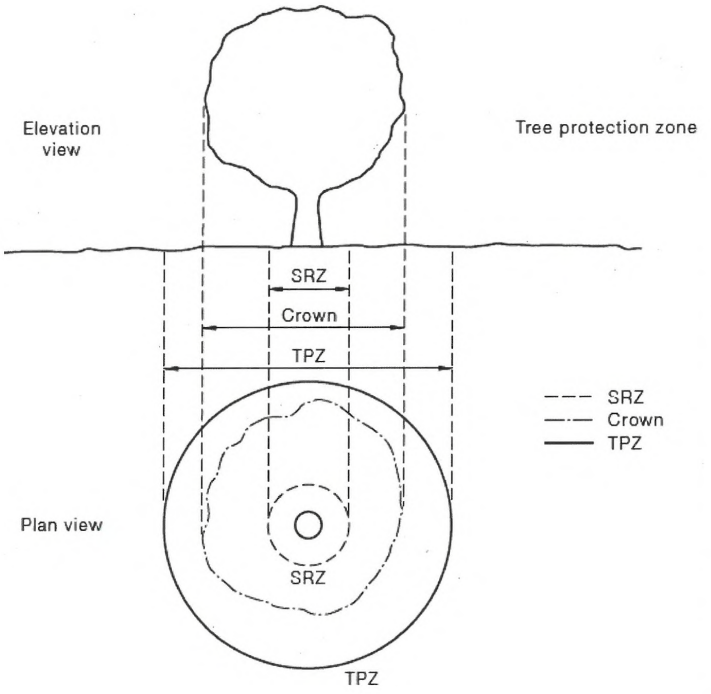
Note: The assessment criteria are for individual trees only, however, can be applied to a monocultural stand in its entirety e.g. hedge.

IACA 2010, *IACA Significance of a Tree, Assessment Rating System (STARS)*, Institute of Australian Consulting Arboriculturists, www.iaca.org.au

Appendix L - Tree Protection Zones AS4970-2009

Tree Protection Zone

The tree protection zone (TPZ) is the principal means of protecting trees on development sites. The TPZ is a combination of the root area and crown area requiring protection. It is an area isolated from construction disturbance, so that the tree remains viable.



Determining the TPZ

The **radius** of the TPZ is calculated for each tree by multiplying its DBH × 12.
TPZ = DBH×12
Where DBH = trunk diameter measured at 1.4 m above ground

Radius is measured from the centre of the stem at ground level.

A TPZ should not be less than 2m nor greater than 15m (except where crown protection is required). Clause 3.3 covers variations to the TPZ.

The TPZ of palms, other monocots, cycads and tree ferns should not be less than 1 m outside the crown projection.

TPZ is measured radially from the trunk

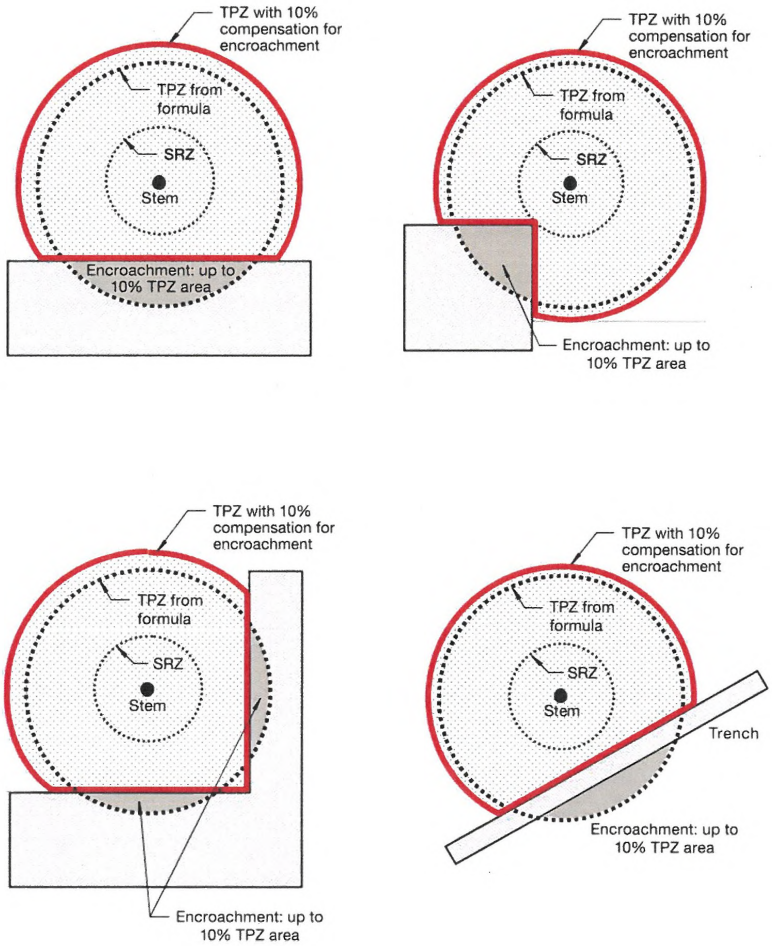
Appendix M - Tree Protection Zone Encroachments AS4970-2009

Minor Encroachments

The proposed encroachment is less than 10% of the area of the TPZ and is outside the SRZ. The area lost to this encroachment should be compensated for elsewhere and contiguous with the TPZ.

Major Encroachments

The proposed encroachment is greater than 10% of the TPZ or inside the SRZ, the project arborist must demonstrate that the tree(s) would remain viable. The area lost to this encroachment should be compensated for elsewhere and contiguous with the TPZ. This may require root investigation by non-destructive methods.



AUSTRALIS Tree Management

4 June 2025

Appendix N - Qualifications & Experience

Meredith Gibbs

Qualifications

1999	Advanced Certificate in Urban Horticulture
2002	Horticulture Diploma (Arboriculture) AQF Level 5
2002	Occupational Health & Safety course
2002	Risk Management course
2002	Smart Train 008397
2010	Collecting Catchment Data
2011	Quantified Tree Risk Assessment
2014	Quantified Tree Risk Assessment
2015	Horticulture Diploma (Arboriculture) AQF Level 5
2015	Tree Risk Assessment (TRAQ)
2018	White Card Number 2234996
2023	VALID Tree Risk Assessment (69531901)

Practical Experience

1996 - 1998	Horticulturist
1988 - 2001	Garden Maintenance - Horticulturist
1997 - 2004	Silver Springs Nursery (Owner/Operator)
2000 -	Australis Tree Management (Owner/Operator)

Continuing Professional Development

NAAA Conference, Mature Trees, 2001
Claus Mattheck Seminar 2001
ISAAC Conference - Parramatta 2004
AILA Tree Management Forum 2005
Jeremy Barrell Tree AZ & Report Writing Workshop 2006
A Practitioner's Guide to Visual Tree Assessment 2007
Quantified Tree Risk Assessment Workshop 2007
ISAAC Conference Workshop Dr. David Lonsdale 2008
ISAAC Conference Workshop Dr. Phillip Gibbons 2008
ISA International Conference Parramatta 2011
ISA International Conference Workshop Dr. Ken James 2011
Jeremy Barrell Arboriculture Australia Workshop 2017
ISAAC Conferences 2008, 2009, 2010
Arboriculture Australia Annual Conferences 2014, 2015, 2017 2018, 2019, 2022, 2023
VALID Tree Risk Assessment 2023

Past Significant Projects

Castle Hill (Castle Towers) 2006
The Hermitage, Gledswood Hills 2010-2019
Golf Shore Retirement Village, Fairway Drive, Kellyville 2012
Thomas Holt Village, Kirrawee 2013
Summit Care, Baulkham Hills 2013
95, 103, 114, 119, 125 & 163 Tallawong Road, Rouse Hill 2016-2017
105 & 119 Cudgegong Road, Rouse Hill 2019-2022
2 Lexington Drive, Bella Vista 2016
Blacktown Workers Sports Club Redevelopment 2016-2019
Greenwich Place 2017- 2023
Gosford Park Redevelopment 2019
Gregory Hills Industrial Estate 2019
Carrington Road, Castle Hill 2020
Solent Circuit, Norwest, 2021
Hubertus Country Club, Luddenham 2021
Canterbury Aquatic Centre Redevelopment 2021
Max Parker Aquatic Centre, Revesby Redevelopment 2021
McGall Gardens, Rouse Hill 2021-2022
Trinity Grammar School Redevelopment 2022-2023
Hill Top Park, Norwest 2023

Memberships & Affiliations

VALID
Tree Risk-Benefit Validator
69531901

Arboriculture Australia 2024 MEMBER
1927

MEMBER ISA
161559

AIH
Australian Institute of Horticulture
3046

Australian Plants Society NSW
Meredith Gibbs

Supporting

WAITE ARBORETUM

BURRENDONG botanic garden & arboretum

Updated 24 January 2024

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APPENDIX B Tree Protection Plan to support the Planning Proposal– 77 Kulgoa Road Pymble



AUSTRALIS
Tree Management

Tree Protection Plan

AS 4970-2009 Protection of trees on development sites

Site Address:

77 Kulgoa Road, Pymble

Client:

Mr & Mrs Leece

Date:

4 June 2025

Reference:

20252167.5

Prepared By:

Meredith Gibbs

PO Box 3453,
DURAL NSW 2158
www.australistrees.com.au

Tree No.	Species	TPZ	Proposed Status
1	Eucalyptus acmenoides (White Mahogany)	6.0m	Retain
2	Syncarpia glomulifera (Turpentine)	7.2m	Retain
3	Syncarpia glomulifera (Turpentine)	4.8m	Retain
4	Syncarpia glomulifera (Turpentine)	6.0m	Retain
5	Syncarpia glomulifera (Turpentine)	10.3m	Retain
6	Syncarpia glomulifera (Turpentine)	4.8m	Retain
7	Angophora costata (Smooth-barked Apple)	8.4m	Retain
8	Syncarpia glomulifera (Turpentine)	10.7m	Retain
9	Syncarpia glomulifera (Turpentine)	7.2m	Retain
10	Syncarpia glomulifera (Turpentine)	6.0m	Retain
11	Syncarpia glomulifera (Turpentine)	6.0m	Retain
12	Syncarpia glomulifera (Turpentine)	8.7m	Retain
13	Citharexylum spinosum (Fiddlewood)	2.4m	Retain
14	Syncarpia glomulifera (Turpentine)	5.4m	Retain
15	Syncarpia glomulifera (Turpentine)	5.4m	Retain
16	Syncarpia glomulifera (Turpentine)	7.7m	Retain
17	Archontophoenix cunninghamiana (Bangalow Palm)	2.4m	Retain
18	Cedrus deodara (Deodar Cedar)	6.0m	Retain
19	Syncarpia glomulifera (Turpentine)	7.2m	Retain
20	Radermachera sinica (China Doll)*	2.1m	Retain
21	Syncarpia glomulifera (Turpentine)	7.2m	Retain
22	Magnolia sp((Magnolia)*	2.4m	Retain
23	Fraxinus griffithii (Evergreen Ash)	3.4m	Retain
24	Syncarpia glomulifera (Turpentine)	8.4m	Retain
25	Viburnum odoratissimum (Sweet Viburnum)*	2.0m	Retain
26	Syncarpia glomulifera (Turpentine)	7.2m	Retain
27	Eucalyptus saligna (Sydney Blue Gum)	6.0m	Retain
28	Melaleuca incana (Grey Honey Myrtle)	3.5m	Retain
29	Citharexylum spinosum (Fiddlewood)	5.4m	Retain
30	Melaleuca bractaata (Revolution Green)	3.0m	Retain

Tree No.	Species	TPZ	Proposed Status
31	Laurus nobilis (Bay Tree)	3.0m	Retain
32	Leptospermum petersonii (Lemon Scented Tea Tree)	3.6m	Retain
33	Juniperus communis (Juniper)	3.0m	Retain
34	Juniperus communis (Juniper)	2.4m	Retain
35	Juniperus communis (Juniper)	2.0m	Retain
36	Buxus sp (Buxus)*	2.0m	Retain
37	Camellia reticulata (Reticulata Camellia)	2.4m	Retain
38	Pittosporum tenuifolium (Pittosporum)*	2.0m	Retain
39	Viburnum odoratissimum (Sweet Viburnum)*	2.0m	Retain
40	Celtis australis (Nettle Tree)*	2.0m	Retain
41	Viburnum odoratissimum (Sweet Viburnum)*	2.0m	Retain
42	Juniperus communis (Juniper)	2.0m	Retain
43	Camellia reticulata (Reticulata Camellia)	2.0m	Retain
44	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain
45	Cupressus sempervirens var. stricta (Pencil Pine)	2.4m	Retain
46	Cupressus sempervirens var. stricta (Pencil Pine)	2.4m	Retain
47	Podocarpus elatus (Brown Pine)	7.2m	Retain
48	Eucalyptus microcorys (Tallowwood)	8.4m	Retain
49	Glochidion ferdinandi (Cheese Tree)	6.0m	Retain
50	Grevillea robusta (Silky Oak)	2.4m	Retain
51	Callistemon salignus (Willow Bottlebrush)	4.2m	Retain
52	Callistemon salignus (Willow Bottlebrush)	2.0m	Retain
53	Callistemon salignus (Willow Bottlebrush)	3.0m	Retain
54	Thuja plicata (Western Red Cedar)	4.8m	Retain
55	Glochidion ferdinandi (Cheese Tree)	6.0m	Retain
56	Archontophoenix cunninghamiana (Bangalow Palm) multiple	3.0m	Retain
57	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
58	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
59	Jacaranda mimosifolia (Jacaranda)	4.8m	Retain
60	Jacaranda mimosifolia (Jacaranda)	5.1m	Retain

Tree No.	Species	TPZ	Proposed Status
61	Camellia reticulata (Reticulata Camellia)	2.4m	Remove
62	Livistona chinensis (Chinese Fan Palm)	3.0m	Remove
63	Cedrus deodara (Deodar Cedar)	6.0m	Retain
64	Jacaranda mimosifolia (Jacaranda)	6.0m	Retain
65	Eucalyptus saligna (Sydney Blue Gum)	12.0m	Retain
66	Stenocarpus sinuatus (Fire Wheel Tree)	2.4m	Retain
67	Dead	N/A	Retain
68	Eucalyptus saligna (Sydney Blue Gum)	6.0m	Retain
69	Eucalyptus saligna (Sydney Blue Gum)	7.2m	Retain
70	Eucalyptus piularis (Blackbutt)	4.8m	Retain
71	Angophora costata (Smooth-barked Apple)	6.6m	Retain
72	Syncarpia glomulifera (Turpentine)	4.8m	Retain
73	Syncarpia glomulifera (Turpentine)	6.0m	Retain
74	Pittosporum undulatum (Sweet Pittosporum)	4.8m	Retain
75	Brachychiton acerifolius (Illawarra Flame Tree)	4.8m	Retain
76	Grevillea robusta (Silky Oak)	24.0m	Retain
77	Celtis australis (Nettle Tree)*	7.2m	Retain
78	Callistemon salignus (Willow Bottlebrush)	5.1m	Retain
79	Pittosporum undulatum (Sweet Pittosporum)	2.4m	Retain
80	Eucalyptus saligna (Sydney Blue Gum)	9.6m	Retain
81	Eucalyptus saligna (Sydney Blue Gum)	4.8m	Retain
82	Ligustrum lucidium (Large Leaf Privet)*	3.6*	Retain
83	Livistona chinensis (Chinese Fan Palm)	3.0m	Retain
84	Livistona chinensis (Chinese Fan Palm)	3.0m	Retain
85	Livistona chinensis (Chinese Fan Palm)	3.0m	Retain
86	Livistona chinensis (Chinese Fan Palm)	3.0m	Retain
87	Eucalyptus punctata (Grey Gum)	8.4m	Retain
88	Cedrus deodara (Deodar Cedar)	8.4m	Retain
89	Ulmus glabra (Scotch Elm)	7.2m	Retain
90	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain

Tree No.	Species	TPZ	Proposed Status
91	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
92	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
93	Archontophoenix cunninghamiana (Bangalow Palm)	3.0m	Retain
94	Archontophoenix cunninghamiana (Bangalow Palm)	2.4m	Retain
95	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
96	Howea forsteriana (Kentia Palm)	2.0m	Retain
97	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
98	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
99	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
100	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
101	Livistona chinensis (Chinese Fan Palm)	2.4m	Retain
102	Ravenea rivularis (Majesty Palm)	2.4m	Retain
103	Camellia reticulata (Reticulata Camellia)*	2.0m	Retain
104	Celtis australis (Nettle Tree)*	6.0m	Retain
105	Syncarpia glomulifera (Turpentine)	3.8m	Retain
106	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain
107	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain
108	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain
109	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain
110	Tibouchina lepidota 'Alstonville' (Alstonville Tibouchina)*	2.0m	Retain

* Exempt from Council Protection

Title: **Tree List**	Client: **Mr & Mrs Leece**		**Retain** / Remove
Reference: **20252167.5**	Site Address: **77 Kulgoa Road, Pymble**	Prepared By: **Meredith Gibbs**	Page: **2 / 5**
Date: **4 June 2025**			

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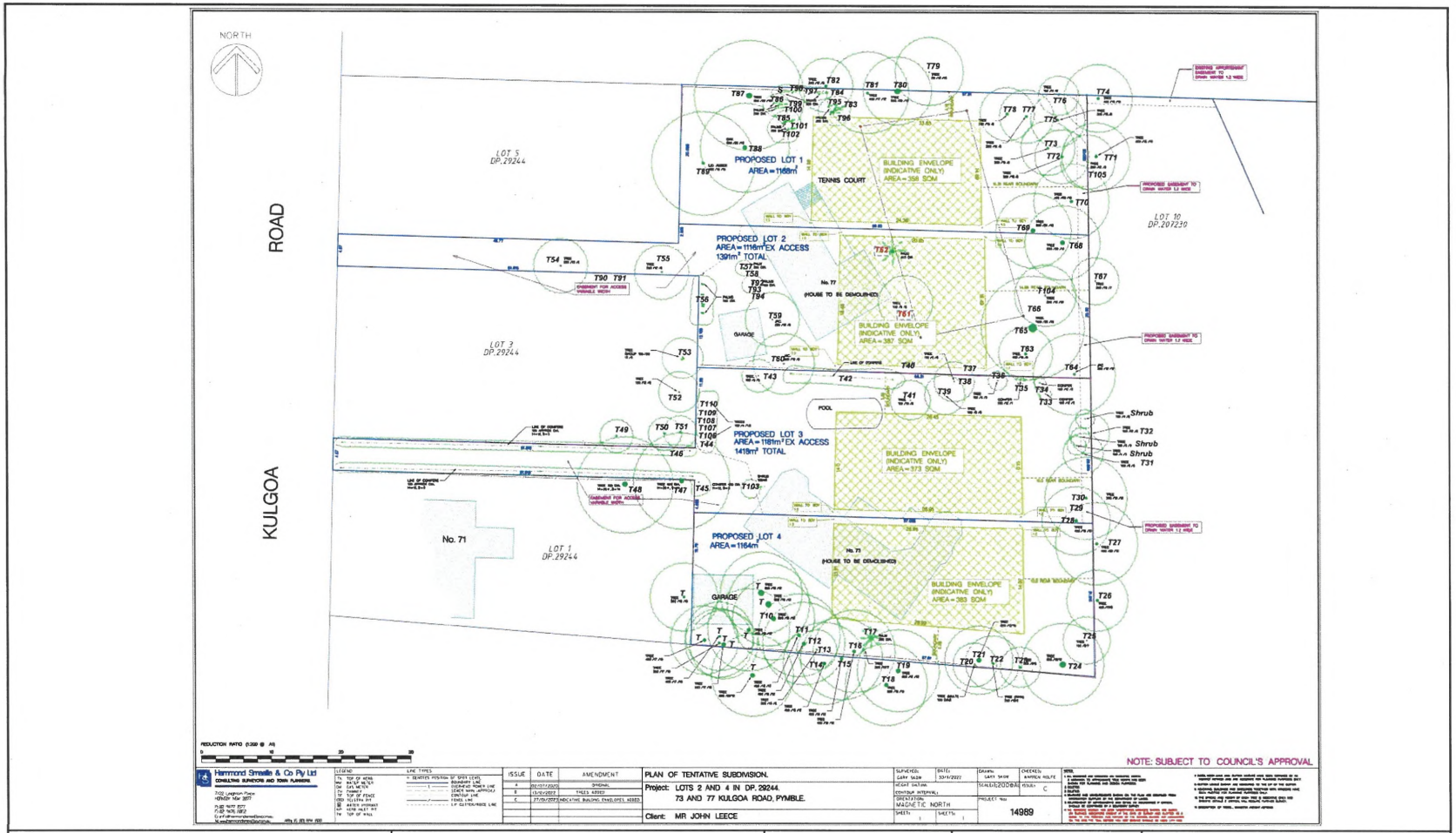

Title: **Tree Retention & Removal Plan**	Client: **Mr & Mrs Leece**	Scale: 0 5 15 Metres	**Retain** / **Remove**
Reference: **20252167.5**	Site Address: **77 Kulgoa Road, Pymble**	Prepared By: **Meredith Gibbs**	Page: **3 / 5**
Date: **4 June 2025**			

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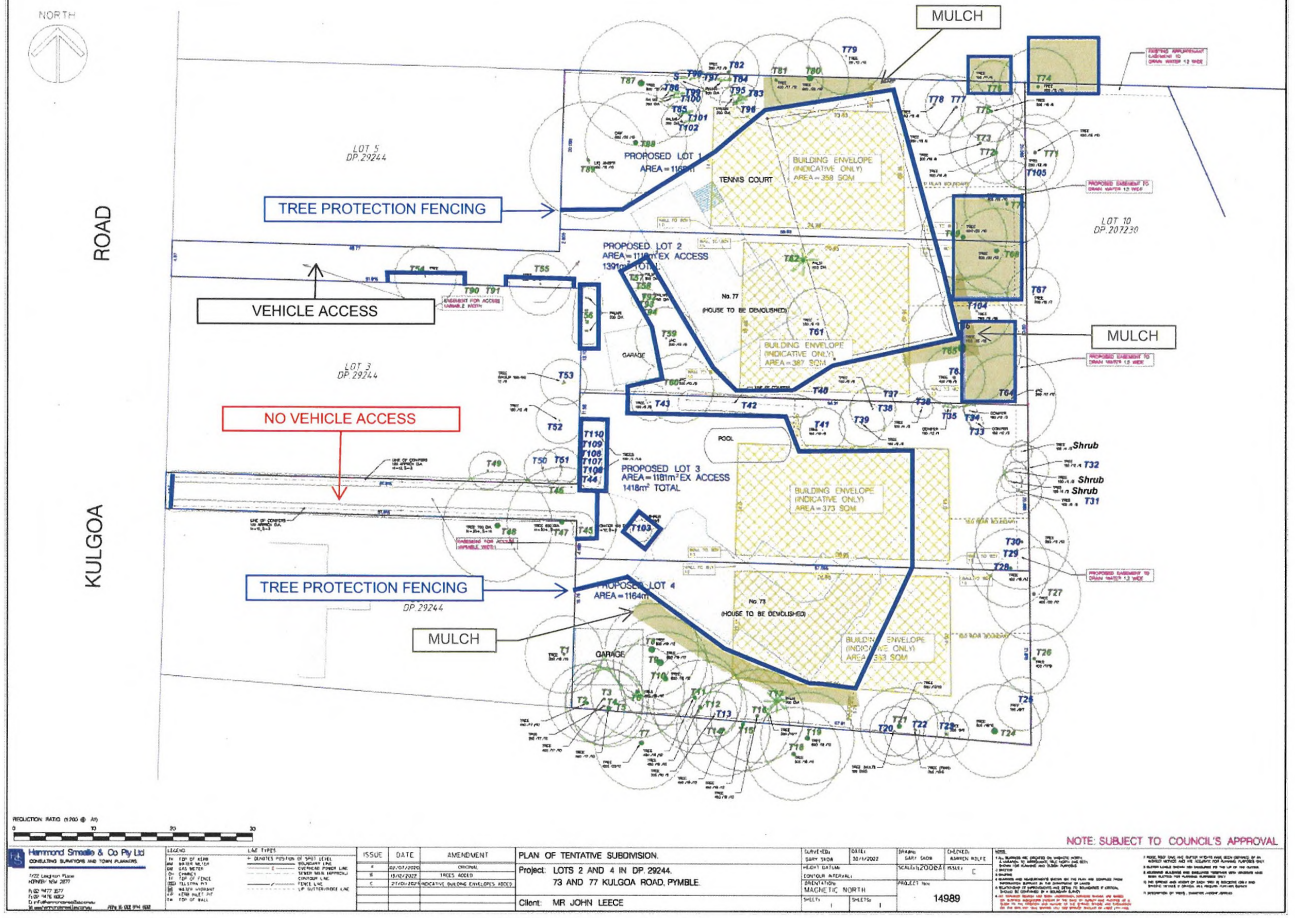

Title: **Tree Protection Plan**	Client: **Mr & Mrs Leece**	Scale: 0 5 15 Metres	AUSTRALIS Tree Management
Reference: **20252167.5**	Site Address: **, 77 Kulgoa Road, Pymble**	Prepared By: **Meredith Gibbs**	Page: **4 / 5**
Date: **4 June 2025**			PO Box 3453, DURAL NSW 2158 www.australistrees.com.au

Project Arborist Monitoring

Project arborist (level 5) must oversee tree retention with written confirmation from the owner or site manager

All tree related matters must be discussed with the project arborist

The builder / site manager is responsible to inform the project arborist of any issues during works

Project arborist must maintain a monthly log including site visits, notes and photographs

The project arborist must provide feedback to the owner / builder / notes and site manager / council.

All tree related matters must be discussed with the project arborist

---

Project Hold Points

Prior to demolition of structures
Tree Protection Plan & Specifications must be onsite prior to works

Project arborist must oversee tree retention

Project arborist must inspect Tree Protection Fencing including adequate signage

---

As required
The builder / site manager is responsible to inform the project arborist of any issues during works

---

During all construction works
Project arborist must inspect trees monthly

Post construction
Final Tree Inspection

Activities Excluded From Tree Protection Zones

No soil level changes
Machine excavation including trenching
Excavation for silt fencing
Cultivation
Preparation of chemicals
Parking of vehicles and machinery
Refuelling
Dumping of waste
Wash down and cleaning of equipment
Placement of fill
Lighting of fires
Temporary or permanent installation of utilities
Physical damage to the tree
Bolt cutters or wire cutters must not be used for root pruning

---

Activities Permissible Within Tree Protection Zones

Any excavation work within a Tree Protection Zone must be monitored by the project arborist.

Roots measuring over 50mm in diameter within the Tree Protection Zone and outside the Structural Root Zone may be pruned at the discretion of the project arborist.

Root exposure must be applied with hand tools or Air Spade to prevent damage to the root system.

All root pruning equipment must be sharp and clean. Secateurs, loppers or pruning saws should be used and can be cleaned with methylated spirits to prevent disease and pathogen spread. No bolt cutters.

Any roots exposed must be wrapped or covered with hessian or cloth and kept moist to prevent drying out and sunburn until backfilling occurs.

Backfill must be watered in and mulched with composted leaf mulch.

Compliance Inspection Check List

Council Conditions and the following list will be checked during each inspection. Failure will result in non compliance.

Tree protection fencing in place
Trunk protection in place
Ground protection in place
Correct signage attached
Mulch installed
Irrigation installed
Scaffolding installation damage
Evidence of tree protection fencing adjustments
Evidence tree damage
Evidence of machinery movements, foot traffic or work within TPZ fencing

Tree Protection Fencing

A 1.8m chain wire fence, secured and fastened to prevent movement be installed in accordance with AS4970-2009 and AS 4687-2007. Woody roots must not be damage during fencing TPZ fencing installation. No fence relocation is permitted without Arborist permission.

Signage - "Tree Protection Zone, No Entry". With project arborist contact details to be attached to the protective fencing.

Within the TPZ fencing up to 50mm of COMPOSTED organic mulch must be applied to help retain moisture levels, suppress weed growth and reduce tree stress. Mulch must be in accordance with AS4454-2012 Composts, soil conditioners and mulches.

All trees must be thoroughly watered regularly throughout the development works. This is dependent on weather conditions where more water applied during hot and or winding weather.

Tree protection fencing must include shade cloth attached to the fencing to reduce transport of dust, particulates and liquids from entering the TPZ.

Trunk Protection

Trunk protection shall consist of hessian wrapped around the trunk.

Two metre lengths of timber (100 x 50mm) spaced at 100-150mm centres secured together with 2mm galvanised wire.

These shall be strapped around the trunk and not fixed to the tree in any way to avoid mechanical injury or damage.

Ground Protection

Ground protection is required within a TPZ for foot traffic, temporary access for machinery and if full TPZ fencing distances cannot be achieved.

The purpose of ground protection is to prevent root damage and soil compaction within the TPZ.

Measures may include a permeable membrane such as geotextile fabric beneath a layer of mulch or crushed rock below rumble boards.

These measures may be applied to root zones beyond the TPZ.

Foot Traffic Platforms

Ground protection against foot traffic is required within the TPZ. Scaffolding with timber boards attached

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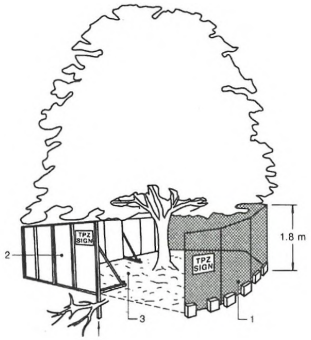

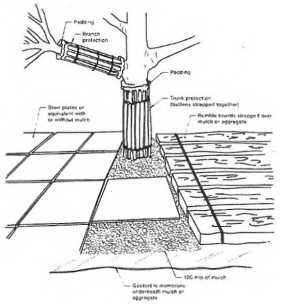

Title: **Tree Protection Specifications** *AS 4970-2009 Protection of trees on development sites*	Client: **Mr & Mrs Leece**		
Reference: **20252167.5**	Site Address: **77 Kulgoa Road, Pymble**	Prepared By: **Meredith Gibbs**	Page: **5 / 5**
Date: **4 June 2025**			

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APPENDIX C – Biodiversity Development Assessment Report – 77 Kulgoa Road Pymble

BIODIVERSITY DEVELOPMENT ASSESSMENT REPORT

PROPOSED RE-ZONING OF 77 KULGOA AVE PYMBLE

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Abbreviations

Abbreviation	Meaning
AOBV	Areas of Outstanding Biodiversity Value
AWTS	Aerated Wastewater Treatment System
APZ	Asset Protection Zone (bushfire protection)
BAM	Biodiversity Assessment Methodology
BAM - C	Biodiversity Assessment Method Calculator
BC Act	*Biodiversity Conservation Act 2016*
BDAR	Biodiversity Development Assessment Report
BOS	Biodiversity Offsets Scheme
DA	Development Application
DCP	Development Control Plan
DEC	Department of Environment and Conservation
DECC	Department of Environment and Climate Change
DPIE	NSW Department of Planning, Industry and Environment (formerly OEH)
DEE	Department of Environment and Energy
EEC	Endangered Ecological Community
EP&A Act	*Environmental Planning and Assessment Act 1979*
EPBC Act	*Environment Protection and Biodiversity Conservation Act 1999*
Ha	Hectare
HTE	High Threat Exotic
LEP	Local Environmental Plan
LGA	Local Government Area
MU	Map Unit
NPWS	NSW National Parks and Wildlife Service
OEH	Office of Environment and Heritage
PCT	Native vegetation classification system approved by NSW Plant Community Type Control Panel
PFC	Projected Foliage Cover
SAII	Serious and Irreversible Impacts
SEPP	State Environmental Planning Policy
TBCD	Threatened Biodiversity Data Collection

GLOSSARY

Acronym/ Term	Definition
Accredited Biodiversity Assessor	Individuals accredited by the Department of Planning, Industry and Environment (DPIE) to apply the Biodiversity Assessment Method.
Biodiversity credit report	The report produced by the Credit Calculator that sets out the number and class of biodiversity credits required to offset the remaining adverse impacts on biodiversity values at a development site, or on land to be biodiversity certified.
Biodiversity Offsets	Management actions that are undertaken to achieve a gain in biodiversity values on areas of land in order to compensate for losses to biodiversity from the impacts of secondary dwelling.
Biodiversity values	The composition, structure and function of ecosystems, including threatened species, populations and ecological communities, and their habitats.
Ecosystem credit	The class of biodiversity credit that relates to a vegetation type and the threatened species that are reliably predicted by that vegetation type (as a habitat surrogate).
Locality	A 1500m buffer area surrounding the Subject Land
Native Vegetation	Means any of the following types of plants native to New South Wales: (a) trees (including any sapling or shrub), (b) understorey plants, (c) groundcover (being any type of herbaceous vegetation), (d) plants occurring in a wetland.
Proposal	The development, secondary dwelling, activity or action proposed.
SAII entity	Species and ecological communities that are likely to be the subject of serious and irreversible impacts (SAIIs)
Species credit	The class of biodiversity credit that relate to threatened species that cannot be reliably predicted to use an area of land based on habitat surrogates. Species that require species credits are listed in the Threatened Biodiversity Data Collection.
Subject Land	The footprint of the proposed development.
Subject Properties	77 Kulgoa Road Pymble

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CERTIFICATION

I, Alex Fraser of Fraser Ecological, hereby state that this Biodiversity Development Assessment Report (BDAR) for a proposed re-zoning of 77 Kulgoa Ave Pymble has been prepared in accordance with the Biodiversity Assessment Method (BAM) 2020 established under the NSW *Biodiversity Conservation Act 2016*.

Fieldwork for this project was undertaken by Alex Fraser. Report writing was undertaken by Alex Fraser.

My qualifications are:

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Conflicts of Interest

The Accredited Assessors have signed an agreement to abide by the Accredited BAM Assessor Code of Conduct. The authors declare in accordance with the Assessors Code of Conduct that no actual, perceived, or potential conflicts of interest exist.

Disclaimer

This document may only be used for the purposes for which it was commissioned. Fraser Ecological accepts no liability or responsibility in respect of any use or reliance upon this report by any third party. Unauthorised use of this report in any form is prohibited.



Alex Fraser
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BAAS18156 Accredited Assessor
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EXECUTIVE SUMMARY

Fraser Ecological has been engaged to prepare a Biodiversity Development Assessment Report (BDAR) for a residential development ('the Proposal' or 'the Project') at 77 Kulgoa Road Pymble, in the Ku-ring-gai Council local government area. The proposal is proposed re-zoning of 77 Kulgoa Ave Pymble to support a potential future subdivision.

This BDAR has been prepared in accordance with the Office of Environment and Heritage (OEH) (2020) Biodiversity Assessment Method (BAM). The Biodiversity Offset Scheme (BOS) applies to the Proposal, as it would require clearing of native vegetation that is mapped on the Biodiversity Values Map (BVM). Note, this is a 'streamlined assessment', in accordance with Appendix C of the BAM ('Streamlined assessment module – Small area').

The Subject Property currently contains existing dwellings, areas of cleared exotic lawn, tennis court, pools, landscaped areas, ornamental garden plantings and remnant Sydney Turpentine Ironbark Forest canopy trees (at the rear of the properties), situated within an urban residential setting.

The canopy tree species present include mixture of locally indigenous species Sydney Turpentine Ironbark Forest, planted native and exotic tree species of varying ages and stages of maturity.

The subject site has been partially modified with the removal of most of the native understorey, groundcover plants and shrubs prior to 1943. There is a high proliferation of introduced environmental weed species at the rear of the property including:

- Trad (*Tradescantia flumiensis*)
- Madeira Vine (*Anredra cordifolia*)
- Blackberry Nightshade (*Solanum nigrum*)

The subject dominant trees together with other indigenous trees in the surrounding residences are connected to the remainder of the ecological communities nearby.

Indigenous tree species occurring on-site are (tree numbering system corresponding with arborist report):

- Tree No.'s 7 & 71 *Angophora costata* (Smooth-barked Apple)
- Tree No. 1 *Eucalyptus acmenoides* (White Mahogany)
- Tree No. 70 *Eucalyptus pilularis* (Blackbutt)
- Tree No. 87 *Eucalyptus punctata* (Grey Gum) Tree No.'s 27, 65, 68, 69, 80 & 81 *Eucalyptus saligna* (Sydney Blue Gum)
- Tree No.'s 74 & 79 *Pittosporum undulatum* (Sweet Pittosporum)
- Tree No.'s 2, 3, 4, 5, 6, 8, 9, 10, 11, 14, 16, 19, 21, 24, 26, 72, 73 & 105 *Syncarpia glomulifera* (Turpentine)
- *Glochidion ferdinandi* (Cheese Tree)

The vegetation at the rear of the site has been mapped by Council and the NSW DPE (NSW Statewide PCT mapping) as Sydney Turpentine Ironbark Forest (Figure 12 and 13).

- Vegetation Formation: Wet Sclerophyll Forests (Grassy sub-formation)
- Vegetation Class: Northern Hinterland Wet Sclerophyll Forests
- PCT Name: Sydney Turpentine Ironbark Forest
- PCTID: 3262

Sydney Turpentine Ironbark Forest in the Sydney Basin Bioregion is listed as Critically Endangered under the BC Act 2016 and EPBC Act 1999.

The Arborist Impact Assessment Report prepared by Australis Tree Management dated 24th of March 2023 states that all locally native trees are proposed for retention.

A stormwater drainage easement (1.2m wide) has been proposed along the eastern (rear) boundary of all proposed lots. All trees are proposed for retention within this area which is currently subject to heavy weed invasion.

As a precautionary measure, it has been assumed 0.2ha of native vegetation may be indirectly impacted for the installation of stormwater drainage at the rear of the properties as well as edge effects. This has been taken into account into the BAM-C credit calculation. Council can provide conditions of consent to ensure the further protection (and improvement) of this vegetation.

The four indicative building envelopes will be located outside the tree protection zones of locally native trees belonging to the Sydney Turpentine Ironbark Forest Critically Endangered Ecological Community. The arborist report has provided the location of tree protection fencing to ensure all remnant native trees are protected during any essential subdivision works.

The land is not mapped as bushfire prone land, therefore, an Asset Protection Zone for potentially resulting in additional vegetation clearing will not be required for future dwellings.

Any native vegetation along the rear of proposed Lot 1-4 can be subject to a future Vegetation Management Plan provided to Council prior to the release of the Subdivision Certificate.

The following Vegetation Integrity Score (VIS) was determined for the STIF CEEC (Vegetation 1):

Vegetation Zone	PCT	Area Impacted (indirectly for water drainage easement)	Current Vegetation Integrity Score	Future Vegetation Integrity Score (factoring a Future vegetation management plan may be implemented for weed removal)	Number of Ecosystem Credits Required
1	PCT 3262	0.02	28.6	28.6	1

To assist the consent authority, the guidance document Guidance to assist a decision-maker to determine a serious and irreversible impact includes criteria that enable the application of the four principles set out in clause 6.7 of the BC Regulation to identify the species and ecological communities that are likely to be the subject of serious and irreversible impacts.

Sydney Turpentine Ironbark Forest in the Sydney Basin Bioregion is listed as Critically Endangered under the *BC Act 2016* and *EPBC Act 1999* and is listed as a threatened entity in the Threatened Biodiversity Data Collection (DPIE 2021d).

Due to the potential sensitivity of this ecological community to any impact, a determination of whether or not the proposed impacts are serious and irreversible is to be undertaken in accordance with Section 9.1 of the BAM (DPIE 2020a) as outlined in Table 5.5.

The proposal avoids impacts to significant biodiversity values of the site.

1 INTRODUCTION

Fraser Ecological has been engaged, to provide a Biodiversity Development Assessment Report (BDAR) for the proposed development at 77 Kulgoa Road Pymble, in the Ku-ring-gai Council local government area.

See Figure 1 and 2 for the location & aerial maps showing property boundaries.

The proposed development includes proposed re-zoning of 77 Kulgoa Ave Pymble to support a potential future subdivision. As part of the planning proposal, it seeks to rezone 77 Kulgoa Road, Pymble from C4 Environmental Living to R2 Low Density Residential, and amend the minimum lot size and floor space ratio development standards that apply to the site.

This assessment takes into account Council's Pre-planning Proposal Application Meeting Report letter dated 1st August 2022 states that with regards to ecological impacts:

- It is required for all trees within the subject lots and any trees with tree protection zones (TPZs) intersecting subject lots to be included in the Aboricultural Impact Assessment and all trees requiring protection to be detailed in the Tree Protection Plan.
- The AIA and TPP need to be reviewed and updated against the proposed development, including demolition, construction, access, storage areas, landscaping etc.
- Include recommendations for the avoidance, mitigation, and/or offsetting of tree impacts likely to result from the proposed development.
- Vegetation communities need to be determined/verified by survey.
- If the vegetation is determined to be characteristic of a community listed as an EEC, need to determine whether it meets the legal definition including condition class criteria of that EEC(s) in the relevant listings.
- Flora species to be determined by survey with findings reported on.
- Threatened flora species recorded on site or with the potential to occur on the site, and potential impacts likely to result from the proposed development, are to be reported on.
- A fauna habitat assessment is to be completed and reported on.
- An appraisal of the likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal.
- Determination of the type(s) of impact assessment(s) required under the Biodiversity Conservation Act 2016, the Environment Protection and Biodiversity Conservation Act 1999, the Ku-ring-gai Local Environmental Plan 2015, and the Ku-ring-gai Development Control Plan 2016, and any other legislation relevant to the results of the biodiversity assessment.
- Recommendations for the avoidance, mitigation, and/or offsetting of biodiversity impacts likely to result from the proposed development.

The subject site itself is on the NSW DPE's Sensitive Biodiversity Values Map (https://www.environment.nsw.gov.au/biodiversity/biodiversity-values-map.htm) and is trigger this requirement for this assessment as BDAR (Figure 4).

This BDAR will be prepared as a site-based 'Streamlined assessment module – small area development that requires consent' as it does not exceed the area clearing threshold for small area developments as outlined in the BAM (DPIE 2020a; Table 1).

BAM plot/ quadrat for the purposes of this BDAR were undertaken on the 21 June 2023 by Fraser Ecological.

1.1 Description of the site and proposal

The Subject Property is located in the suburb of Pymble, within the Ku-ring-gai Local Government Area (LGA). The Subject Property currently contains existing dwellings, areas of cleared exotic lawn, landscaped areas and remnant Sydney Turpentine Ironbark Forest canopy trees, situated within an urban residential setting.

The Subject Site is zoned 'C4 Environmental Living' and mapped 'Biodiversity' mapped lands under the Ku-ring-gai LEP 'Natural Resource - Biodiversity Map' under the Ku-ring-gai Local Environmental Plan 2015 (KLEP).

The properties consist of dwellings, garages, tennis court and swimming pools.

All areas associated with the proposed development are hereby known as the Subject Site.

Clause 13.1 of the KDCP 2020 relates to Tree and Vegetation works.

The proposed development satisfies the objectives of Part 18 Biodiversity Protection because the proposed development will:

- Conserve the natural environment of Ku-ring-gai by locating the proposed development largely within existing built and cleared areas;
- Retain and improve existing bushland by committing by not removing existing trees;
- Support the protection of threatened ecological communities by protecting and preserving existing trees indicative of the Sydney Turpentine Ironbark Forest Critically Endangered Ecological Community (CEEC);
- Capture carbon through the planting of additional vegetation within the Subject Site;
- Allow for adaption of native flora, fauna and ecological communities within the designated proposed planting areas.

The proposed development satisfies the objectives of Part 18 Biodiversity Protection because the proposed development will:

- Conserve the natural environment of Ku-ring-gai by locating the proposed development largely within existing built and cleared areas;
- Retain and improve existing bushland by committing by retaining a majority of the existing trees;
- Support the protection of threatened ecological communities by protecting and preserving existing trees indicative of the Sydney Turpentine Ironbark Forest Critically Endangered Ecological Community (CEEC);
- Capture carbon through the planting of additional vegetation within the Subject Site;
- Allow for adaption of native flora, fauna and ecological communities within the designated proposed planting areas.

1.2 Aim and Approach

This report has been prepared in accordance with the BAM (DPIE 2020a) and aims to:

- Describe the biodiversity values present within the Subject Land, including the extent of native vegetation, vegetation integrity and the presence of Threatened Ecological Communities (TECs);
- Determine the habitat suitability within the Subject Land for candidate threatened species;
- Prepare an impact assessment in regard to potential impacts of the proposed development on biodiversity values, including potential prescribed impacts and SAIIs within the Subject Land;
- Discuss and recommend efforts to avoid and minimise impacts on biodiversity values; and
- Calculate the biodiversity credits (i.e., ecosystem credits and species credits) that measure potential impacts of the secondary dwelling on biodiversity values. This calculation will inform the decision maker as to the number and class of offset credits required to be purchased and retired as a result of the proposed development.

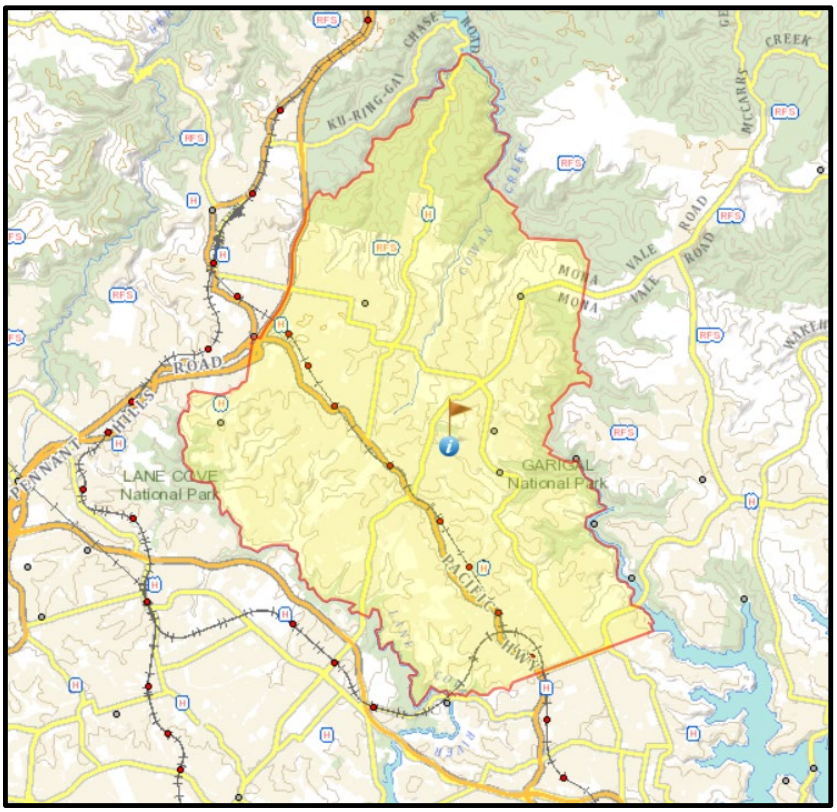


Figure 1: Locality map (Source: SIX Maps.com)

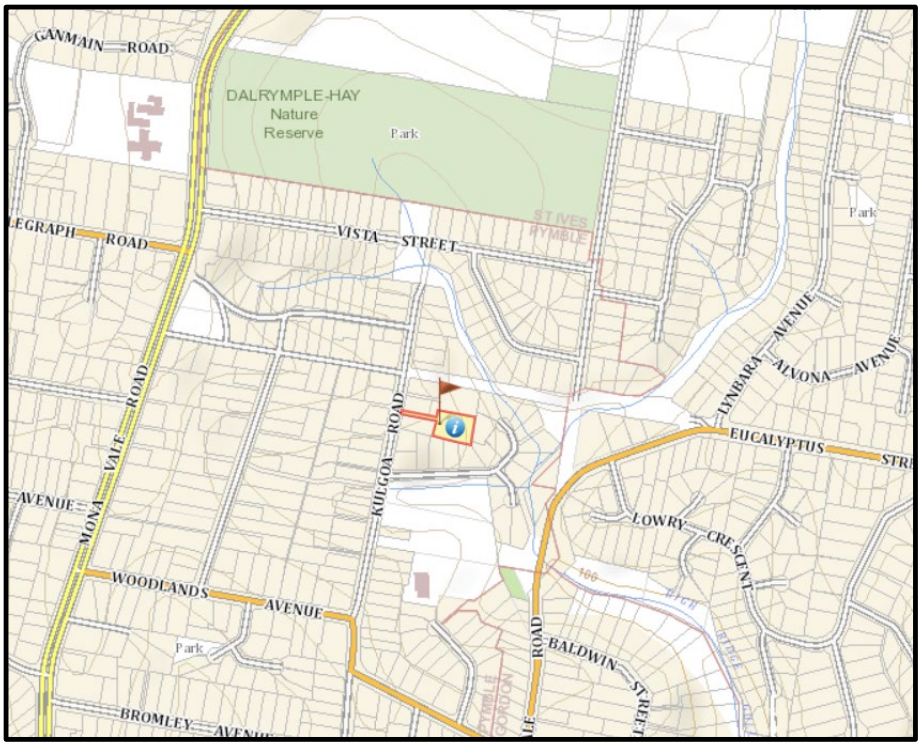


Figure 2: Locality aerial map (Source: SIX Maps.com)

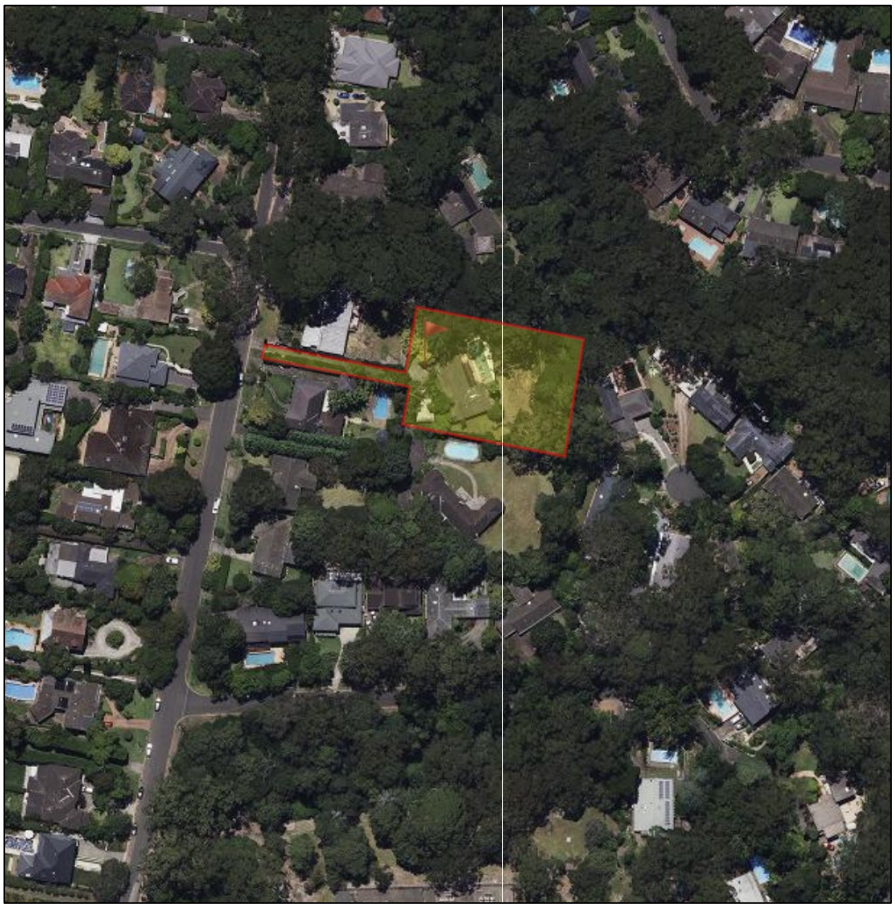


Figure 3: Aerial map showing property boundaries (Source: SIX Maps.com)

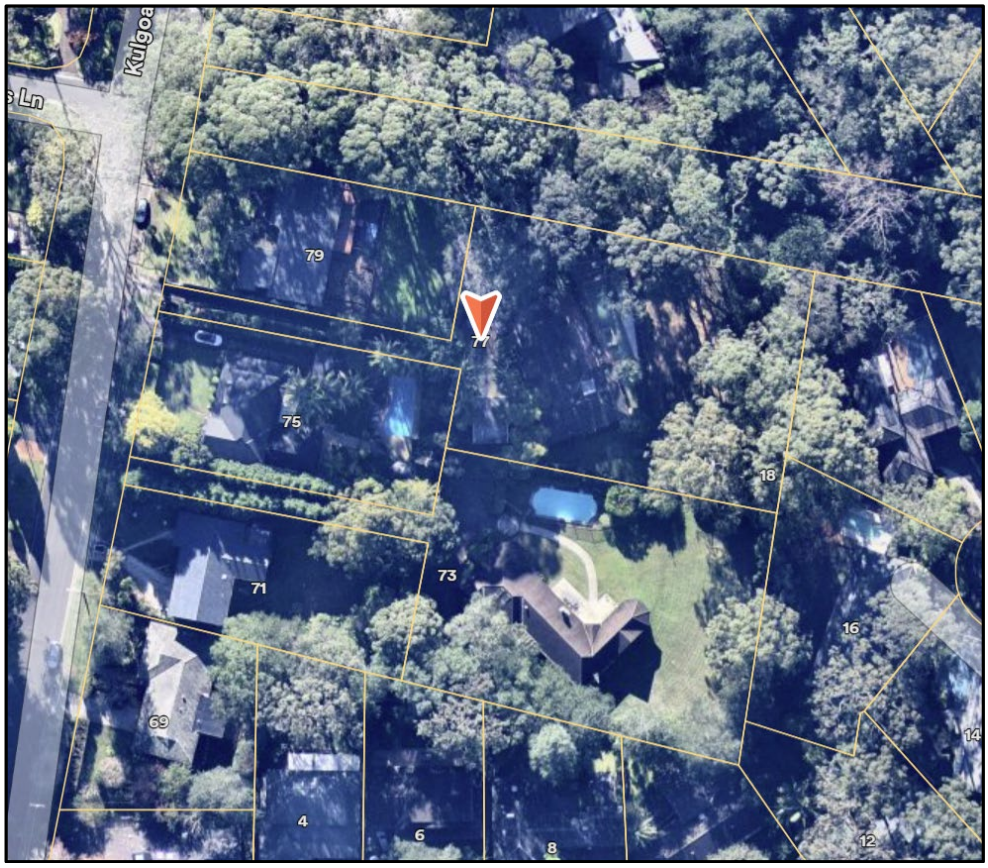


Figure 4: Aerial map showing property boundaries (Source: Nearmap.com)



Figure 5: Cadastral map (Source: Ku-ring-gai Interactive mapping viewer)



Figure 6: Sensitive biodiversity values map (Source: NSW DPIE accessed 18/12/23)

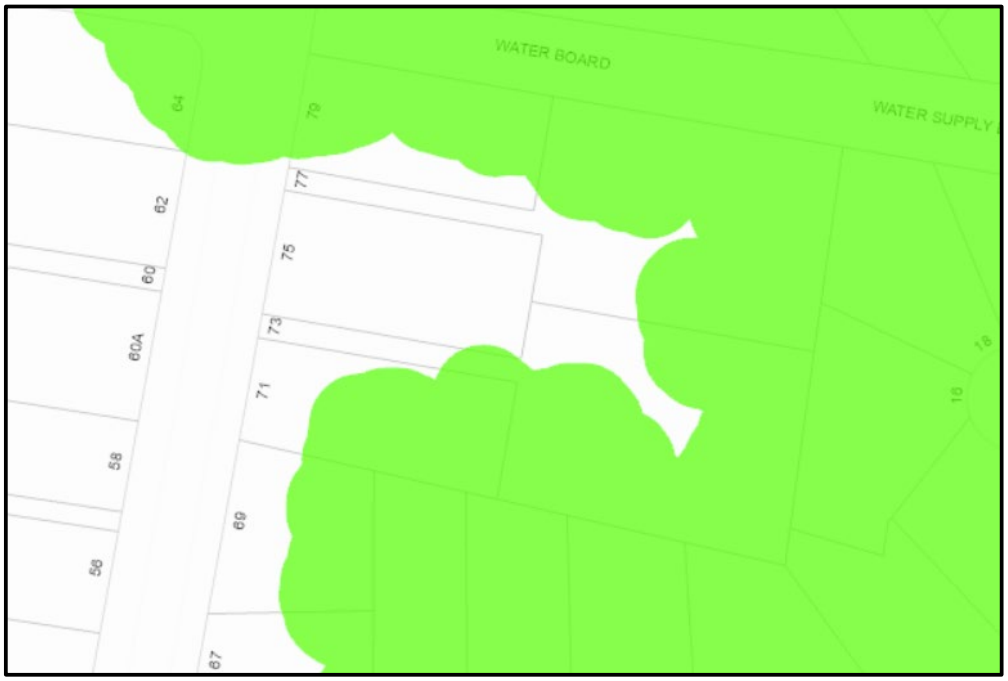


Figure 7: The Subject Site with Ku-ring-gai Environmental Mapping (Natural Resources - Biodiversity)



Figure 8: The Subject Site with Ku-ring-gai Environmental Mapping (NR riparian lands layer)

1.2.1 Database Searches

The following database searches were undertaken, in order to compile a list of threatened flora and fauna species predicted to occur in the area:

- Review of threatened fauna and flora records within a 10 km radius of the site, contained in the OEH Atlas of NSW Wildlife (NSW BioNet).
- Review of the MNES records within a 10 km radius of the site, using the Commonwealth Department of Environment and Energy (DEE), EPBC Act Protected Matters Search Tool.

1.2.2 Vegetation Mapping

Southeast NSW Native Vegetation Classification and Mapping (NSW OEH 2011 update)- SCIVI. VIS_ID 2230

Classification and descriptions of native vegetation types of southeast NSW (including the South Coast and parts of the eastern tablelands), and map of extant distribution of these veg types at 1:100 000 interpretation scale. Based on the South Coast - Illawarra Vegetation Integration (SCIVI) Project, which aimed to integrate many previous vegetation classification and mapping works to produce a single regional classification and map plus information on regional conservation status of vegetation types, to inform the South Coast and Illawarra Regional Strategies. Vegetation classification based on a compilation of ~ 8,500 full-floristic field survey sites from previous studies. Classified vegetation types referred to previous studies. Distribution of veg types was mapped by spatial interpolation (modelling) from classified sites, using a hybrid decision-tree/expert system. Final model was cut to \'extant\' boundaries using a compiled coverage of aerial photograph interpretation (API) of woody and wetland vegetation boundaries. A total of 189 vegetation types were identified, and types related to Endangered Ecological Communities are highlighted.; VIS_ID 2230.

The Native Vegetation of the Sydney Metropolitan Area - Version 3.1 (OEH, 2016) VIS_ID 4489

This layer contains digital mapping of the native vegetation communities of the Sydney Metropolitan area. Vegetation communities have been derived from the analysis of 2200 floristic sites collated for the study area. Identified vegetation communities have been related to currently listed threatened ecological communities listed under the NSW TSC Act, 1995 and the Commonwealth EPBC Act, 1999. Native vegetation communities have been mapped using a combination of detailed image interpretation, relationships between sample sites and abiotic environmental variables. The derived digital data layer includes fields that describe the vegetation community, interpreted dominant species and understorey characteristics, interpretation confidence, disturbance type and severity,

NSW vegetation formation and classes and related NSW Plant Community Types. These are described in detail in technical reports OEH (2016) The Native Vegetation of the Sydney Metropolitan Area. Volume 1: Technical Report. Version 3.0. Office of Environment and Heritage Sydney. OEH (2016) The Native Vegetation of the Sydney Metropolitan Area. Volume 2: Vegetation Community Profiles. Version 3.0. NSW Office of Environment and Heritage, Sydney. Version 3.0 of the Native Vegetation of the Sydney Metropolitan Area updates the Plant Community Type and Biometric Vegetation Type of each map unit.

1.2.3 Literature Review

Information sources reviewed included, but were not necessarily limited to:

- Aerial Photograph Interpretation (API);
- Relevant guidelines, including:
    - OEH *Biodiversity Assessment Method*, 2017 No 469
    - *NSW Guide to Surveying Threatened Plants* (OEH, 2016)
    - *'Species credit' threatened bats and their habitats: NSW survey guide for the Biodiversity Assessment Method* (OEH, 2018)
    - *Threatened Biodiversity Survey and Assessment: Guidelines for Developments and Activities* (Department of Environment and Conservation (DEC), 2004)
- OEH Threatened Species, Populations and Ecological Communities website
- Commonwealth DEE Species, Profile and Threats Database;
- OEH Threatened Species, Populations and Ecological Communities website
- Commonwealth DEE Species, Profile and Threats Database;
- Threatened species survey and assessment guidelines: field survey methods for fauna: Amphibians (DEC 2009);
- NSW Guideline to Surveying Threatened Plants (OEH 2016b);
- Operational Manual for BioMetric 3.1. (DECCW 2011);
- Survey guidelines for Australia's threatened birds. Guidelines for detecting birds listed as threatened under the Environment Protection and Biodiversity Conservation Act 1999 (Commonwealth of Australia 2010a);
- Survey guidelines for Australia's threatened bats. Guidelines for detecting bats listed as threatened under the Environment Protection and Biodiversity Conservation Act 1999(Commonwealth of Australia 2010b);
- Survey guidelines for Australia's threatened frogs. Guidelines for detecting frogs listed as threatened under the Environment Protection and Biodiversity Conservation Act 1999 (Commonwealth of Australia 2010c);
- Survey guidelines for Australia's threatened mammals. Guidelines for detecting

- mammals listed as threatened under the Environment Protection and Biodiversity Conservation Act 1999 (Commonwealth of Australia 2011);
- Survey guidelines for Australia's threatened orchids.
- Guidelines for detecting bats listed as 'threatened' under the Environment Protection and Biodiversity Conservation Act 1999(Commonwealth of Australia 2013).

It was not possible to determine with certainty all the fauna that utilise habitats in the subject site. This is because of the likely seasonal occurrences of some fauna species, the occasional occurrence of vagrant species, and because some species are difficult to detect because of their timid or cryptic behaviour. Therefore, in addition to targeted fauna surveys, investigations comprised an assessment of fauna habitats present on site and an indication of their potential to support native wildlife populations and, in particular, threatened species.

Section 4.2 outlines the reasoning behind why no additional targeted fauna surveys were considered necessary for the proposed development. This mainly because no candidate 'species credit' species will be affected by the proposal as potential habitat is absent.

1.2.4 Other sources and consultant reports

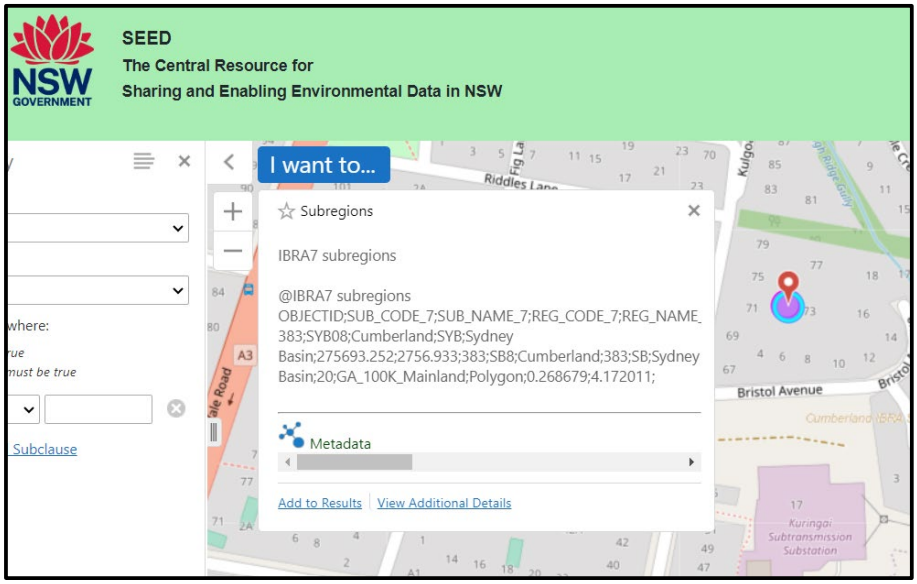
A desktop survey was performed to ensure all relevant documentation is considered when preparing the plan. Documents and other information resources utilised include:

- Aerial photographs (Google Maps, NearMaps & DPI Land Information)
- NSW Land and Property Information SIX Maps Viewer (https://maps.six.nsw.gov.au/)
- The Southeast NSW Native Vegetation Classification and Mapping (NSW OEH 2010) mapped using QGIS software overlaid with cadastral boundaries obtained from the NSW Planning Portal database collection
- Soil Landscapes of the Sydney 1:100,000 Sheet (Chapman and Murphy 1989) using the Espade Version 2.0 managed by the NSW Office of Environment and Heritage accessed 18th December 2022
- Survey plans prepared by Hammond Smealie & Co Pty Ltd dated 30/11/22
- Proposed plans prepared by ING Consulting Engineers dated June 2024
- Arborist Impact Assessment Report prepared by Australis Tree Management dated 30th May 2025

2 LANDSCAPE FEATURES

2.1 IBRA Bioregions and Subregions

Dominant landscape forms have been used to divide Australia into bioregions. The site is within the **NSW Sydney Basin IBRA bioregion** and **Cumberland IBRA Subregion**.



2.2 NSW Landscape Regions (Mitchell Landscapes)

Mitchell Landscapes are used to describe areas in NSW in a broad sense and group together areas with relatively homogenous geomorphology, soils and broad vegetation types and are mapped at a scale of 1:250000.

The subject site is within the Pennant Hills Ridges Landscape (Figure 9). This landscape region has an estimated cleared fraction of 0.88 and has 'over-cleared' land status.

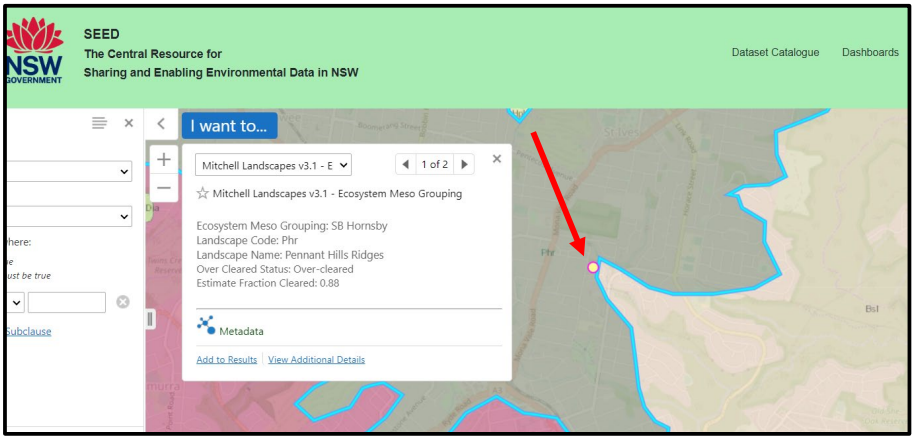


Figure 9: Location of site within the Pennant Hills Ridges Mitchell Landscape (red arrow)

2.3 Native Vegetation Extent

All areas of native vegetation cover, within the site and within a 1,500 m buffer area surrounding the site, have been mapped; see Figure 10. It is estimated, from this mapping, that the native vegetation cover would be the 30% (30-70% category) provided within the BDAR manual and this was used in the BAM Offsets calculator (Section 6).

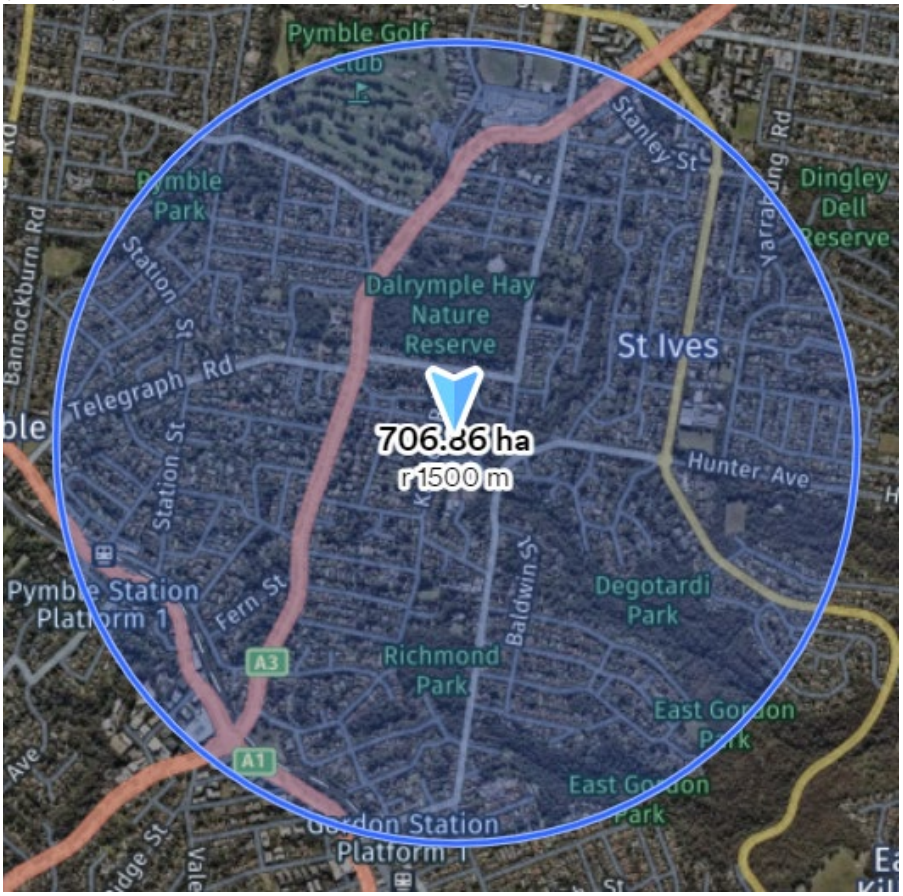


Figure 10:1500m buffer area of the site

2.4 Wetland, Rivers, Streams and Estuaries

No significant wetlands, rivers, streams and estuaries are present within the subject land.

No water courses are mapped as occurring within the Subject Property under the Ku-ring-gai LEP 'Natural Resource – Riparian Land Map'. As such, the objectives of the clause will be addressed within this report.

The objectives of this clause are to:

Protect and improve:

- water quality within waterways;
- the stability of the bed and banks of waterways;
- aquatic and riparian habitats;
- ecological processes within waterways and riparian lands;
- threatened species, communities, populations and their habitats; and
- scenic and cultural heritage values of waterways and riparian lands.

In deciding whether to grant development consent for development on land to which this clause applies, the consent authority must consider:

whether the development is likely to have an adverse impact on the following;

- water quality in the waterway;
- the natural flow regime, including groundwater flows to a waterway;
- aquatic and riparian habitats and ecosystems;
- the stability of the bed, shore and banks of the waterway;
- the free passage of native aquatic and terrestrial organisms within or along the waterway and riparian land; and
- public access to, and use of, any public waterway and its foreshores.

any opportunities for rehabilitation or re-creation of any waterway and its riparian areas;

and

any appropriate measures proposed to avoid, minimise or mitigate the impacts of the development.

Development consent must not be granted to any development on land to which his clause applies unless the consent authority is satisfied that the development;

- is consistent with the objectives of this clause;
- integrates riparian, stormwater and flooding measures;
- is designed, sited and will be managed to avoid any potential adverse environmental impacts; and
- if a potential adverse environmental impact cannot be avoided by adopting feasible alternatives-the development minimises or mitigates any such impact to a satisfactory extent.

2.5 Connectivity Features

The biodiversity value of corridor networks is well known. Landscapes that retain more connections between patches of otherwise isolated areas of vegetation are more likely to maintain more numerous and more diverse populations of various plant and animal species (Lindenmayer and Fischer, 2006). Conversely, a lack of landscape connectivity can have a range of negative impacts on species populations (Lindenmayer and Fischer, 2006). It is thought that if existing remnants are left to persist without sufficient immigration to maintain genetic diversity, continued losses of biodiversity are certain (Parker *et al.* 2008).

The proposed development will not fragment bushland or significantly impact upon the corridor function of bushland on site as trees will be retained around the development site.

The central and south-eastern extents of the proposed development have been mapped as 'Biodiversity Corridors and Buffer Areas' within the Ku-ring-gai Council Greenweb Mapping.

The objectives of this category include:

- To manage areas providing a buffer to Core and Support for Core Biodiversity Lands;
- To reduce edge effects and to improve the health, connectivity and function of local ecosystems; and
- To revegetate and restore Biodiversity Corridors, significant vegetation and habitat across the landscape.

The following controls apply to lands mapped as 'Biodiversity Corridors and Buffer Areas':

- The siting and design of development must minimise edge effects on Greenweb.
- Planting is to consist of:
  - not less than 50% locally native species;
  - species that reflect the relevant vegetation communities within the area; and
  - a mix of groundcover, shrubs and trees.

Within Biodiversity Corridors (refer to maps in 18R.1 of the DCP):

- landscaping and revegetation must be designed to consolidate fragmented and linear vegetation and habitat areas within the site and adjacent sites; and
- the width of Biodiversity Corridors should be enhanced and gaps and barriers reduced or minimised.

Future landscape planting should be undertaken in line with relevant requirements including:

- not less than 50% locally native species;
- species that reflect the relevant vegetation communities within the area; and
- a mix of groundcover, shrubs and trees, and is to exclude monocultures.

2.6 Areas of Geological Significance and Soil Hazard Features

Not present.

The Subject Site is situated on a slight slope, with elevation ranging between 160 m Australian Height Datum (AHD) in the south and 166 m in the north AHD.

The Subject Site occurs predominately on the Glenorie soil landscape. The Glenorie soil landscape comprises undulating to rolling low hills on Wianamatta Group shales. Local relief 50-80 m, slopes 5-20%. Narrow ridges, hillcrests and valleys. Extensively cleared tall open-forest (wet sclerophyll forests). Soils are shallow to moderately deep (<100 cm) red podzolic soils crests; moderately deep (70–150 cm) red and brown podzolic soils on upper slopes (Chapman et al. 2009).

A small section in the south-eastern extent is mapped as the Lucas Heights soil landscape. This soil landscape is characterised by gently undulating crests and ridges on plateau surfaces of the Mittagong formation (alternating bands of shale and fine-grained sandstones). Local relief to 30 m, slopes <10%. Rock outcrop is absent. Extensively or completely cleared, dry sclerophyll low forest and woodland. Soils moderately deep (50–150 cm), hardsetting yellow podzolic soils and yellow soloths.

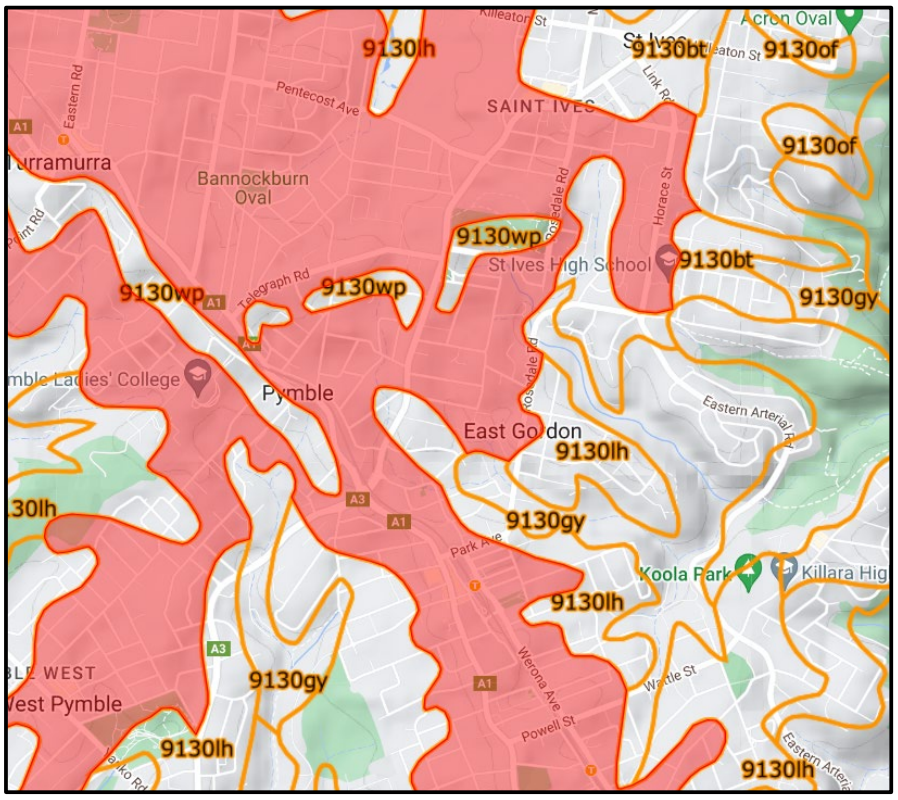


Figure 11: The site is located within the Glenorie Soil Landscape
(Source: E-Spade Version 2.0 managed by the NSW Office of Environment and Heritage)

2.7 Areas of Outstanding Biodiversity Value

Under the BC Act, the Minister for the Environment may declare Areas of Outstanding Biodiversity Value (AOBV). These are special areas that contain irreplaceable biodiversity values that are considered important to NSW, Australia or globally.

No listed AOBV occur within the site or within a 1,500 m buffer around the site.

2.8 Site Context

2.8.1 Native Vegetation Cover

Native vegetation cover is calculated as a percentage cover on the subject land and the surrounding 1,500 m buffer area. Cover estimates are based on the cover of native woody and non-woody vegetation relative to the approximate benchmarks for the PCT, considering vegetation condition and extent.

The native vegetation cover is estimated at approximately 45%.

2.8.2 Patch Size

Patch size is used to describe an area of intact native vegetation, that includes native vegetation with a gap of less than 100 m from the next area of moderate to good condition native vegetation. This gap is less than or equal to 30 m for non-woody ecosystems.

The patch size for the vegetation on-site is two (2) hectares amongst a heavily urbanised landscape.

3 NATIVE VEGETATION

3.1 Native Vegetation Extent Within the Site

The total area of native vegetation (Vegetation Zone 1) occurring within the subject site has an overly conservative of 0.2 ha for the BAM calculator.

A stormwater drainage easement (1.2m wide) has been proposed along the eastern (rear) boundary of all proposed lots. All trees are proposed for retention within this area which is currently subject to heavy weed invasion.

As a precautionary measure, it has been assumed 0.2ha of native vegetation may be indirectly impacted for the installation of stormwater drainage at the rear of the proposed lots as well as edge effects. This has been taken into account into the BAM-C credit calculation.

3.2 Plant Community Types (PCTs)

3.2.1 Vegetation zones and plant species recorded on site

The Subject Property currently contains existing dwellings, areas of cleared exotic lawn, tennis court, pools, landscaped areas, ornamental garden plantings and remnant Sydney Turpentine Ironbark Forest canopy trees (at the rear of the properties), situated within an urban residential setting.

The canopy tree species present include mixture of locally indigenous species Sydney Turpentine Ironbark Forest, planted native and exotic tree species of varying ages and stages of maturity.

The subject site has been partially modified with the removal of most of the native under storey, ground cover plants and shrubs prior to 1943. There is a high proliferation of introduced environmental weed species at the rear of the property including:

- Trad (*Tradescantia flumiensis*)
- Blackberry Nightshade (*Solanum nigrum*)
- Madeira Vine (*Anredra cordifolia*)

The subject dominant trees together with other indigenous trees in the surrounding residences are connected to the remainder of the ecological communities nearby.

Indigenous tree species occurring on-site are (tree numbering system corresponding with arborist report):

- Tree No.'s 7 & 71 *Angophora costata* (Smooth-barked Apple)
- Tree No. 1 *Eucalyptus acmenoides* (White Mahogany)
- Tree No. 70 *Eucalyptus pilularis* (Blackbutt)

- Tree No. 87 *Eucalyptus punctata* (Grey Gum) Tree No.'s 27, 65, 68, 69, 80 & 81 *Eucalyptus saligna* (Sydney Blue Gum)
- Tree No.'s 74 & 79 *Pittosporum undulatum* (Sweet Pittosporum)
- Tree No.'s 2, 3, 4, 5, 6, 8, 9, 10, 11, 14, 16, 19, 21, 24, 26, 72, 73 & 105 *Syncarpia glomulifera* (Turpentine)
- *Glochidion ferdinandi* (Cheese Tree)

The following exotic introduced tree species are listed in the Biosecurity Act (2015):

- Tree No.'s *40, 77 & 104 Celtis sinensis (Chinese Nettle)*
- Tree No.'s *82 Ligustrum lucidum (Broad Leaf Privet)*

Other introduced planted tree species recorded on-site included:

- *Archontophoenix cunninghamiana (Bangalow Palm)*
- *Cedrus deodara (Deodar Cedar)*
- *Fraxinus griffithii (Evergreen Ash)*
- *Melaleuca incana (Grey Honey Myrtle)*
- *Citharexylum spinosum (Fiddlewood)*
- *Melaleuca bracteata (Revolution Green)*
- *Laurus nobilis (Bay Tree)*
- *Leptospermum petersonii (Lemon Scented Tea Tree)*
- *Juniperus communis (Juniper)*
- *Camellia reticulata (Reticulata Camellia)*
- *Cupressus sempervirens var. stricta (Pencil Pine)*
- *Podocarpus elatus (Brown Pine)*
- *Eucalyptus microcorys (Tallowwood)*
- *Grevillea robusta (Silky Oak)*
- *Callistemon salignus (Willow Bottlebrush)*
- *Thuja plicata (Western Red Cedar)*
- *Glochidion ferdinandi (Cheese Tree)*
- *Jacaranda mimosifolia (Jacaranda)*
- *Livistona chinensis (Chinese Fan Palm)*
- *Stenocarpus sinuatus (Fire Wheel Tree)*
- *Brachychiton acerifolius (Illawarra Flame Tree)*
- *Grevillea robusta (Silky Oak)*
- *Callistemon salignus (Willow Bottlebrush)*
- *Livistona chinensis (Chinese Fan Palm)*

- *Ulmus glabra (Scotch Elm)*
- *Howea forsteriana (Kentia Palm)*

PCT classification

The vegetation at the rear of the site has been mapped by Council and the NSW DPE (NSW Statewide PCT mapping) as Sydney Turpentine Ironbark Forest (Figure 12 and 13). PCT 3136 is also mapped along the northern boundary.

Vegetation Formation: Wet Sclerophyll Forests (Grassy sub-formation)

Vegetation Class: Northern Hinterland Wet Sclerophyll Forests

PCT Name: Sydney Turpentine Ironbark Forest

PCTID: 3262

Sydney Turpentine Ironbark Forest in the Sydney Basin Bioregion is listed as Critically Endangered under the BC Act 2016 and EPBC Act 1999.

Sydney Turpentine Ironbark Forest (Benson and Howell 1990) is a tall wet sclerophyll forest found on fertile shale soils in the high rainfall districts of Sydney's north shore. It is dominated by Sydney blue gum (Eucalyptus saligna), blackbutt (Eucalyptus pilularis) and turpentine (Syncarpia glomulifera) with a number of other eucalypts occurring patchily. A sparse to open cover of small trees is found at most sites and includes a variety of sclerophyllous and mesophyllous species. The ground layer is variable in both composition and cover. It may be ferny, grassy or herbaceous depending on topographic situation and disturbance history.

At some sites vines and climbers are prolific. Sydney Turpentine Ironbark Forest is found on a range of shale or shale-influenced substrates in areas receiving between 900 and 1300 millimetres of mean annual rainfall. This includes elevated gullies, ridgelines, crests and slopes underlain by Wianamatta shales as well as small gully heads where downslope movement of shale soil lies above sandstone bedrock. In these latter situations sandstone outcrops may be present, although occupying only a minor component of the site.

Typically the community occurs at altitudes above 117 metres above sea level although it is known to occur as low as 30 metres and as high as 185 metres. It is most common across the ridgelines between Castle Hill and St Ives with small areas occurring in Ryde, Lane Cove and Willoughby where it is found at lower elevations.

Like most STIF remnants it is considered to be in poor condition. Due the lack of any groundcover or shrub species, the site is considered to contain low native resilience (ability of the soil seedbank to regenerate to a fully structured vegetation community).

Relationship to BGHF on neighbouring properties

It is acknowledged that areas adjoining the subject site are dominated by *Eucalyptus saligna* (Sydney Blue Gum) which characteristic of Blue Gum High Forrest Critically Endangered Ecological Community listed under the New South Wales *Biodiversity Conservation Act 2016* and the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999.*

These areas are also mapped under the NSW Statewide Vegetation Type Mapping (SVTM) are depicted in Figure 13. The Blue Gum High Forest vegetation community is classified as PCT 3136. PCT3136 is also mapped along the northern boundary of 77 Kulgoa Avenue.

PCT 3136 has a tree canopy very frequently includes a high cover of *Eucalyptus saligna*, commonly with *Eucalyptus pilularis* and occasionally *Syncarpia glomulifera*. This PCT occurs on a range of shale or shale-influenced substrates including gullies, ridgelines and slopes underlain by Wianamatta Group shales. It also occurs on small gully heads where downslope movement of shale soil lies above sandstone bedrock where outcrops may be present. The BIONET vegetation Classification System states that grades into tall forests PCT 3262 (Sydney Turpentine Ironbark Forest) on thinner shale soils that adjoin, or PCT 3176 downslope in sandstone gullies.

Whilst the site has been classified as been consistent with SVTM mapping for Sydney Turpentine Ironbark Forest (PCT 3262), it is acknowledged that the Subject Site may for a transition zone between PCT 3262 and PCT 3176. Both vegetation communities are known to contain similar / overlapping canopy species composition, which have been recorded both on the Subject Site and within adjoining areas the neighbouring properties.

PCT 3262 tree canopy very frequently includes *Syncarpia glomulifera* either as a canopy dominant or as a smaller tree or both. Other species which are localised and occasionally dominant or co-dominant occasionally include *Eucalyptus pilularis, Angophora costata* and *Eucalyptus punctata*, rarely with one of several species from the ironbark, stringybark or mahogany eucalypt groups of which *Eucalyptus paniculata*. *Eucalyptus saligna* still has a 5% frequency of occurrence for this PCT.

Therefore, it was concluded that the subject site forms part of a transitional area between both PCT 3262 and PCT 3136. Both vegetation communities are known to contain similar / overlapping canopy species composition, which have been recorded both on the Subject Site and within adjoining areas the neighbouring properties. PCT 3136 is mapped along the northern boundary of 77 Kulgoa Avenue.

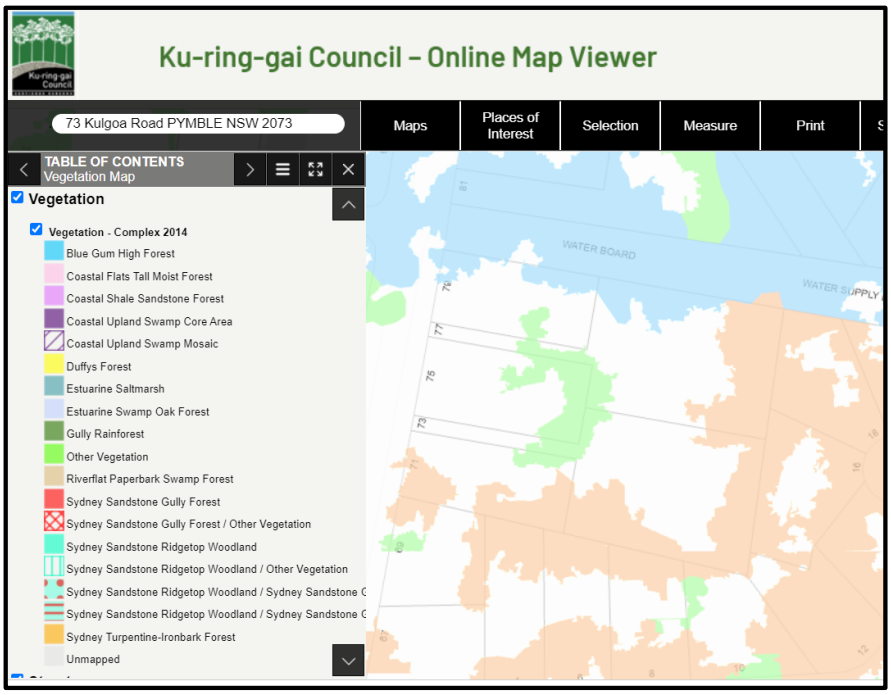


Figure 12: The subject site has been mapped by Council as Sydney Turpentine Ironbark Forest (orange polygon)

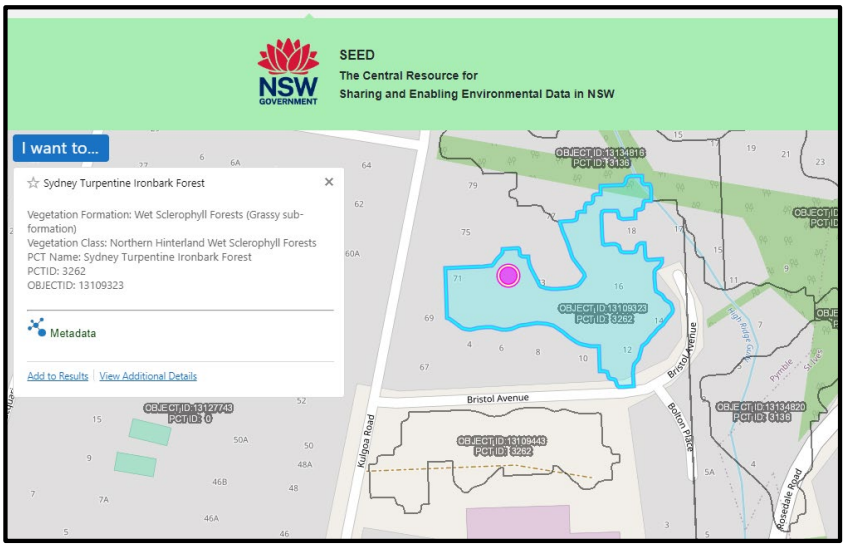


Figure 13: NSW Statewide SVTM/ PCT map showing the extent of STIF across the site and wider locality

3.2.2 Plot-based Floristic Vegetation Surveys

Plot-based floristic vegetation surveys were conducted, in accordance with s.5.2.1.9 of the BAM, by Alex Fraser on the 20/6/23 and their location is shown in Figure 11.

One 20 m x 20 m plot were sampled for the presence of flora species. The plot was carefully examined to identify all flora species present. Searches continued until it was confident that all flora species within a plot were detected. Data collected for each species included:

- Stratum and layers in which each species occurs
- Growth form for each species
- Scientific and common name for each species
- Percentage foliage cover (PFC) across the plot, of each species rooted in or overhanging the plot
- Abundance rating for each species

Plant Community Types (PCTs) on the site were identified according to the NSW PCT classification described in the BioNet Vegetation Classification.

One PCT (No.3262) was identified on the site and is described below.

Plot data is provided in Appendix B.

The location of the BAM plot is provided within Figure 14 (below).

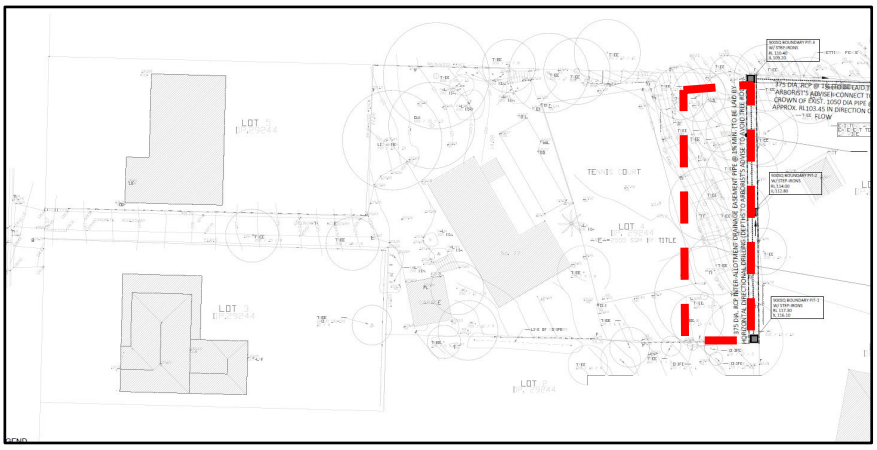


Figure 14: Location of BAM Plot (red shaped rectangle)



Photograph 1: BAM Plot midline (view south)



Photograph 2: BAM Plot midline (view north)



Photograph 3: Rear of the subject site shown presence of native and introduced species



Photograph 4: Rear of the subject site showing native species with understorey dominated by exotic species



Photograph 5: Northern boundary of the site (eastern view)



Photograph 6: Northern boundary of the site (western view)

Table 1: Plants recorded on-site

Scientific name (Common name)
Angophora costata (Smooth-barked Apple) – STIF species
Eucalyptus acmenoides (White Mahogany) – STIF species
Eucalyptus pilularis (Blackbutt) – STIF species
Eucalyptus punctata (Grey Gum) – STIF species
Eucalyptus saligna (Sydney Blue Gum) – STIF species
Pittosporum undulatum (Sweet Pittosporum) – STIF species
Syncarpia glomulifera (Turpentine) – STIF species
Glochidion ferdinandi (Cheese Tree) – STIF species
*Celtis sinensis (Chinese Nettle)**
*Ligustrum lucidum (Broad Leaf Privet)**
*Archontophoenix cunninghamiana (Bangalow Palm)***
*Cedrus deodara (Deodar Cedar)**
*Fraxinus griffithii (Evergreen Ash)**
*Melaleuca incana (Grey Honey Myrtle)***
*Citharexylum spinosum (Fiddlewood)**
*Melaleuca bracteata (Revolution Green)***
*Laurus nobilis (Bay Tree) **
*Leptospermum petersonii (Lemon Scented Tea Tree)***
*Juniperus communis (Juniper)**
*Camellia reticulata (Reticulata Camellia)**
*Cupressus sempervirens var. stricta (Pencil Pine)**
*Podocarpus elatus (Brown Pine)***
*Eucalyptus microcorys (Tallowwood)***
*Grevillea robusta (Silky Oak)***
*Callistemon salignus (Willow Bottlebrush)***
*Thuja plicata (Western Red Cedar)***
*Jacaranda mimosifolia (Jacaranda)**
*Livistona chinensis (Chinese Fan Palm)**
*Stenocarpus sinuatus (Fire Wheel Tree)***
*Brachychiton acerifolius (Illawarra Flame Tree)***
*Ulmus glabra (Scotch Elm)**
*Howea forsteriana (Kentia Palm)***
*Erhrarta erecta (Panic Veldt Grass)**
*Tradescantia flumiensis (Trad)**
*Solanum nigrum (Blackberry Night Shade)**
Oplismenus imbecillis (Basket grass) – STIF species
Dichondra repens (Kidney Weed) – STIF species
*Hedychium gardnerianum (Introduced Ginger)**
*Anredera cordifolia (Madeira vine)**
*Lonicera japonica (Japanese Honeysuckle)**
*Agapanthus praecox (Agapanthus)**
*Thirsium vulgare (Spear Thistle)**
*Ochna serrulata (Mickey Mouse Plant)**

**Denotes introduced species*
*** Denotes planted native species not locally indigenous to the STIF vegetation community*

3.2.3 Fauna habitat and species

No threatened fauna species were observed on the Subject Site during the site assessment. Fauna habitat within the Subject Site is further detailed in (Table 7).

Desktop analysis revealed a number of threatened fauna species have the potential to utilise habitat on the Subject Site during part of their lifecycles (Table 8). There was no potential for significant impact upon all potentially occurring BC Act listed threatened species therefore no assessment under the '5-Part Test Assessment of Significance' was required. There was no potential for significant impact upon all potentially occurring EPBC Act listed threatened species therefore no assessment under the Significant Impact Guidelines for Matters of National Environmental Significance (MNES) was required.

It was deemed that the proposed works are unlikely to result in a significant impact such that a local viable population or occurrence of any of the threatened species aforementioned will be placed at risk of extinction.

Table 1: Fauna habitat values of the site

Habitat component	Site values
Coarse woody debris	Absent.
Rock outcrops, bush rock, caves, crevices and overhangs	Absent.
Culverts, bridges, mine shafts, or abandoned structures	Absent.
Nectar/lerp-bearing Trees	*Syncarpia glomulifera, Eucalyptus pilularus* and *Angophora costata* were recorded within the Subject Site. These trees may provide intermittent nectar and/or lerp sources for nomadic nectivores.
Nectar-bearing shrubs	Absent.
Koala and Greater Glider feed trees.	*Syncarpia glomulifera, Eucalyptus pilularus* and *Angophora costata* are considered Koala feed treed and occur within the Subject Site. Koalas are unlikely to be present.
Large stick nests	Absent.
Sap and gum sources	Present. *Syncarpia glomulifera, Eucalyptus pilularus* and *Angophora costata* occur within the Subject Site.
She-oak fruit (Glossy Black Cockatoo feed)	Absent.
Soft-fruit-bearing trees	Present – exotic planted species such as Camelia
Dense shrubbery and leaf litter	Absent.
Tree hollows	Absent.
Decorticating bark	Absent.
Wetlands, soaks and streams	Absent.
Open water bodies	Absent.
Estuarine, beach, mudflats, and rocky foreshores	Absent.

3.3 Vegetation Integrity Assessment (BAM -C)

3.3.1 Vegetation Zones

For the purposes of the BAM, a vegetation zone is an area of native vegetation on the site that is the same PCT and has a similar broad condition state. The assigned vegetation zone for the PCT occurring on the site are described below.

3.3.2 Patch Sizes

A patch size area has been assigned to each vegetation zone, as a class. Patch size classes are provided in Table 3-1.

Table 3-1: Patch Size Classes

PCT	Vegetation Zone	Patch Size Class
Plant Community Type (PCT) PCT 3262 – Sydney Turpentine Ironbark Forest	Vegetation Zone 1	2ha

3.3.3 Vegetation Integrity Scores

Each vegetation zone identified on the site has been surveyed to obtain a quantitative measure for each zone, of the composition, structure and function attributes listed in Table 3 of the BAM. These attributes are listed below:

- Growth form groups used to assess composition and structure:
  - Tree
  - Shrub
  - Grass and grass like
  - Forb
  - Fern
  - Other
- Attributes used to assess function:
  - Number of large trees
  - Tree regeneration
  - Tree stem size class
  - Total length of fallen logs
  - Litter cover
  - High threat exotic vegetation cover
  - Hollow-bearing trees

Plot-base surveys were conducted, in accordance with s.5.3.4 of the BAM, by an ecologist (Alex Fraser). Survey plots were established around a central 50 m transect and included:

- One 400 m² (20 m x 20 m) plot to assess the composition and structure attributes listed above.
- One 1000 m² (20 m x 50 m) plot to assess the function attributes: number of large trees, stem size class, tree regeneration and length of logs.
- Five 1 m² sub-plots to assess average litter cover (and other optional groundcover components).

See previous Figure 14 for plot location. Plot data is provided in Appendix B. Table 3-2 details the vegetation integrity scores for each vegetation zone.

Table 3-2: Vegetation Integrity Scores

PCT	Vegetation Zone	Composition Condition Score	Structure Condition Score	Function Condition Score	Vegetation Integrity Score
PCT 3262	Vegetation Zone 1	13.6	28.1	61.4	28.6

3.4 Sydney Turpentine Ironbark Forest (STIF) Listing under the EPBC Act 1999

In order to be protected as a matter of national environmental significance areas of the ecological community must meet both:

- The key diagnostic characteristics (Table 5); and
- At least the minimum condition thresholds (Table 6).

The vegetation mapped within the Subject Land as STIF does not meet the Key Diagnostic Features for the community (Table 5), nor does it meet the key condition thresholds required to meet the EPBC Act listing status (Table 6).

Therefore, areas mapped as Sydney Turpentine Ironbark Forest (STIF) within the Subject Land do not conform to the EPBC Act listed Sydney Turpentine Ironbark Forest (Threatened Species Scientific Committee 2009) and no further assessment under the EPBC Act is required for this vegetation in the Subject Land.

Table 5: Key diagnostics features required to meet the EPBC Listing Status for Sydney Turpentine Ironbark Forest (Threatened Species Scientific Committee 2009).

Thresholds	Status in the Project Area
	Sydney Turpentine Ironbark Forest PCT 3262 (Canopy)
The distribution of PCT 3262 is between Sutherland and the Hornsby plateau. The Hornsby Plateau is the adjoining Mitchell landscape immediately to the northeast of the subject land and the suburb of Sutherland is approximately 50 km to the south. Therefore, the subject land is within the distribution of PCT 3262.	Yes
· Mean annual rainfall of PCT 3262 is 900 to 1250 mm and BOM (2021) rainfall data suggest the site would receive rainfall within that range (mean annual rainfall for Parramatta station 066124 since 1965 is 966mm). · Elevations of PCT 3262 are between 10 and 180 m asl and site contour data indicates the subject land is mostly within this range at 152-188 m. · Soils are described as shale and shale-enriched sandstone soils. The soil landscape of the subject land is Glenorie (OEH 2020) which is typically underlain by Wianamatta shale with topsoils of friable dark brown loam. The topsoils on the subject land generally appeared to be brown sandy	Yes
The dominant tree species of the CEEC are described as including Syncarpia glomulifera and Eucalyptus paniculata, but the Final Determination also explains that a range of other tree species (including E. globoidea, E. punctata, E. resinifera, E. pilularis, E. acmenoides, E saligna and Angophora floribunda) may co-occur or even dominate. The subject land contains a mixed canopy of Syncarpia glomulifera, Eucalyptus paniculata, E. punctata, E. pilularis, E. acmenoides, E. pilularis and Angophora floribunda and meets the CEEC canopy description. Other canopy species may occur in association with the typical dominants and may be locally dominant at some sites. The descriptions of several STIF ecotonal vegetation communities (Cumberland Plain Woodland, Blue Gum High Forest, Shale Sandstone Transition Forest, Sydney Sandstone Ridgetop Woodland and Sandstone Gully Forest) provided in the Final Determination (4.4-4.7) also support the definition of the vegetation at the rear of the subject land toward STIF.	Yes – The minimum projected foliage cover of canopy trees is 10% or more; and □ The tree canopy is typically dominated by Angophora costata (Smooth-barked Apple), Tree No. 1 Eucalyptus acmenoides (White Mahogany) □ Tree No. 70 Eucalyptus pilularis (Blackbutt) Tree No. 87 Eucalyptus punctata (Grey Gum) Tree No.'s 27, 65, 68, 69, 80 & 81 Eucalyptus saligna (Sydney Blue Gum) □ Tree No.'s 74 & 79 Pittosporum undulatum (Sweet Pittosporum) □ Tree No.'s 2, 3, 4, 5, 6, 8, 9, 10, 11, 14, 16, 19, 21, 24, 26, 72, 73 & 105 Syncarpia glomulifera (Turpentine) □ Glochidion ferdinandi (Cheese Tree)
A stratum of small trees may occur, including Pittosporum undulatum (sweet pittosporum), Trema aspera (native peach) and Acacia parramattensis (Parramatta wattle). Where present, a shrub layer may include Polyscias sambucifolia (elderberry panax), Notelaea longifolia (mock olive), Leucopogon juniperinus (prickly beard-heath), Pittosporum revolutum (rough fruit pittosporum), Breynia oblongifolia (breynia), Maytenus silvestris (narrow-leaved orangebark) and Ozothamnus diosmifolius (white dogwood). Where present in its natural state, the ground layer may include Oplismenus aemulus (basket grass), Pseuderanthemum variabile (pastel flower), Echinopogon ovatus (forest hedgehog grass) Microlaena stipoides (weeping grass) and Themeda triandra (kangaroo grass).	Yes - Pittosporum undulatum (Sweet Pittosporum) present

Table 6 Key diagnostics features required to meet the EPBC Listing Status for Sydney Turpentine Ironbark Forest (Threatened Species Scientific Committee 2009).

Category and Rationale	Thresholds	Thresholds Present within the Project Area
A. Core thresholds that apply under most circumstances: patches with an understorey dominated by natives and a minimum size that is functional and consistent within mapping unit size applied in NSW.	Minimum patch size is >0.5ha. AND >50% of the perennial understorey vegetation cover is made up of native species.	No. The patch size is <0.5ha and <50% of the perennial understorey vegetation cover is made up of native species.
OR		
B. Larger patches which are inherently variable due to their rarity.	The patch size is >5ha; AND >30% of the perennial understorey vegetation cover is made up of native species.	No. The patch size is <5ha and <30% of the perennial understorey vegetation cover is made up of native species.
OR		
C. Patches with connectivity to large native vegetation remnants in the landscape.	The path size is >0.5ha; AND ≥30% of the perennial understorey vegetation cover is made up of native species; AND The patch is contiguous with a native vegetation remnant (any native vegetation where cover in each layer present is dominated by native species) that is ≥5ha in area.	No. The patch size is <0.5ha and <30% of the perennial understorey vegetation cover is made up of native species and the patch is not contiguous with another native vegetation remnant that is ≥5ha.
OR		
D. Patches that have large mature trees or trees with hollows (habitat) that are very scarce on the Cumberland Plain.	The patch size is >0.5ha in size; AND ≥30% of the perennial understorey vegetation cover is made up of native species; AND The patch has at least one tree with hollows per hectare or at least one large tree (≥80 cm dbh) per hectare from the upper tree layer species outlined in the Description and Appendix A.	No. The patch size is <0.5ha and <30% of the perennial understorey vegetation cover is made up of native species and the patch does not have at least one tree with hollows per hectare or at least one large tree >80cm dbh per hectare.
Sydney Turpentine Ironbark Forest (STIF) within the Project Area DOES NOT meet the minimum condition thresholds for Sydney Turpentine Ironbark Forest (STIF); therefore, it is NOT considered to be part of the CEEC under the EPBC listing.		

4 THREATENED SPECIES

4.1 Ecosystem Credit Species

Ecosystem credit species are those where the likelihood of occurrence of the species or elements of the species' habitat, can be predicted by vegetation surrogates and landscape features, or for which targeted survey has a low probability of detection. The Threatened Biodiversity Data Collection (TBCD) has identified several ecosystem credit species as requiring assessment as shown on the following page.

4.2 Species Credit Species (Candidate Species)

Species credit species (or candidate species) are those where the likelihood of occurrence of the species or elements of suitable habitat for the species, cannot be confidently predicted by vegetation surrogates and landscape features and can be reliably detected by survey. The TBDC has identified several candidate species as requiring assessment as provided on the following page (Table 5.5).

In accordance with S.6.5.1.1. a species survey must be undertaken for all species credit species identified as likely to occur on the site based upon the application of Steps 1-3 in Section 6.4.

Based upon the low quality of fauna habitat proposed for removal, no species credit species are likely to occur on-site. Therefore, no targeted fauna surveys were considered necessary.

Table 7: Candidate species inclusion/ exclusion justification table

Table 7: Candidate species assessment

Common name	Scientific name	Included in assessment	Targeted survey conducted?	Present within subject land?	Biodiversity risk weighting	No. of BIONET records in the locality (accessed 28/6/23)	Biodiversity Offset Credits required?
Large Bent-winged Bat (breeding)	*Miniopterus orianae oceanensis*	*This species is known to breed in caves, tunnels, mines and culverts. As such habitat constraints are not present within the Subject Land, this species was excluded from the assessment*	No	n/a	Very High -3	20	No
Large-eared Pied Bat	*Chalinolobus dwyeri*	*This species is known to occur within two kilometres of rocky areas containing caves, overhangs, escarpments, outcrops, or crevices, or within two kilometres of old mines or tunnels. Whilst hilly terrain was observed within the surrounding locality of the Subject Land, aerial imagery revealed no such geological features (caves, overhangs escarpment etc.) within or adjacent to the Subject Land. It is therefore unlikely such habitat features would occur within the area surrounding the Subject Land. As such, this species was excluded from the assessment.*	No	n/a	Very High -3	3	No
Little Bent-winged Bat	*Miniopterus australis*	*This species is known to breed in caves, tunnels, mines and culverts. As such habitat constraints are not present within the Subject Land, this species was excluded from the assessment.*	No	n/a	Very High -3	2	No
Regent Honeyeater	*Anthochaera phrygia*	*No, the subject land is not within the important areas mapped for this species*	No	n/a	Very High -3	6	No
Swift Parrot	*Lathamus discolor*	*No, the subject land is not within the important areas mapped for this species*	No	n/a	Very High -3	17	No
Thick Lip Spider Orchid	*Caladenia tessellata*	*The Thick Lip Spider Orchid is known from the Sydney area (old records), Wyong, Ulladulla and Braidwood in*	No	n/a	Very High -3	0	No

Common name	Scientific name	Included in assessment	Targeted survey conducted?	Present within subject land?	Biodiversity risk weighting	No. of BIONET records in the locality (accessed 28/6/23)	Biodiversity Offset Credits required?
		NSW. Populations in Kiama and Queanbeyan are presumed extinct. It was also recorded in the Huskisson area in the 1930s. The species occurs on the coast in Victoria from east of Melbourne to almost the NSW border. *Generally found in grassy sclerophyll woodland on clay loam or sandy soils, though the population near Braidwood is in low woodland with stony soil. The single leaf regrows each year. Flowers appear between September and November (but apparently generally late September or early October in extant southern populations).* *The habitat is degraded to the point where the species will no longer be present. This is reflected in the low vegetation integrity score of 13.4 on-site.*					

THREATENED SPECIES PREVIOUSLY RECORDED WITHIN 10KM OF THE SITE

Table A: Threatened plants previously recorded within 10km of the subject site (NSW Bionet and EPBC Protected Matters Database undertaken June 2023)

Scientific Name	BC Act	EPBC Act	ROTAP	Habitat
Darwinia biflora	V		2K	Occurs in Gosford and Sydney districts where it grows in sclerophyll forest, scrub and swamps (Harden 1992). Usually found in sites with a strong shale influence (NSW National Parks and Wildlife Service, 2002).
Epacris purpurascens var. purpurascens	V		2K	Occurs in Gosford and Sydney districts where it grows in sclerophyll forest, scrub and swamps (Harden 1992). Usually found in sites with a strong shale influence (NSW National Parks and Wildlife Service, 2002).
Leucopogon fletcheri ssp. fletcheri	E1		2R	Occurs in dry eucalypt woodland or in shrubland on clayey lateritic soils, generally on flat to gently sloping terrain along ridges and spurs (Royal Botanic Gardens 2005 and Department of Environment and Conservation 2005).
Eucalyptus camfieldii	V	V	2Vi	Occurs from Tomago to the Royal National Park where it grows in coastal shrub heath in sandy soils on sandstone {Harden, 2002 #5}.
Eucalyptus nicholii	V	V	3V	Occurs from Niangala to Glenn Innes where it grows in grassy sclerophyll woodland on shallow relatively infertile soils on shales and slates (Harden, 1991; DLWC, 2001). Endemic on the NSW Northern Tablelands, of limited occurrence, particularly in the area from Walcha to Glen Innes; often on porphyry or granite (Brooker and Kleinig 1999).
Eucalyptus scoparia	E1	V	2Vi	Occurs in Queensland and reaches its southern limit in NSW. In NSW it is known from three locations all near Tenterfield in the far northern New England Tableland Bioregion where it grows on well drained granitic hilltops, slopes and outcrops, often as scattered trees in open forest and woodland (Royal Botanic Gardens 2004).
Acacia bynoeana	E1	V	3V	Occurs south of Dora Creek-Morisset area to Berrima and the Illawarra region and west to the Blue Mountains. It grows mainly in heath and dry sclerophyll forest on sandy soils {Harden, 2002 #5}. Seems to prefer open, sometimes disturbed sites such as trail margins and recently burnt areas. Typically occurs in association with Corymbia gummifera, Eucalyptus haemastoma, E. gummifera, E. parramattensis, E. sclerophylla, Banksia serrata and Angophora bakeri {NSW National Parks and Wildlife Service, 1999 #61}.
Acacia gordonii	E1	E	2K	Occurs in the lower Blue Mountains from Bilpin to Faulconbridge and also in the Glenorie district. Grows on sandstone outcrops and amongst rock platforms in dry sclerophyll forest and heath {Harden, 2002 #5; NSW Scientific Committee, 1997 #298}. Specifically this species occurs in Sydney Sandstone Ridgetop Communities {James, 1997 #69}.

Scientific Name	BC Act	EPBC Act	ROTAP	Habitat
Acacia pubescens	V	V	3Va	Restricted to the Sydney Region from Bilpin to the Georges River and also at Woodford where it usually grows in open sclerophyll forest and woodland on clay soils. Typically it occurs at the intergrade between shales and sandstones in gravely soils often with ironstones {Harden, 2002 #5;NSW National Parks and Wildlife Service, 2003 #14}.
Hibbertia superans	E			The species occurs on sandstone ridgetops often near the shale/sandstone boundary. Occurs in both open woodland and heathland, and appears to prefer open disturbed areas, such as tracksides(Royal Botanic Gardens 2005 and Department of Environment and Conservation 2005).
Galium australe	E4			Previously presumed extinct in NSW, this species is now known from a number of sites in coastal regions. In NSW, this species has been recorded in moist gullies of tall forest, Eucalyptus tereticornis forest, coastal Banksia shrubland, and Allocasuarina nana heathland. In other States the species is found in a range of near-coastal habitats, including sand dunes, sand spits, shrubland and woodland (Royal Botanic Gardens 2005 and Department of Environment and Conservation 2005).
Melaleuca deanei	V	V	3R	Occurs in coastal districts, including western Sydney (e.g. Baulkham Hills, Liverpool shires) from Berowra to Nowra where it grows in wet heath on sandstone and shallow/skeletal soils near streams or perched swamps {James, 1997 #69; Harden, 2002 #5}.
Syzygium paniculatum	V	V	3Ri	Occurs between Buladelah and St Georges Basin where it grows in subtropical and littoral rainforest on sandy soils or stabilized dunes near the sea {Harden, 2002 #5}.
Grevillea juniperina ssp. juniperina	V			Restricted to western Cumberland Plain, Marsden Park, Rooty Hill, Riverstone, Plumpton, Castlereagh NR, Blacktown, Penrith and north to Pitt Town, where it grows in open dry sclerophyll (eucalypt-dominated) forest or woodland, at altitudes of less than about 50 m, in sandy to clay-loam soils and red pseudolateritic or sandy gravels {Royal Botanic Gardens, 2005 #404; Fairley, 2004 #523}. More specifically it grows in Cumberland Plain Woodland and Castlereagh Woodland, typically in moist sites, often beside creeks on acidic soils and often recorded on road verges. Restricted to red sandy to clay soils (often lateritic) on Wianamatta Shale and Tertiary Alluvium {NSW Scientific Committee, 2000 #582}.
Persoonia hirsuta ssp. hirsuta	E1		3Ki	Occurs from Gosford to the Royal National Parkand Hill Top to Glen Davis and Putty inland where it grows in woodlands and dry sclerophyll forest on sandstone or very rarely on shale. Typically occurs as isolated individuals or very small populations {NSW Scientific Committee, 1998 #64; Royal Botanic Gardens, 2005 #404}. Habitat in Castle Hill is considered to be "critical habitat" {James, 1997 #69}.
Persoonia mollis subsp. maxima	E	E		Highly restricted, known from the Hornsby Heights-Mt Colah area north of Sydney in the Sydney Basin Bioregion. Occurs in three populations (described on a catchment basis) located over an approximate north-south range of 5.75 km and east-west distance of 7.5 km. Additional locations may exist outside the current distribution. Occurs in sheltered aspects of deep gullies or on the steep upper hillsides of narrow gullies on Hawkesbury Sandstone. These habitats support relatively moist, tall forest vegetation communities, often with warm temperate rainforest influences.

Scientific Name	BC Act	EPBC Act	ROTAP	Habitat
				Associated species: Smooth Barked Apple *Angophora costata*, Sydney Peppermint *Eucalyptus piperita*, Red Bloodwood *Corymbia gummifera*, Turpentine *Syncarpia glomulifera*, Coachwood *Ceratopetalum apetalum* and Black Wattle *Callicoma serratifolia*.
Persoonia nutans	E1	E	2Ei	Confined to the Cumberland Plain where it grows in Castlereagh Scribbly Gum Woodlands and Agnes Banks Woodlands {NSW National Parks and Wildlife Service, 2001 #77; Harden, 2002 #5; James, 1997 #69}.
Genoplesium baueri	V		3R	Grows in sparse sclerophyll forest and moss gardens over sandstone; from the Hunter Valley to Nowra district {Royal Botanic Gardens, 2004 #9}.
Pimelea curviflora var. curviflora	V	V		Confined to coastal areas around Sydney where it grows on sandstone and laterite soils. It is found between South Maroota, Cowan, Narrabeen, Allambie Heights, Northmead and Kellyville, but its former range extended south to the Parramatta River and Port Jackson region including Five Dock, Bellevue Hill and Manly. Usually occurs in woodland in the transition between shale and sandstone, often on Lucas Heights soil landscape {NSW Scientific Committee, 1998 #65; James, 1997 #69; James, 1999 #68; Harden, 2000 #2}.
Tetratheca glandulosa	V	V	2V	Occurs from Mangrove Mountain to the Blue Mountains where it grows in sandy or rocky heath or scrub {Harden, 1992 #3}.
Tetratheca juncea	V	V	3Vi	Occurs in coastal districts from Buladelah to Port Macquarie where it grows in dry sclerophyll forest and occasionally swampy heath in sandy, {Harden, 1992 #3} low nutrient soils with a dense understorey of grasses. Specifically it is known to occur within Smooth-barked Apple Woodland and Coastal Foothills Spotted Gum Woodland {NSW National Parks and Wildlife Service, 2000 #392; NSW National Parks and Wildlife Service, 2000 #393; NSW National Parks and Wildlife Service, 2000 #344}.

BC Act (*Biodiversity Conservation Act 2016*): E1 =Critically Endangered E= Endangered V= Vulnerable

EPBC Act (*Environment Protection Biodiversity Conservation Act 1999*): E1 =Critically Endangered E= Endangered V= Vulnerable

ROTAP CODES *Source: Briggs, J.D. & Leigh J.H. (1988) Rare or threatened Australian plants.* Plant Codes: **Distribution** 1: Known from type collection only. 2: Geographic range < 100km. 3: Geographic range > 100km. **Conservation** E: Endangered (at risk of disappearing in 1 or 2 decades) V: Vulnerable (at risk of disappearing in 20 - 50 years). R: Rare (rare in Australia but currently not endangered or vulnerable). K: Poorly known Reservation. C: Population reserved adequately reserved (>1000 plants). I: Inadequately reserved (<1000 plants) - Adequacy of reservation unknown.

Table B: Threatened fauna previously recorded within 10km of the subject site (NSW Bionet and EPBC Protected Matters Database undertaken on the 21st September 2021)

Scientific Name (Common Name)	BC Act	EPBC Act	Habitat	Potential habitat
Pseudophryne australis (Red-crowned Toadlet)	V		Occurs within 160 km of Sydney where it is restricted to Hawkesbury Sandstone. It breeds in deep grass and debris adjacent to ephemeral drainage lines. When not breeding individuals are found scattered on sandstone ridges under rocks and logs {Cogger, 2000 #20}.	No
Callocephalon fimbriatum (Gang-gang Cockatoo)	V		Occurs in wetter forests and woodland from sea level to an altitude over 2000 metres, timbered foothills and valleys, coastal scrubs, farmlands and suburban gardens {Pizzey, 1997 #24}.	No
Calyptorhynchus lathami (Glossy Black-Cockatoo)	V		Occurs in eucalypt woodland and forest with Casuarina/Allocasuarina spp. Characteristically inhabits forests on sites with low soil nutrient status, reflecting the distribution of key Allocasuarina species. The drier forest types with intact and less rugged landscapes are preferred by the species. Nests in tree hollows {Garnett, 2000 #21; NSW National Parks and Wildlife Service, 1999 #55}.	No
Lathamus discolor (Swift Parrot)	E1	EM	Breeding occurs in Tasmania, majority migrates to mainland Australia in autumn, over-wintering, particularly in Victoria and central and eastern NSW, but also south-eastern Queensland as far north as Duaringa. Until recently it was believed that in New South Wales, swift parrots forage mostly in the western slopes region along the inland slopes of the Great Dividing Range but are patchily distributed along the north and south coasts including the Sydney region, but new evidence indicates that the forests on the coastal plains from southern to northern NSW are also extremely important. In mainland Australia is semi-nomadic, foraging in flowering eucalypts in eucalypt associations, particularly box-ironbark forests and woodlands. Preference for sites with highly fertile soils where large trees have high nectar production, including along drainage lines and isolated rural or urban remnants, and for sites with flowering Acacia pycnantha, is indicated. Sites used vary from year to year. {Garnett, 2000 #21},{Swift Parrot Recovery Team, 2001 #396}.	No
Lophoictinia isura (Square-tailed Kite)	V	M	This species hunts primarily over open forest, woodland and mallee communities as well as over adjacent heaths and other low scrubby habitats in wooded towns. It feeds on small birds, their eggs and nestlings as well as insects. Seems to prefer structurally diverse landscapes {Garnett, 2000 #21}.	No
Ninox strenua (Powerful Owl)	V		A sedentary species with a home range of approximately 1000 hectares it occurs within open eucalypt, casuarina or callitris pine forest and woodland. It often roosts in denser vegetation including rainforest of exotic pine plantations. Generally feeds on medium-sized mammals such as possums and gliders but will also eat birds, flying-foxes, rats and insects. Prey are generally hollow dwelling and require a shrub layer and owls are more often found in areas with more old trees and hollows than average stands {Garnett, 2000 #21}.	Yes – potential foraging habitat. Critical breeding habitat absent.
Petroica rodinogaster (Pink Robin)	V		Found in open forest and woodland including native tea-tree scrubs. Rarely found in open cleared areas. Breeds in dense gullies in temperate rainforests {Pizzey, 1997 #24}.	No
Tyto tenebricosa (Sooty Owl)	V		Occurs in wet eucalypt forest and rainforest on fertile soils with tall emergent trees. Typically found in old growth forest with a dense understorey but also occurs in younger forests if nesting trees are present nearby. It nests in large hollows within eucalypts and occasionally caves. It hunts in open and closed forest for a range of arboreal and terrestrial mammals including introduced	No

Scientific Name (Common Name)	BC Act	EPBC Act	Habitat	Potential habitat
			species and sometimes birds {Garnett, 2000 #21}.	
Xanthomyza Phrygia (Regent Honeyeater)	E1	EM	Occurs mostly in box-ironbark forests and woodland and prefers the wet, fertile sites such as along creek flats, broad river valleys and foothills. Riparian forests with Casuarina cunninghamiana and Amyema cambagei are important for feeding and breeding. Important food trees include Eucalyptus sideroxylon (Mugga Ironbark), E. albens (White Box) , E. melliodora (Yellow Box) and E. leucoxylon (Yellow Gum) {Garnett, 2000 #21}.	No
Miniopterus schreibersii (Eastern Bent-wing Bat)	V	C	Usually found in well timbered valleys where it forages on small insects above the canopy. Roosts in caves, old mines, stormwater channels and sometimes buildings and often return to a particular nursery cave each year {Churchill, 1998 #26}.	Yes – potential roosting and foraging habitat. Critical breeding habitat absent.
Miniopterus australis *Little Bent-wing Bat*	V		Feeds on small insects beneath the canopy of well timbered habitats including rainforest, Melaleuca swamps and dry sclerophyll forests. Roosts in caves and tunnels and has specific requirements for nursery sites. Distribution becomes coastal towards the southern limit of its range in NSW. Nesting sites are in areas where limestone mining is preferred {Strahan, 1995 #185}.	No
Mormopterus norfolkensis (Eastern Freetail-bat)	V		Thought to live in sclerophyll forest and woodland. Small colonies have been found in tree hollows or under loose bark. It feeds on insects above the forest canopy or in clearings at the forest edge {Churchill, 1998 #26}.	Yes – potential roosting and foraging habitat. Critical breeding habitat absent.
Saccolaimus flaviventris *Yellow-bellied Sheathtail Bat*	V		Occurs in eucalypt forest where it feeds above the canopy and in mallee or open country where it feeds closer to the ground. Generally a solitary species but sometimes found in colonies of up to 10. It roosts in tree hollows. Thought to be a migratory species {Churchill, 1998 #26}.	No
Eastern False Pipistrelle	V		Usually roosts in tree hollows in higher rainfall forests. Sometimes found in caves (Jenolan area) and abandoned buildings. Forages within the canopy of dry sclerophyll forest. It prefers wet habitats where trees are more than 20 metres high {Churchill, 1998 #26}.	Yes – potential foraging habitat. Critical breeding habitat absent.
Phascolarctos cinereus	V		Found in sclerophyll forest. Throughout New South Wales, Koalas have been observed to feed on the leaves of approximately 70	No

Scientific Name (Common Name)	BC Act	EPBC Act	Habitat	Potential habitat
(Koala)			species of eucalypt and 30 non-eucalypt species. However, in any one area, Koalas will feed almost exclusively on a small number of preferred species. The preferred tree species vary widely on a regional and local basis. Some preferred species in NSW include Forest Red Gum Eucalyptus tereticornis, Grey Gum E. punctata, Monkey Gum E. cypellocarpa and Ribbon Gum E. viminalis. In coastal areas, Tallowwood E. microcorys and Swamp Mahogany E. robusta are important food species, while in inland areas White Box E. albens, Bimble Box E. populnea and River Red Gum E. camaldulensis are favoured {NSW National Parks and Wildlife Service, 1999 #43; NSW National Parks and Wildlife Service, 2003 #31}.	
Pteropus poliocephalus (Grey-headed Flying-fox)	V	V	Occurs in subtropical and temperate rainforests, tall sclerophyll forests and woodlands, heaths and swamps. Urban gardens and cultivated fruit crops also provide habitat for this species. Feeds on the flowers and nectar of eucalypts and native fruits including lilly pillies. It roosts in the branches of large trees in forests or mangroves {NSW National Parks and Wildlife Service, 2001 #56; Churchill, 1998 #26}.	Yes – potential foraging habitat. Critical breeding habitat absent.
Scoteanax rueppellii (Greater Broad-nosed Bat)	V		The preferred hunting areas of this species include tree-lined creeks and the ecotone of woodlands and cleared paddocks but it may also forage in rainforest. Typically it forages at a height of 3-6 metres but may fly as low as one metre above the surface of a creek. It feeds on beetles, other large, slow-flying insects and small vertebrates. It generally roosts in tree hollows but has also been found in the roof spaces of old buildings {Churchill, 1998 #26}.	Yes – potential roosting and foraging habitat. Critical breeding habitat absent.
Chalinolobus dwyeri *Large-eared Pied Bat*	V	V	Occurs in moderately wooded habitats and roosts in caves, mine tunnels and the abandoned, bottle-shaped mud nests of Fairy Martins. Thought to forage below the forest canopy for small flying insects {Churchill, 1998 #26}.	No
Little Lorikeet	V		Forages primarily in the canopy of open Eucalyptus forest and woodland, yet also finds food in Angophora, Melaleuca and other tree species. Riparian habitats are particularly used, due to higher soil fertility and hence greater productivity. Isolated flowering trees in open country, e.g. paddocks, roadside remnants and urban trees also help sustain viable populations of the species. Feeds mostly on nectar and pollen, occasionally on native fruits such as mistletoe, and only rarely in orchards Gregarious, travelling and feeding in small flocks (<10), though often with other lorikeets. Flocks numbering hundreds are still occasionally observed and may have been the norm in past centuries. Roosts in treetops, often distant from feeding areas. Nests in proximity to feeding areas if possible, most typically selecting hollows in the limb or trunk of smooth-barked Eucalypts. Entrance is small (3 cm) and usually high above the ground (2–15 m). These nest sites are often used repeatedly for decades, suggesting that preferred sites are limited. Riparian trees often chosen, including species like Allocasuarina. Nesting season extends from May to September. In years when flowering is prolific, Little Lorikeet pairs can breed twice, producing 3-4 young per attempt. However, the survival rate of fledglings is unknown(NSW National Parks and Wildlife Service, 2003 #31}.	Yes – potential roosting and foraging habitat. Critical breeding habitat absent.
Varied Sitella	V		Inhabits eucalypt forests and woodlands, especially those containing rough-barked species and mature smooth-barked gums with dead branches, mallee and Acacia woodland. Feeds on arthropods gleaned from crevices in rough or decorticating bark, dead branches, standing dead trees and small branches and twigs in the tree canopy. Builds a cup-shaped nest of plant fibres and	Yes – potential roosting and

Scientific Name (Common Name)	BC Act	EPBC Act	Habitat	Potential habitat
			cobwebs in an upright tree fork high in the living tree canopy, and often re-uses the same fork or tree in successive years. Generation length is estimated to be 5 years(NSW National Parks and Wildlife Service, 2003 #31}.	foraging habitat. Critical breeding habitat absent.

1: BC Act (*Biodiversity Conservation Act 2016*): E1 =Critically Endangered E= Endangered V= Vulnerable

2: EPBC Act (*Environment Protection Biodiversity Conservation Act 1999*): E1 =Critically Endangered E= Endangered V= Vulnerable

4.3 Description of Impacts

4.3.1 Potential Direct Impacts

Vegetation and habitat removal

The Arborist Impact Assessment Report prepared by Australis Tree Management dated 24th of March 2023 states that all locally native trees are proposed for retention.

A stormwater drainage easement (1.2m wide) has been proposed along the eastern (rear) boundary of all proposed lots. All trees are proposed for retention within this area which is currently subject to heavy weed invasion.

As a precautionary measure, it has been assumed 0.2ha of native vegetation may be indirectly impacted for the installation of stormwater drainage at the rear of the proposed lots as well as edge effects. This has been taken into account into the BAM-C credit calculation. Council can provide conditions of consent to ensure the further protection of this vegetation.

The proposed re-zoning of 77 Kulgoa Ave Pymble will support a potential future subdivision into four indicative building envelopes will be located outside the tree protection zones of locally native trees belonging to the Sydney Turpentine Ironbark Forest Critically Endangered Ecological Community. The arborist report has provided the location of tree protection fencing to ensure all remnant native trees are protected during any essential subdivision works.

The land is not mapped as bushfire prone land, therefore, an Asset Protection Zone for potentially resulting in additional vegetation clearing will not be required.

Any native vegetation along the rear of the site can be subject to a future Vegetation Management Plan provided to Council (prior to the release of the Subdivision Certificate as part of a future subdivision application).

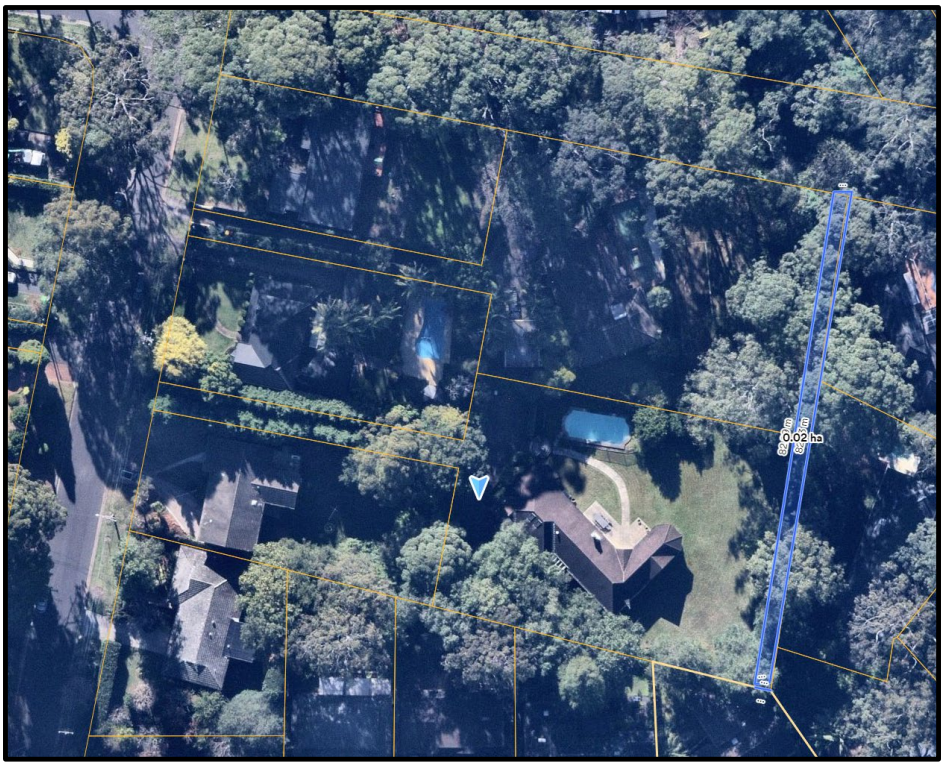


Figure 15: Precautionary area of calculated impacts for proposed 1.2 m wide easement to drain water that would be required to facilitate the proposed rezoning application

Risk of runoff, erosion and sedimentation, during construction

Surface water quality may be affected during construction activities. Construction activities could potentially encourage soil erosion and increase the sediment loads in downstream areas. Further, accidental leaks/spills of oil, fuel, cement or other substances entering watercourses could pollute surface waters.

The Construction Environment Management Plan (CEMP) can be provided with the application addresses these issues es (prior to the release of the Construction Certificate).

Temporary noise, dust, light and vibration disturbance, during construction work

Impacts of noise, dust, light and vibration upon fauna are difficult to predict. Potential impacts may include effects on predator-prey interactions and changes to mating and nesting behaviour.

The Construction Environment Management Plan (CEMP) can be provided with the application addresses these issues (prior to the release of the Construction Certificate).

4.3.2 Potential Indirect Impacts

Potential indirect impacts to flora and fauna include:

Minor hydrological changes

Hard surfaces created as a result of construction typically cause some hydrological changes; however, in this case, hydrological changes are expected to be very minor.

4.3.3 Indirect impacts

Indirect impacts occur when the proposal or activities relating to the construction or operation of the proposal affect native vegetation, threatened ecological communities and threatened species habitat beyond the Subject Site. Impacts may also result from changes to land-use patterns, such as an increase in vehicular access and human activity on native vegetation, threatened ecological communities and threatened species habitat (Table 5.1.2 below).

Table 5.1.2 Indirect impacts, extent and duration and consequences

Indirect Impact	Extent and duration	Threatened species, threatened ecological communities and their habitats likely to be affected.	Consequences of the impacts for the bioregional persistence of the threatened species, threatened ecological communities and their habitats.
(a) inadvertent impacts on adjacent habitat or vegetation	The proposed development may lead to enhanced weed infiltration into adjacent habitat by enhanced edge effects. This impact is likely to be restricted the immediate area surrounding future dwellings to a couple of metres.	Nil	Edge effects will not be created and increase weed intensity and reduce vegetation integrity.
(b) reduced viability of adjacent habitat due to edge effects	The proposed development may lead to enhanced weed infiltration into adjacent habitat by enhanced edge effects. This impact is likely to be restricted the immediate area surrounding the future dwellings to a couple of metres.	Nil	Edge effects will not be created and increase weed intensity and reduce vegetation integrity.
(c) reduced viability of adjacent habitat due to noise, dust or light spill	The proposed works are unlikely to significantly exacerbate any of these issues which are all currently in effect within surrounding lots, or otherwise unlikely to occur within the Subject Site.	Nil	Nil
(d) transport of weeds and pathogens from the site to adjacent vegetation	The proposed development may lead to enhanced weed infiltration into adjacent habitat by enhanced edge effects. This impact is	Nil	Edge effects will not be created and increase weed intensity and reduce vegetation integrity.

Indirect Impact	Extent and duration	Threatened species, threatened ecological communities and their habitats likely to be affected.	Consequences of the impacts for the bioregional persistence of the threatened species, threatened ecological communities and their habitats.
	likely to be restricted the immediate area surrounding the dwelling to a couple of metres. Active weed control efforts will be undertaken prior to and post construction.		
(e) increased risk of starvation, exposure and loss of shade or shelter	This issue is unlikely to occur on the Subject Site. It is unlikely that any threatened fauna relies on habitat within the Subject Site, such that the proposed impacts will lead to increased risks from starvation, exposure, shade and shelter. All habitat resources removed will be replaced through implementation of the recommendations outlined in this report.	Nil	Nil
(f) loss of breeding habitats	No hollow bearing trees are present on-site	Nil	The implementation of the actions prescribed in this report should see an increase in the availability of potential habitat for these threatened species within the Subject Site.
(g) trampling of threatened flora species	This issue is not likely to affect the Subject Site. No threatened flora species were identified within the Subject Site.	Nil	Nil
(h) inhibition of nitrogen fixation and increased soil salinity	This issue is not likely to affect the Subject Site.	Nil	Nil

Indirect Impact	Extent and duration	Threatened species, threatened ecological communities and their habitats likely to be affected.	Consequences of the impacts for the bioregional persistence of the threatened species, threatened ecological communities and their habitats.
(i) fertiliser drift	This issue is not likely to affect the Subject Site.	Nil	Nil
(j) rubbish dumping	This issue is not likely to affect the Subject Site.	Nil	Nil
(k) wood collection	This issue is not likely to significantly affect the Subject Site.	Nil	Nil
(l) bush rock removal and disturbance	No bush rock occurs on-site.	Nil	Nil
(m) increase in predatory species populations	It is unlikely that the proposed works will influence or alter predatory species populations.	Nil	Nil
(n) increase in pest animal populations	It is unlikely that the proposed works will influence or alter pest species populations.	Nil	Nil
(o) increased risk of fire	This issue is not relevant to the Subject Site as there is little identified bushfire hazard.	Nil	Nil
(p) disturbance to specialist breeding and foraging habitat, e.g. beach nesting for shorebirds.	There is no specialist breeding or foraging habitat on the Subject Site. The site contains a stand of mixed, nectar producing canopy trees which can provide intermittent nectar resources for several threatened fauna species.	Nil	Nil

4.3.4 Prescribed and Uncertain Impacts

This list of impacts includes all of those impacts on biodiversity values not caused by direct vegetation clearing or development that have been prescribed by the Biodiversity Conservation Regulation 2017 (Table 5.1.3).

Table 5.1.3 Potential Prescribed or Uncertain Impacts of the Proposed Action

Will there be impacts on any of the following	**Yes/No**	**If Yes, must address all of the assessment questions from section 9.2.1 of the BAM**
Species or ecological communities associated with karst, caves, crevices, cliffs and other features of geological significance	No	n/a
Habitat of threatened species or ecological communities associated with rocks	No	n/a
Habitat of threatened species or ecological communities associated with human made structures	No	n/a
Habitat of threatened species or ecological communities associated with non-native vegetation	No	n/a
Connectivity of different areas of habitat of threatened species that facilitates the movement of those species across their range	Yes	Habitat connectivity continues to exist across the site. It is unlikely that the small area of impact will interrupt connectivity for any threatened fauna or flora species.
Movement of threatened species that maintains their life cycle	Yes	Habitat connectivity continues to exist across the site. It is unlikely that the small area of impact will interrupt movement of any threatened fauna or
Water quality, water bodies and hydrological processes that sustain threatened species and threatened ecological communities (including subsidence or upsidence resulting from underground mining or other development)	No	n/a
Wind turbine strikes on protected animals	No	n/a
Vehicle strikes on threatened species of animals or on animals that are part of a TEC	No	n/a

4.4 Avoidance of Impacts

The Arborist Impact Assessment Report prepared by Australis Tree Management dated 24th of March 2023 states that all locally native trees are proposed for retention.

We were engaged during the preliminary design concept phase to ensure that all locally native trees are retained as part of the proposed development.

The proposed re-zoning of 77 Kulgoa Ave Pymble aims to support a potential future subdivision that will include four indicative building envelopes will be located outside the tree protection zones of locally native trees belonging to the Sydney Turpentine Ironbark Forest Critically Endangered Ecological Community.

The Arborist Impact Assessment Report has provided the location of tree protection fencing to ensure all remnant native trees are protected during any essential subdivision works (refer to the tree protection plan provided on the following page).

4.5 Minimisation of Impacts

Several mitigation measures are proposed to minimise potential impacts; these are summarised in Table 4-5. These include measures to be implemented in the pre-construction, construction and post-construction phases. It is considered that these measures would serve to minimise any potential direct or indirect impacts.

Table 4.5 Mitigation measures proposed to minimise potential impacts

Action	Outcome/measure	Risk/ consequence of residual impacts	Timing	Responsibility
Project location	The location of the proposed development has been positioned in order to avoid and minimise the potential resulting impacts on biodiversity values within the Subject Site, where possible.	Risk = low Consequence = Harm to native vegetation and native fauna	Pre-construction phase	Proponent
Project design	The proposed development has been designed to avoid and minimise impacts on native vegetation and habitat where possible within the Subject Site. Where this is not possible, mitigation measures have been designed and recommended to reduce potential ecological impact. While there will be some impact on native vegetation, this falls above the Biodiversity Offset Scheme threshold. The design of the proposed development includes the retention of a majority of the trees on the property plus the re-planting of locally indigenous species.	Risk = low Consequence = Harm to native vegetation and native fauna	Pre-construction phase	Proponent
Tree protection	Australian Standard 4970 (2009) Protection of Trees on Development Sites (AS-4970) outlines that a Tree Protection Zone (TPZ) is the principal means of protecting trees on development sites. It is an area isolated from construction disturbance so that the tree remains viable. Ideally, works should be avoided within the TPZ. A Minor Encroachment is less than 10% of the TPZ and is outside the SRZ. A Minor Encroachment is considered acceptable by AS-4970 when it is compensated for elsewhere and contiguous within the TPZ. A Major Encroachment is greater than 10% of the	Risk = low Consequence = Harm to native vegetation and native fauna. Proliferation of weeds.	Pre-construction phase	

Action	Outcome/measure	Risk/ consequence of residual impacts	Timing	Responsibility
	TPZ or inside the SRZ. Major Encroachments generally require root investigations undertaken by non-destructive methods or the use of tree sensitive construction methods..			
Avoidance of hollow-bearing trees	No hollow-bearing trees occur within the proposed development footprint.	Risk = low Consequence = Loss of fauna habitat. Loss of native vegetation.	Construction phase	Proponent
Avoidance of woody debris	Woody debris within the development footprint should be relocated, by the proponent to the area of native vegetation in the northern extent of the Subject Site.	Risk = low Consequence = Loss of fauna habitat.	Construction phase	Proponent
Erosion and sedimentation	Appropriate erosion and sediment control must be erected and maintained at all times during construction. As minimum such measures should comply with the relevant industry guidelines such as 'the Blue Book' (Landcom 2004).	Risk = low Consequence = Degradation of vegetation,	Construction phase	Construction Contractor
Erosion protection fencing	Temporary fencing should be erected around the extent of native vegetation to be retained in order to minimise any disturbance resulting from the proposed construction works.	Risk = high Consequence = Permanent damage or degradation of vegetation.	Construction phase	Construction Contractor
Storage and Stockpiling (Soil and Materials)	Allocate all storage, stockpile and laydown sites away from any native vegetation that is planned to be retained. Avoid importing any soil from outside the site as this can introduce weeds and pathogens to the site.	Risk = moderate Consequence = Harm to native vegetation and native fauna	Construction phase	Construction Contractors
Weed eradication and suppression	All priority weeds should be eradicated across all areas of the Subject Site. Very low weed invasion was recorded on-site. Any weeds should be continually supressed and prevented from re-establishing within retained native vegetation.	Risk = moderate Consequence = Harm to native vegetation and native fauna habitat.	Construction phase and Post-construction phase	Proponent
Stormwater	The proposed development is unlikely to result in significant changes to stormwater runoff so it is expected there will be no exacerbated impact on native species of flora and fauna. Stormwater flow from future dwellings and hard surfaces will be directed to newly installed water storage tanks. Prior to any release, all stormwater is to be piped through any tanks that may be required by the regulating authorities.	Risk = low Consequence = Harm to native vegetation and native fauna habitat.	Post-construction phase	Proponent Construction Architect
Wastewater	All sewerage produced on site will be directed towards the existing urban treatment system.	Risk = low Consequence = Harm to native vegetation and native fauna habitat.	Post-construction phase	Proponent

A Construction Environment Management Plan (CEMP) can be provided with the application prior to the release of the Construction Certificate to address all issue in Table 4.5.

5 IMPACT SUMMARY

5.1 Impacts Which Require an Offset

Tables 6-1 and 6-2 provide a summary of the impacts that require an offset, under the BAM.

Table 5-1: Vegetation Zones Requiring an Offset

Vegetation Zone	PCT	Area Impacted (indirectly for water drainage easement)	Current Vegetation Integrity Score	Future Vegetation Integrity Score (factoring a Future vegetation management plan may be implemented for weed removal)	Number of Ecosystem Credits Required
1	PCT 3262	0.02	28.6	28.6	1

Table 5-2: Threatened Species Requiring an Offset

Species	Area of Impacted Habitat	Number of Species Credits Required
NIL	NIL	0

5.2 Impacts Not Requiring an Offset

N/A

5.3 Identification of Areas Not Requiring Assessment

N/A

5.4 Serious and Irreversible Impacts (SAII's)

An impact is to be regarded as serious and irreversible if it is likely to contribute significantly to the risk of a threatened species or ecological community becoming extinct because:

- it will cause a further decline of a species or ecological community that is currently observed, estimated, inferred or reasonably suspected to be in a rapid rate of decline
- it will further reduce the population size of the species or ecological community that is currently observed, estimated, inferred or reasonably suspected to have a very small population size
- it is an impact on the habitat of the species or ecological community that is currently observed, estimated, inferred or reasonably suspected to have a very limited geographic distribution
- the impacted species or ecological community is unlikely to respond to measures to improve its habitat and vegetation integrity and therefore its members are not replaceable.

These principles are set out in clause 6.7 of the Biodiversity Conservation Regulation 2017.

Species and ecological communities with a 'very high' biodiversity risk weighting will be a potential serious and irreversible impact (SAII). These 'potential SAII entities' are identified within the BAM calculator (OEH 2018b).

The determination of serious and irreversible impacts on biodiversity values is to be made by the consent authority in accordance with the principles set out in the BC Regulation.

To assist the consent authority, the guidance document Guidance to assist a decision-maker to determine a serious and irreversible impact includes criteria that enable the application of the four principles set out in clause 6.7 of the BC Regulation to identify the species and ecological communities that are likely to be the subject of serious and irreversible impacts.

Sydney Turpentine Ironbark Forest in the Sydney Basin Bioregion is listed as Critically Endangered under the *BC Act 2016* and *EPBC Act 1999* and is listed as a threatened entity in the Threatened Biodiversity Data Collection (DPIE 2021d).

Due to the potential sensitivity of this ecological community to any impact, a determination of whether or not the proposed impacts are serious and irreversible is to be undertaken in accordance with Section 9.1 of the BAM (DPIE 2020a) as outlined in Table 5.5.

Table 13:- Additional Impact Assessment for STIF CEEC at Risk of an SAII

No	Assessment Criteria	SAII Assessment Information
2a	*The assessor must consult the TBDC and/or other sources to report on the current status of the TEC including: Evidence of reduction in geographic distribution as the current total geographic extent of the TEC in NSW AND the estimated reduction in geographic extent of the TEC since 1970 (not including impacts of the proposal)*	It is difficult to ascertain the 1970 extent; however, the STIF Final determination estimates that there has been a 90% reduction in the total geographic extent of STIF since European Settlement (ie since 1788). The STIF Final Determination states the following in relation to a reduction in geographic extent: '*Only 6% of the original extent of the community remained in 1988 (Benson, D. & Howell, J. 1990 Proc. Ecol. Soc. Aust. 16, 115-127) in the form of small and fragmented stands. Although some areas occur within conservation reserves, this in itself is not sufficient to ensure the long term conservation of the Community unless the factors threatening the integrity and survival of the Community are ameliorated.*". *Based on aerial photography flown in November 1998, Tozer (2003) estimated the total extent of woody vegetation referred to as Shale Sydney Turpentine Ironbark Forestwas 11 054 (±1 564) ha (upper and lower plausible bounds, sensu Keith et al. 2009), representing 8.8 (±1.2)% of the pre-European distribution of the community. Patches of the community lacking woody vegetation are very small in extent and can be considered to be included within the plausible bounds. For that part of the community's distribution to the east of the Hawkesbury-Nepean River, earlier mapping at coarser resolution by Benson & Howell (1990b) suggests a similar level of depletion, with an estimated 6 420 ha of 'Shale Sandstone Transition Forests', representing 6% of the pre-European distribution east of the Hawkesbury-Nepean River. An update of Tozer's (2003) map, based on interpretation of imagery flown in January-March 2007 shows that the extent of Sydney Turpentine Ironbark Forest east of the Hawkesbury – Nepean River had declined by 442±46 ha, a reduction of 5.2±0.6% in 9 years (NSW Scientific Committee & Simpson 2008). These estimates indicate that the geographic distribution of the community has undergone a very large reduction over a time frame appropriate to the life cycle and habitat characteristics of its component species.*
2bi	*The assessor must consult the TBDC and/or other sources to report on the current status of the TEC including: Extent of reduction in ecological function for the TEC using evidence that describes the degree of environmental degradation or disruption to biotic processes indicated by: change in community structure*	The STIF Final Determination states the following in relation to the change in community structure: *"Remnants of STIF have historically been subjected to a range of anthropogenic disturbances including logging, grazing by domesticated livestock and burning at varyingintensities (Benson and Howell 1994). These disturbances have affected thestructure and potentially the composition of remnants. For example, the density and average basal diameter of trees in remnants sampled by Benson and Howell (1994) suggested that the removal of large older trees has led to higher densities of smaller trees such that remnants typically have the structure of regrowth forest."*

Table 5.5 Additional Impact Assessment for STIF CEEC at Risk of an SAII - 77 Kulgoa Rd PYMBLE

No	Assessment Criteria	SAII Assessment Information
2bii	*The assessor must consult the TBDC and/or other sources to report on the current status of the TEC including: Extent of reduction in ecological function for the TEC using evidence that describes the degree of environmental degradation or disruption to biotic processes indicated by: change in species composition*	
2biii	*The assessor must consult the TBDC and/or other sources to report on the current status of the TEC including: Extent of reduction in ecological function for the TEC using evidence that describes the degree of environmental degradation or disruption to biotic processes indicated by: disruption of ecological processes*	The STIF Final Determination states the following in relation to the disruption of ecological processes: "*The threats to STIF listed above are ongoing and likely to cause continuing declines in geographic distribution and disruption of biotic processes andinteractions.*" *The reduction in the geographic distribution of Shale Sydney Turpentine Ironbark Forest was initially due to tree-felling for timber and clearing for crops and pastures (Benson & Howell 1990a). Benson & Howell (1990b) estimated that the community had been reduced to approximately half of its pre-European extent by 1850. Following World War II, there was a marked acceleration in urban and industrial development, which continues to deplete the distribution of the community to the present day.* *These trends appear likely to continue into the future as the urban area continues to expand to accommodate Sydney's increasing population, which is projected to grow by 1.0-1.1 million people during the 20 years 2007-2026 and 2.2-3.3 million during the 50 years 2007-2056 (Australian Bureau of Statistics 2008). Recent draft plans to develop growth centres in north-west and south-west Sydney, for example, identify staged release of land for residential and employment development over the next 25 years.* *These areas contain approximately 2000 ha (one-fifth) of the estimated remaining Shale Sydney Turpentine Ironbark Forestbased on Tozer (2003), of which about two-thirds will be available for development, the loss of which is planned for offsetting through voluntary land acquisition and/or the establishment of conservation agreements on lands outside the Growth Centres (Growth Centres Commission 2007) for the primary purpose of biodiversity conservation. While important examples of Sydney Turpentine Ironbark Forest are represented within conservation reserves, much of the remaining area of the community occurs on private land or on public easements, where it is at risk from small-scale clearing associated with housing, industrial development*

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		and transport infrastructure. *There are significant logistic and technological constraints and time lags associated with efforts to restore the community (Wilkins et al. 2003; Nichols 2005; Nichols et al. 2005). 'Clearing of native vegetation' is listed as a Key Threatening Process under the Threatened Species Conservation Act 1995.*
2biv	*The assessor must consult the TBDC and/or other sources to report on the current status of the TEC including: Extent of reduction in ecological function for the TEC using evidence that describes the degree of environmental degradation or disruption to biotic processes indicated by: invasion and establishment of exotic species*	*The STIF Final Determination states the following in relation to weed invasion: "Remnants of Sydney Turpentine-Ironbark Forest are subject to ongoing invasion by an extensive range of naturalised plant species. Weed invasion is exacerbated by the proximity of remnants to areas of rural and urban development and the associated influx of both weed propagules from gardens and nutrients contained in stormwater runoff, dumped garden refuse and animal droppings (Leishman 1990, Benson and Howell 1994, Leishman et al. 2004, Smith and Smith 2010). Species such as Ligustrum lucidum (Large-leafed Privet) and Ligustrum sinense (Small-leafed Privet) are highly invasive under conditions of enhanced soil nutrients and have been recorded in at least half of all plots sampling STIF by Tozer (2003). Other frequently recorded species include the shrubs Ochna serrulata (Mickey Mouse Plant), Phytolacca octandra (Inkweed), Sida rhombifolia (Paddy's Lucerne) and Chrysanthemoides monilifera (Bitou Bush/Boneseed), the scandent shrubs Lantana camara (Lantana) and Asparagus aethiopicus (Asparagus Fern), the climbers Araujia sericifera (Moth Vine), Asparagus asparagoides (Bridal Creeper) and Hedera helix (English Ivy) and the grasses Paspalum dilatatum (Paspalum), Ehrhata erecta (Panic Veldtgrass) and Setaria parviflora (Tozer 2003)".*

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No	Assessment Criteria	SAII Assessment Information
2bv	*The assessor must consult the TBDC and/or other sources to report on the current status of the TEC including: Extent of reduction in ecological function for the TEC using evidence that describes the degree of environmental degradation or disruption to biotic processes indicated by: degradation of habitat*	*There is no information regarding evidence that describes the degree of environmental degradation or disruption to biotic processes indicated by degradation of habitat.*
2bvi	*The assessor must consult the TBDC and/or other sources to report on the current status of the TEC including: Extent of reduction in ecological function for the TEC using evidence that describes the degree of environmental degradation or disruption to biotic processes indicated by: fragmentation of habitat*	*The STIF Final Determination states the following in relation to fragmentation of STIF habitat: "Remnants of Sydney Turpentine-Ironbark Forest are typically small and fragmented and are susceptible to continuing attrition through clearing for routine land management practices due to the majority of remnants being located in close proximity to rural land or urban interfaces (Benson and Howell 1994; Tozer 2003)."*
2ci	*The assessor must consult the TBDC and/or other sources to report on the current status of the TEC including: Evidence of restricted geographic distribution, based on the TEC's geographic range in NSW according to the: extent of occurrence*	*The STIF Final Determination states the following with respect to extent of occurrence in NSW: "The distribution of Sydney Turpentine-Ironbark Forest is highly restricted. The extent of occurrence (EOO) of STIF is 4,479 km2 based on a minimum convex polygon enclosing known occurrences of the community as interpreted in Sections 4.2 – 4.10 and using the method of assessment recommended by IUCN (Bland et al. 2017). The estimated area of occupancy (AOO) is 12 10 km x 10 km grid cells, the scale recommended for assessing AOO by IUCN and applying a minimum occupancy threshold of 1% (Bland et al. 2017)."*
2cii	*The assessor must consult the TBDC and/or other sources to report on the current status of the TEC including: Evidence of restricted geographic distribution, based on the TEC's geographic range in NSW according to the: area of occupancy*	*The STIF Final Determination states the following with respect to extent of occurrence in NSW: "Tozer et al. (2010) estimated some 2,300 ha of STIF remains". "Additional remnants of STIF have been mapped by BMCC (2003) (a total of 190 ha) and Smith and Smith (2008) (148 ha). Combining these maps with the maps of Tozer et al. (2010) and NSW OEH (2013ab) gives an estimated 2,940 ha of STIF remaining"*

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2ciii	*The assessor must consult the TBDC and/or other sources to report on the current status of the TEC including: Evidence of restricted geographic distribution, based on the TEC's geographic range in NSW according to the: number of threat-defined locations*	*The Final Determination indicates that there is very little STIF CEEC within conservation reserves and "unreserved areas are subject to the threat of vegetation clearing". Reserved areas are described as follows: "An estimated 280 ha of STIF (less than 1% of the pre-European extent) is distributed among 15 reserves (with a minimum area of 0.5 ha) under the management of the NSW National Parks and Wildlife Service (Tozer et al. 2010; BMCC 2003; Smith and Smith 2008; NSW OEH 2013a). This includes 112 ha in Bargo SCA, 49 ha in Blue Mountains NP, 25 ha in Lane Cove NP and 22 ha in Newington NR. A further 254 ha occurs in Crown Reserves and 36 ha is preserved in perpetuity under Biobanking or Conservation Agreements. The total area under reservation is estimated to be 570 ha, equivalent to less than 2% of the estimated pre-1750 distribution or 20% of the remaining extent."*

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No	Assessment Criteria	SAII Assessment Information
2d	*The assessor must consult the TBDC and/or other sources to report on the current status of the TEC including: Evidence that the TEC is unlikely to respond to management*	There is no information regarding evidence that the TEC is unlikely to respond to management. The *Department of Environment and Conservation (NSW). (2005) Document - Recovering Bushland on the Cumberland Plain: Best practice guidelines for the management and restoration of bushland.* *Department of Environment and Conservation (NSW), Sydney* outlines theoretical and practical'best practice' guidance for the restoration of STIF, including examples of small remnant patches.
3	*Where the TBDC indicates data is 'unknown' or 'data deficient' for a TEC for a criterion listed in Subsection 9.1.1(2.), the assessor must record this in the BDAR or BCAR.*	It is difficult to ascertain the 1970 extent of the TEC when most studies have focussed on pre-European extent, therefore pre-European data is referenced in (2a). No information was able to be presented in relation to (2bv) and (2d).
4ai	*Include data and information on the impact on the geographic extent of the TEC by estimating the total area of the TEC to be impacted by the proposal: in hectares. Data and information should include direct impacts (i.e. from clearing) and indirect impacts where partial loss of the TEC is likely as a result of the proposal.*	*The Arborist Impact Assessment Report prepared by Australis Tree Management dated June 2024 states that all locally native trees are proposed for retention.* *A stormwater drainage easement (1.2m wide) has been proposed along the eastern (rear) boundary of all proposed lots. All trees are proposed for retention within this area which is currently subject to heavy weed invasion.* *As a precautionary measure, it has been assumed 0.2ha of native vegetation may be indirectly impacted for the installation of stormwater drainage at the rear of the proposed lots as well as edge effects. This has been taken into account into the BAM-C credit calculation. Council can provide conditions of consent to ensure the further protection of this vegetation.* *The proposed re-zoning to facilitate 2 future indicative building envelopes will be located outside the tree protection zones of locally native trees belonging to the Sydney Turpentine Ironbark Forest Critically Endangered Ecological Community. The arborist report has provided the location of tree protection fencing to ensure all remnant native trees are protected during any essential subdivision works.* *The land is not mapped as bushfire prone land, therefore, an Asset Protection Zone for potentially resulting in additional vegetation clearing will not be required.* *Any native vegetation along the rear of the site can be subject to a future Vegetation Management Plan provided to Council prior to the release of the Subdivision Certificate.*

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4aii	*Include data and information on the impact on the geographic extent of the TEC by estimating the total area of the TEC to be impacted by the proposal: as a percentage of the current geographic extent of the TEC in NSW. Data and information should include direct impacts (i.e. from clearing) and indirect impacts where partial loss of the TEC is likely as a result of the proposal.*	According to the Final Determination the current estimate of STIF CEEC in NSW is 2,940 ha. The total area impacted by the proposed is less than 0.02 ha. Therefore, the impact of the proposal on the geographic extent is estimated at less than 0.01%.
4bi	*The extent that the proposed impacts are likely to contribute to further environmental degradation or the disruption of biotic processes of the TEC by: estimating the size of any remaining, but now isolated, areas of the TEC; including areas of the TEC within 500 m of the development footprint or equivalent area for other types of proposals.*	This patch will not be fragmented by the proposal.

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No	Assessment Criteria	SAII Assessment Information
4bii	*The extent that the proposed impacts are likely to contribute to further environmental degradation or the disruption of biotic processes of the TEC by: describing the impacts on connectivity and fragmentation of the remaining areas of TEC measured by:* *• distance between isolated areas of the TEC, presented as the average distance if the remnant is retained AND the average distance if the remnant is removed as proposed, and* *• estimated maximum dispersal distance for native flora species characteristic of the TEC, and* *• other information relevant to describing the impact on connectivity and fragmentation, such as the area to perimeter ratio for remaining areas of the TEC as a result of the development*	The total area of the STIF CEEC patch in the east of the subject land is greater than 2 ha if all trees within surrounded backyards and road frontages are taken into consideration. No fragmentation will occur as existing STIF trees along the eastern boundary will be retained and it is expected that the flora and fauna within the Forest will be able to readily disperse between these two areas. This is because the EEC remains as part of a continuous area of bushland including areas off-site on adjacent properties. The removal of one tree will not fragment community and prevent it from it functioning in dispersal of seed and pollen/ genetic material from canopy trees off the subject site.
4biii	*The extent that the proposed impacts are likely to contribute to further environmental degradation or the disruption of biotic processes of the TEC by: describing the condition of the TEC according to the vegetation integrity score for the relevant vegetation zone(s) (Section 4.3). The assessor must also include the relevant composition, structure and function condition scores for each vegetation zone.*	The Vegetation Integrity (VI) of the STIF CEEC vegetation is 28.6 and is made up of thefollowing scores for composition, structure and function: PCT | Vegetation Zone | Composition Condition Score | Structure Condition Score | Function Condition Score | Vegetation Integrity Score PCT 3262 | Vegetation Zone 1 | 13.6 | 28.1 | 61.4 | 28.6
5	*The assessor may also provide new information that demonstrates that the principle identifying that the TEC is at risk of an SAII is not accurate.*	N/A

Table 5.5 Additional Impact Assessment for STIF CEEC at Risk of an SAII - 77 Kulgoa Rd PYMBLE

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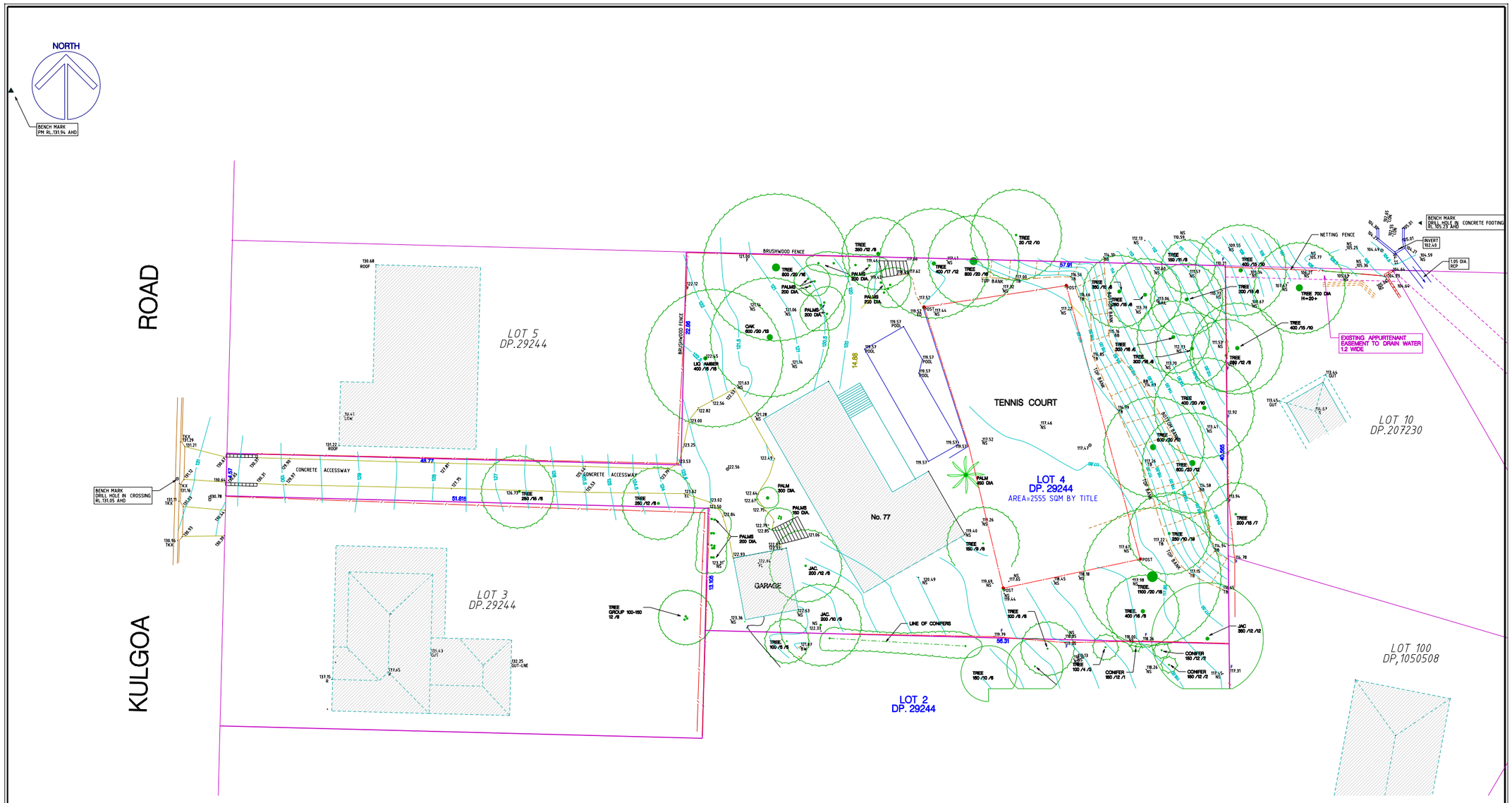
APPENDIX A SITE PLANS



I, GARY JOHN SKOW, a Surveyor registered under the Surveying and Spatial Information Act 2002, certify that:

The boundaries shown in this plan were surveyed in accordance with the Surveying and Spatial Information Regulation 2017, is accurate for the purposes of a development application and the survey was completed on the 10-11-2023.

Signature:.

Dated: 15th NOV. 2023.
Surveyor Identification No. 1985
Surveyor Registered under the Surveying and Spatial Information Act 2002.

REDUCTION RATIO (1:200 @ A1)

0 10 20 30

Hammond Smeallie & Co Pty Ltd
CONSULTING SURVEYORS AND TOWN PLANNERS.
7/22 Leighton Place
HORNSBY NSW 2077
Ph 02 9477 1577
Fx 02 9476 6862
Et info@hammondsmeallie.com.au
W: www.hammondsmeallie.com.au
ABN: 16 001 894 800

LEGEND

TK TOP OF KERB
WM WATER METER
GM GAS METER
CH CHIMNEY
TF TOP OF FENCE
TELSTRA PIT
WH WATER HYDRANT
KIP KERB INLET PIT
TW TOP OF WALL

LINE TYPES

+ DENOTES POSITION OF SPOT LEVEL
BOUNDARY LINE
E OVERHEAD POWER LINE
SEWER MAIN (APPROX.)
CONTOUR LINE
FENCE LINE
LIP GUTTER/RIDGE LINE

ISSUE	DATE	AMENDMENT
A	02/07/2020	ORIGINAL

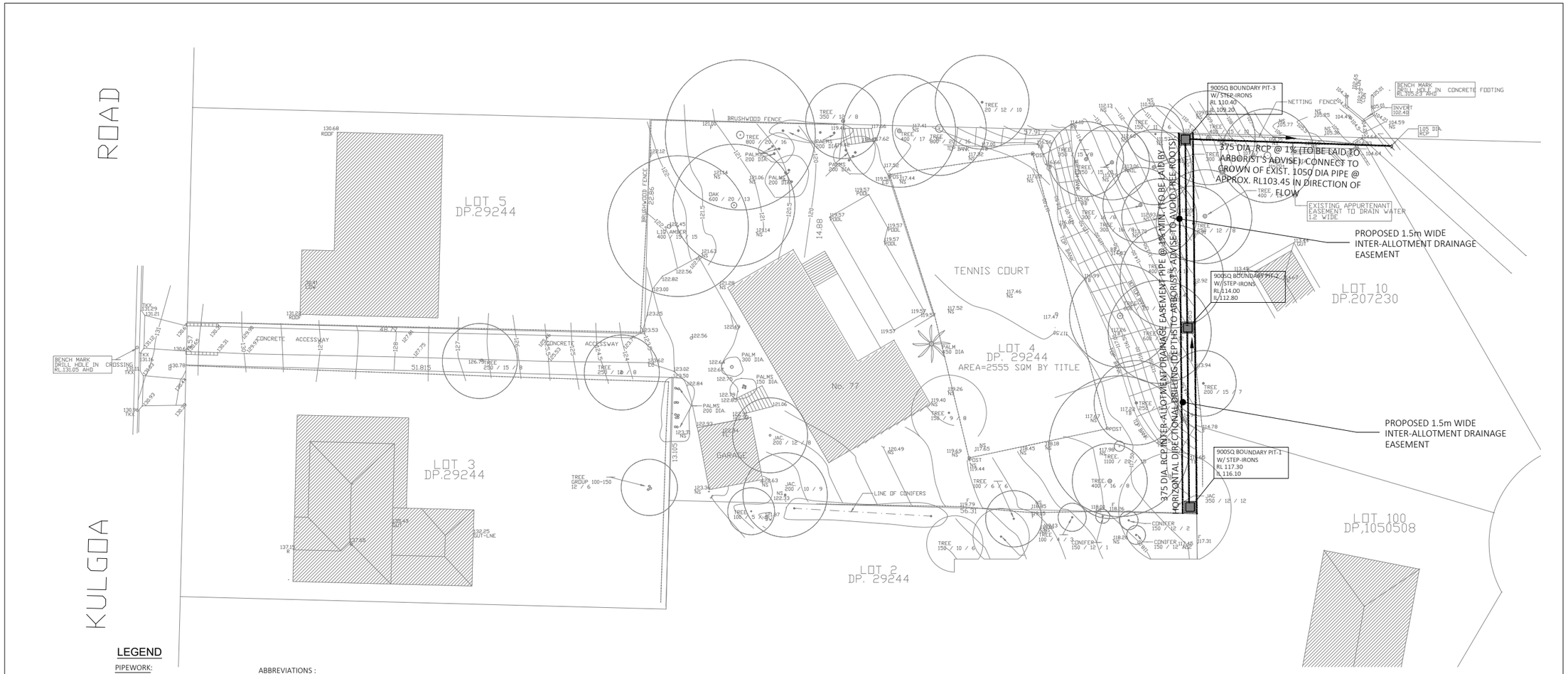
PLAN OF DETAIL AND LEVELS

Project: LOT 4 IN DP. 29244.
77 KULGOA ROAD, PYMBLE.

Client: MR JOHN LEECE

SURVEYED: GARY SKOW	DATE: 30/11/2022	DRAWN: GARY SKOW	CHECKED: WARREN ROLFE
HEIGHT DATUM:		SCALE: 1:200@A1	ISSUE: A
CONTOUR INTERVAL:		PROJECT No: 14989– No.77	
ORIENTATION: MAGNETIC NORTH			
SHEET: 1	SHEETS: 1		

NOTES:
1. ALL BEARINGS ARE ORIENTED ON MAGNETIC NORTH.
A VARIATION TO APPROXIMATE TRUE NORTH HAS BEEN SHOWN FOR PLANNING AND DESIGN PURPOSES.
2. DELETED.
3. DELETED.
4. BEARINGS AND MEASUREMENTS SHOWN ON THE PLAN ARE COMPILED FROM INFORMATION SUPPLIED BY THE DEPARTMENT OF LANDS.
5. RELATIONSHIP OF IMPROVEMENTS AND DETAIL TO BOUNDARIES IF CRITICAL SHOULD BE CONFIRMED BY A BOUNDARY SURVEY.
6. NO SERVICES SEARCH HAS BEEN UNDERTAKEN. SERVICES SHOWN ARE BASED ON SURFACE INDICATIONS EVIDENT AT THE DATE OF SURVEY AND PLOTTED AS A GUIDE TO THE POSITION AND NATURE OF THE SERVICE BEFORE ANY EXCAVATION ON THE SITE, THE "DIAL BEFORE YOU DIG" SERVICE SHOULD BE USED (PH 1100)
7. RIDGE, ROOF, EAVE AND GUTTER HEIGHTS HAVE BEEN OBTAINED BY AN INDIRECT METHOD AND ARE ACCURATE FOR PLANNING PURPOSES ONLY.
8. GUTTER LEVELS SHOWN ARE MEASURED TO THE LIP OF THE GUTTER.
9. ADJOINING BUILDINGS AND DWELLINGS TOGETHER WITH WINDOWS HAVE BEEN PLOTTED FOR PLANNING PURPOSES ONLY.
10. THE SPREAD AND HEIGHT OF EACH TREE IS INDICATIVE ONLY AND SPECIFIC DETAILS IF CRITICAL WILL REQUIRE FURTHER SURVEY.
11. DESCRIPTION OF TREES... DIAMETER /HEIGHT /SPREAD



LEGEND

PIPEWORK:

- SUB-SOIL
- 100 DIA uPVC STORMWATER PIPE U.N.O. WITH 1% GRADE (MIN.)
- TRUNK MAIN
- SILT AND DUST FENCE
- EXISTING STORMWATER PIPE
- EXISTING STORMWATER TO BE REMOVED
- RISE IN SERVICE
- DROP IN SERVICE

SERVICE ACCESSORIES:

- DOWNPIPE 100 DIA. U.N.O
- DOWNPIPE AND SPREADER
- PLANTER BOX DRAINAGE OUTLET 100 DIA. U.N.O.
- RAINWATER OUTLET (150 x 150 U.N.O.)
- BALCONY RAINWATER OUTLET (100 GRATE U.N.O.)
- OVERFLOW SPITTER (50 DIA. U.N.O.)
- GRATED INLET PIT (450SQ MIN. U.N.O.)
- CONCRETE COVERED JUNCTION PIT
- GRATED TRENCH DRAIN (300 WIDE U.N.O.)
- KERB INLET PIT
- STORMWATER PUMPWELL
- VEHICULAR CROSSING
- REVISION
- OVERLAND FLOW PATH
- CLEANING EYE

ABBREVIATIONS :

uPVC	UNPLASTISIZED POLYVINYL CHLORIDE
PVC	POLYVINYL CHLORIDE
HDPE	HIGH DENSITY POLYETHYLENE
FRC	FIBRE REINFORCED CONCRETE
CI	CAST IRON
CU	COPPER
DP	DOWNPIPE
RM	RISING MAIN
SYDP	SYPHONIC DOWNPIPE
RWT	RAINWATER TANK
TD	TUNDISH
TTD	TRAPPED TUNDISH
D.T.U.A.A.	DRAINAGE TURN-UP POINT
GTD	GRATED TRENCH DRAIN
RWO	RAINWATER OUTLET
BRWO	BALCONY RAINWATER OUTLET
PBO	PLANTER BOX OUTLET
SPO	SPOON DRAIN OUTLET
RL	REDUCED LEVEL
IL	INVERT LEVEL
SL	SURFACE LEVEL
FFL	FINISHED FLOOR LEVEL
HL	HIGH LEVEL
LL	LOW LEVEL
TOW	TOP OF WALL
US	UNDERSIDE
M/H	PRESSURE IN METRES/HEAD
CIS	CAST IN SLAB
CIC	CAST IN COLUMN
EX.	EXISTING
DIA.	DIAMETER
m	METRE
SQ.	SQUARE
U.N.O.	UNLESS NOTED OTHERWISE
PSD	PERMISSIBLE SITE DISCHARGE
SSR	SITE STORAGE REQUIREMENTS

NOT FOR CONSTRUCTION

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VERIFY ALL DISCREPANCIES WITH PROJECT ARCHITECT/ MANAGER PRIOR TO PROCEEDING WITH ANY WORKS. **Do not scale off drawings.**

Issue	Description	Date
A	Issued for Development Application	10 July 2024

Drawn & Designed by: K Koh

Checked by: N. Evans

Approved by: Kenneth T. NG
MIEAust CPEng NER APEC Engineer
IntPE(Aus) (Reg. No. 2206352) RPEQ RPEV
Registered Certifier (Hydraulic (stormwater), Road & Drainage and Stormwater) (Reg. No. BDC0827)
Registered Design Practitioner (Drainage & Civil Engineering) (Reg. No. DEP0000692)
& Professional Engineer (Civil) (Reg. No. DEP0000630)
NSW Fair Trading

Designed By
ING CONSULTING ENGINEERS PTY LTD
P O BOX 1543
BAULKHAM HILLS NSW 1755
T: (02) 8807 5656
M: 0433 778 109
E: ken@ingengineers.com.au

Project: Concept Sub Division/Proposed Rezoning		Drawing Title: Site Plan (Sub Division)	
At: 77 Kulgoa Road Pymble NSW 2073		Date: July 2024	Scale: 1 : 200 @ A1
Client:		Project No.: 420082023FEAS	Drawing & Sheet No./ Issue: 42008-01/1 / A

APPENDIX B PLOT DATA

BAM Site – Field Survey Form

Survey Name		Date	Zone ID	Recorders	
73 &77 Kulgoa Road Pymble		20 June 2023	1	Alex Fraser	
Zone: 56	Datum: MGA	Plot ID: 1	Plot dimensions: 50x20 m		Photo #: 1 and 2
Easting: 329267	Northing: 6265026	IBRA region: Sydney Basin		Midline bearing from 0 m:	
Vegetation Formation: Wet Sclerophyll Forests (Grassy sub-formation) Vegetation Class: Northern Hinterland Wet Sclerophyll Forests					Confidence H
Sydney Turpentine Ironbark Forest PCTID: 3262				EEC: **Yes – STIF CEEC**	Confidence H

Record easting and northing at 0m on midline. Dimensions (Shape) of 0.04ha base plot.

BAM Attribute (400m^2 plot)	Sum values	
	Count of native richness	Cover
Trees	**8**	**34**
Shrubs	**0**	**0**
Grasses etc.	**1**	**1**
Forbs	**0**	**0**
Ferns	**0**	**0**
Other	**1**	**1**
High threat weed cover		**28.5**

Cover: 0.1, 0.2, 0.3….. 1,2,3,……,10, 15, 20, 25, ….. 100% (foliage cover). *Note: 0.1% cover is approx.. 63x63 cm or a circle about 71 cm diameter, 0.5% approx. 1.4 x 1.4m, 2% cover is approx. 2 x 2m, 5% = 4 x 5m, 25% 10 x 10m*

BAM Attribute (1000m^2 plot)		
DBH	**#Tree Stems Count**	**#Stems with Hollows**
80 + cm	2	-
50 – 79 cm	4	-
30 – 49 cm	4	-
20 – 29 cm	3	-
10 – 19 cm	-	-
5 – 9 cm	-	-
<5 cm	-	
Length of logs (m) (≥ 10 cm diameter, >50cm in length)	**Tally: 0**	**Total:** 0

Counts apply when the number of tree stems within a size class is ≤ 10. Estimate can be used when > 10 (eg. 10, 20, 30….100, 200). For a multi-stemmed tree, only the largest living stem is included in the count / estimate. Tree stems must be living.

For hollows, count only the presence of a stem containing hollows. For a multi-stemmed tree, only the largest stem is included in the count/estimate. Stems may be dead and may be shrubs.

BAM Attribute (1 x 1 m plots)																				
	Litter cover %					Bare ground cover %					Cryptogam cover %					Rock cover %				
Subplot score % in each	5	15	25	35	45	5	15	25	35	45	5	15	25	35	45	5	15	25	35	45
	70	70	70	70	70															

Average of the 5 subplots	**70**			

Litter cover includes leaves, seeds, twigs, branchlets and branches (less than 10cm in diameter)

BAM Site – Plot Species List

400m² plot: Sheet __1_ of 1_	**Survey Name**	**Plot ID**	**Recorders**
Date: 20/6/23	73 &77 Kulgoa Road Pymble	2	Alex Fraser

GF Code	Top 3 native species in each growth form group: full species name mandatory. All other native and exotic species: full species name where practicable	N, E or HTE	Cover	Abund	Stratum	Voucher	Photo #
T	*Angophora costata*	N	5	1			
T	*Syncarpia glomulifera*	N	15	2			
T	*Eucalyptus saligna*	N	5	1			
T	*Eucalyptus piluarus*	N	3	1			
T	*Pittosporum undulatum*	N	1	1			
T	*Brachychiton acerifolius*	N	3	1			
T	*Grevillea robusta*	N	5	1			
T	*Celtis sinensis*	E	5	1			
T	*Cedrus deodara*	E	5				
T	*Jacaranda mimosifolia*	E	2				
T	*Camellia reticulata*	E	3				
	Tradescantia flumiensis	HTE	10				
	Solanum nigrum	E	0.1				
G	*Oplismenus imbecillis*	N	1				
OG	*Dichondra repens*	N	1				
	Hedychium gardnerianum	E	0.1				
	Anredera cordifolia	HTE	15				
	Lonicera japonica	HTE	2				
	Agapanthus praecox	E	1				
	Ehrharta erecta	HTE	1				
	Thirsium vulgare	HTE	0.5				
	Ochna serrulata	E	0.1				
T	*Stenocarpus sinuatus*	N	2	1			

N: native, **E**:exotic, **HTE**: high threat exotic, **GF** – circle code if 'top 3'
Cover: 0.1, 0.2, 0.3….. 1,2,3,……,10, 15, 20, 25, ….. 100% (foliage cover). *Note: 0.1% cover is approx.. 63x63 cm or a circle about 71 cm diameter, 0.5% approx. 1.4 x 1.4m, 2% cover is approx. 2 x 2m, 5% = 4 x 5m, 25% 10 x 10m* **Abundance**: 1, 2, 3, ….10, 20, 30, ….. 100, 200,…., 1000**Stratum**: E – emergent, C – canopy, M – mid-storey / sub canopy, S – shrub layer, G – ground layer

APPENDIX C QUALIFICATION, LICENSING AND CERTIFICATION

Alexander Fraser

alohafraser@gmail.com | 0423238193 | 665 The Scenic Rd Macmasters Beach, NSW 2251

Key skills

- 20+ years private ecological consulting (Fraser Ecological Consulting)
- 18 + years local government ecological assessment for DAs (Hornsby Shire Council – current employer)
- 15 + years Land & Environment Court expert witness experience
- 2 years state government ecological assessment (NSW OEH)
- High level botanical field identification skills, plot surveys and project management
- Fauna survey and field assistant experience
- Biodiversity Assessment Reporting (BDAR) preparation and Stewardship Site (BSAR) under the NSW BOS Credit Scheme

Qualifications

Bachelor Environmental Science (Honours) Southern Cross University

Certificate 3 Natural Area Restoration

Certificate 3 Vertebrate Animal Pest Control (NSW DPI, Orange)

NPWS Scientific Licence - S10445

Animal Ethics Authority - 11/4299

Accredited under the Biodiversity Assessment Methodology - BAM (Accreditation No. BAAS18156)

Practising member of NSW Ecological Consultants Association (ECA)

Summary

Alex Fraser (Principal Ecologist, Fraser Ecological) has extensive experience in DA related ecological assessment as both an assessor (Hornsby Shire Council) and private consultancy (Fraser Ecological) which actively and currently involve a wide array projects. Fraser Ecological is based locally on the Central Coast, however, project experience extends to South Coast, Blue Mountains, Mid-north Coast and mainly in the Sydney Basin Bioregion.

Previous work roles include ecological consulting for Parsons Brinckerhoff (large infrastructure), NPWS threatened species unit (biodiversity surveys), former NSW Department of Climate Change/ OEH (SIS DGRs and major projects assessment) and Hornsby Shire Council (DA assessment officer) have focussed primarily on ecological survey, development assessment, project management and policy development for consent authorities.

Alex offers high level botanical ID and field survey skills which includes targeted surveys and BAM plot surveys. Fraser Ecological has extensive experience in the preparation of over 15 BDARs under the new BC Act 2016 BOS credit trading scheme. Alex has experience dealing with consent authorities including Council, Crown Lands, Metropolitan Land Council, RFS, Biodiversity Conservation Trust and Department of Planning for major projects including SSDI proposals.

Fraser Ecological has established a wide network of ecological specialists including the Royal Botanic Gardens and Australian Museum as well academic institutions for expert advice when required. Alex is a current member of the North Sydney Regional Land Managers Group that includes staff from Central Coast Council, Northern Beaches, Ku-ring-gai Council, Hornsby Council (HSC), NPWS and Crown Lands) as project manager developing the Natural Area Recreation Strategy for HSC. Current main role at Council is development assessment and review of Flora and Fauna Reports and Biodiversity Assessment Reports.

Fraser Ecological has been engaged by various Councils (Central Coast, Ku-ring-gai, Liverpool City, Blacktown City Council, Hornsby Shire Council and Hawkesbury City Council) to undertake biodiversity assessments for major civil works projects. He is continuously providing biodiversity assessments for private clients for a range od development proposals across coastal and western NSW. We have also undertaken threatened flora and fauna species survey and monitoring for the NSW OEH Save our Species grants.

Key skills:

- Targeted flora and fauna surveys
- BAM plots in accordance with the BAM
- Ecological monitoring & Opportunity and Constraints mapping
- Preparation of BDARs, BAM calculator and credit reporting
- Retirement of credits for approved projects via BCT and brokers
- Establishment of stewardship sites and other offset packages
- Expert witness reporting and attendance in the LAEC Compliance investigations and auditing
- Preparation of Vegetation Management Plans
- Preparation of Nestbox Monitoring Plans

Department of Climate Change, Energy, the Environment and Water

NSW GOVERNMENT

CERTIFICATE OF ACCREDITATION AS A BIODIVERSITY ASSESSMENT METHOD ASSESSOR under the *Biodiversity Conservation Act 2016* (NSW)

BAM Assessor		
Alex FRASER		
Accreditation number	**Accreditation date (Date of issue)**	**Expiry Date of**
BAAS18156	October 18, 2024	October 17, 2027

The person named above is accredited under section 6.10 of the *Biodiversity Conservation Act 2016* (NSW) (**BC Act**) as a Biodiversity Assessment Method Assessor to apply the Biodiversity Assessment Method in connection with the preparation of biodiversity stewardship site assessment reports, biodiversity development assessment reports and biodiversity certification assessment reports pursuant to Part 6 of the BC Act.

The accreditation is in force until and including the Expiry Date. The accreditation is subject to the conditions set out in the *Accreditation Scheme for the Application of the Biodiversity Assessment Method*, under the BC Act, and the conditions specified on the reverse of this certificate.

STEEN GYRN

Senior Team Leader, Accreditation and Training
Biodiversity and Conservation Division | Department of Climate Change, Energy, the Environment and Water

NOTES

- DCCEEW maintains a register of Accredited Biodiversity Assessment Method (BAM) Assessors accessible from the DCCEEW website.
- The BAM Assessor's accreditation expires on the Expiry Date unless renewed in accordance with the *Accreditation Scheme for the Application of the Biodiversity Assessment Method*. It is the BAM Assessor's responsibility to monitor the Expiry Date of their accreditation, and apply for any renewal with sufficient time for the application to be processed prior to the Expiry Date.
- Words and expressions used in this accreditation instrument and which are also used in the Act have the same meaning.

SUMMARY OF CONDITIONS UNDER SCHEME

The following are conditions of all accreditations granted under the Scheme:

1. an accredited person must prepare Biodiversity Assessment Reports (and conduct surveys and other activities in connection with the preparation of such reports) in accordance with:
   a. the Biodiversity Assessment Method Manual,
   b. the Credit Calculator Operational Manual,
   c. Accredited Person Code of Conduct.
   d. this Scheme,
   e. any guidance materials published by the Department of Climate Change, Energy, the Environment and Water in connection with preparation of Biodiversity Assessment Reports or the application of the BAM
   f. any accreditation requirements notified by the Department of Climate Change, Energy, the Environment and Water to the accredited assessor from time to time.
2. an accredited person must maintain a detailed and up to date working knowledge of, and comply with, all relevant legislation.
3. an accredited person must maintain records of surveys and assessments, including field data sheets and targeted flora and fauna surveys, undertaken and used as part of the preparation of a Biodiversity Assessment Report, for at least ten years after certification of the relevant Biodiversity Assessment Report.
4. all records required to be kept by an accredited person must be in legible form, or in a form that can be readily reduced to a legible form.
5. an accredited person must provide to the Department of Climate Change, Energy, the Environment and Water any information related to biodiversity assessment reports required to be provided by all accredited persons, or by a group of accredited persons, by way of a notice specified on a website maintained by it, in the form and within the time frames required in that notice.
6. an accredited person must comply with any scientific licence conditions relating to survey records.
7. an accredited person must possess, or operate under, an appropriate scientific licence as required for the type work, they are completing in the Biodiversity Offsets Scheme.

Note. Information that the Environment Agency Head (EAH) may require to be provided may include information collected during the application of the BAM such as site specific survey data.

Note. In addition to the conditions above, accredited persons must comply with obligations under the BC Act and regulations, including Part 6 Division 3 of the BC Act. Failure to comply with any of the conditions above may result in the EAH exercising the power to vary, suspend or cancel that accreditation under Part 5 of this Scheme.

ADDITIONAL CONDITIONS TO WHICH THIS ACCREDITATION IS SUBJECT

Nil

ECA

ECOLOGICAL CONSULTANTS ASSOCIATION of NSW Inc

This is to certify that

Alex Fraser

Is a Practising Ecological Consultant Member
of the

ECOLOGICAL CONSULTANTS ASSOCIATION OF NEW SOUTH WALES INC.

FOR THE CALENDAR YEAR OF 2025

APPENDIX D BAM SUMMARY REPORTS

BAM Biodiversity Credit Report (Variations)

Proposal Details

Assessment Id
00041481/BAAS18156/23/00041482

Proposal Name
73 Kulgoa Road Pymble

BAM data last updated *
22/06/2023

Assessor Name
Alex FRASER

Assessor Number
BAAS18156

BAM Data version *
61

Proponent Name(s)
John Leece

Report Created
11/01/2024

BAM Case Status
Finalised

Assessment Revision
2

Assessment Type
Part 4 Developments (Small Area)

Date Finalised
11/01/2024

BOS entry trigger
BOS Threshold: Biodiversity Values Map

* Disclaimer: BAM data last updated may indicate either complete or partial update of the BAM calculator database. BAM calculator database may not be completely aligned with Bionet.

Potential Serious and Irreversible Impacts

Name of threatened ecological community	Listing status	Name of Plant Community Type/ID
Sydney Turpentine-Ironbark Forest in the Sydney Basin Bioregion	Critically Endangered Ecological Community	3262-Sydney Turpentine Ironbark Forest

Species
Nil

Additional Information for Approval

PCT Outside Ibra Added

None added

BAM Biodiversity Credit Report (Variations)

PCTs With Customized Benchmarks

PCT
No Changes

Predicted Threatened Species Not On Site

Name
No Changes

Ecosystem Credit Summary (Number and class of biodiversity credits to be retired)

Name of Plant Community Type/ID	Name of threatened ecological community	Area of impact	HBT Cr	No HBT Cr	Total credits to be retired
3262-Sydney Turpentine Ironbark Forest	Sydney Turpentine-Ironbark Forest in the Sydney Basin Bioregion	0.2	0	1	1.00

3262-Sydney Turpentine Ironbark Forest

Like-for-like credit retirement options

Class	Trading group	Zone	HBT	Credits	IBRA region
Sydney Turpentine-Ironbark Forest in the Sydney Basin Bioregion This includes PCT's: 3262	-	3262_Poor	No	1	Cumberland,Burragorang, Pittwater, Sydney Cataract, Wollemi and Yengo. or Any IBRA subregion that is within 100 kilometers of the outer edge of the impacted site.

Species Credit Summary

No Species Credit Data

Credit Retirement Options

Like-for-like options

BAM Biodiversity Credit Report (Variations)

BAM Biodiversity Credit Report (Like for like)

Proposal Details

Assessment Id
00041481/BAAS18156/23/00041482

Proposal Name
73 Kulgoa Road Pymble

BAM data last updated *
22/06/2023

Assessor Name
Alex FRASER

Assessor Number
BAAS18156

BAM Data version *
61

Proponent Names
John Leece

Report Created
11/01/2024

BAM Case Status
Finalised

Assessment Revision
2

Assessment Type
Part 4 Developments (Small Area)

Date Finalised
11/01/2024

BOS entry trigger
BOS Threshold: Biodiversity Values Map

* Disclaimer: BAM data last updated may indicate either complete or partial update of the BAM calculator database. BAM calculator database may not be completely aligned with Bionet.

Potential Serious and Irreversible Impacts

Name of threatened ecological community	Listing status	Name of Plant Community Type/ID
Sydney Turpentine-Ironbark Forest in the Sydney Basin Bioregion	Critically Endangered Ecological Community	3262-Sydney Turpentine Ironbark Forest

Species
Nil

Additional Information for Approval

BAM Biodiversity Credit Report (Like for like)

PCT Outside Ibra Added

None added

PCTs With Customized Benchmarks

PCT
No Changes

Predicted Threatened Species Not On Site

Name
No Changes

Ecosystem Credit Summary (Number and class of biodiversity credits to be retired)

Name of Plant Community Type/ID	Name of threatened ecological community	Area of impact	HBT Cr	No HBT Cr	Total credits to be retired
3262-Sydney Turpentine Ironbark Forest	Sydney Turpentine-Ironbark Forest in the Sydney Basin Bioregion	0.2	0	1	1

BAM Biodiversity Credit Report (Like for like)

3262-Sydney Turpentine Ironbark Forest	Like-for-like credit retirement options					
	Name of offset trading group	Trading group	Zone	HBT	Credits	IBRA region
	Sydney Turpentine-Ironbark Forest in the Sydney Basin Bioregion This includes PCT's: 3262	-	3262_Poor	No	1	Cumberland, Burragorang, Pittwater, Sydney Cataract, Wollemi and Yengo. or Any IBRA subregion that is within 100 kilometers of the outer edge of the impacted site.

Species Credit Summary

No Species Credit Data

Credit Retirement Options

Like-for-like credit retirement options

BAM Biodiversity Credit Report (Like for like)

BAM Candidate Species Report

Proposal Details

Assessment Id 00041481/BAAS18156/23/00041482	Proposal Name 73 Kulgoa Road Pymble	BAM data last updated * 22/06/2023
Assessor Name Alex FRASER	Report Created 11/01/2024	BAM Data version * 61
Assessor Number BAAS18156	Assessment Type Part 4 Developments (Small Area)	BAM Case Status Finalised
Assessment Revision 2	Date Finalised 11/01/2024	BOS entry trigger BOS Threshold: Biodiversity Values Map

* Disclaimer: BAM data last updated may indicate either complete or partial update of the BAM calculator database. BAM calculator database may not be completely aligned with Bionet.

List of Species Requiring Survey

Name	Presence	Survey Months

Threatened species Manually Added

None added

Threatened species assessed as not on site

Refer to BAR for detailed justification

Common name	Scientific name	Justification in the BAM-C
Broad-headed Snake	Hoplocephalus bungaroides	Geographic limitations
Darwinia peduncularis	Darwinia peduncularis	Refer to BAR
Eastern Australian Underground Orchid	Rhizanthella slateri	Refer to BAR
Haloragodendron lucasii	Haloragodendron lucasii	Geographic limitations
Julian's Hibbertia	Hibbertia spanantha	Refer to BAR
Large Bent-winged Bat	Miniopterus orianae oceanensis	Refer to BAR
Large-eared Pied Bat	Chalinolobus dwyeri	Refer to BAR
Little Bent-winged Bat	Miniopterus australis	Refer to BAR

NSW GOVERNMENT

BAM Candidate Species Report

Regent Honeyeater	Anthochaera phrygia	Refer to BAR
Scrub Turpentine	Rhodamnia rubescens	Refer to BAR
Swift Parrot	Lathamus discolor	Refer to BAR

BAM Credit Summary Report

Proposal Details

Assessment Id	Proposal Name	BAM data last updated *
00041481/BAAS18156/23/00041482	73 Kulgoa Road Pymble	22/06/2023
Assessor Name	Report Created	BAM Data version *
Alex FRASER	11/01/2024	61
Assessor Number	BAM Case Status	Date Finalised
BAAS18156	Finalised	11/01/2024
Assessment Revision	Assessment Type	BOS entry trigger
2	Part 4 Developments (Small Area)	BOS Threshold: Biodiversity Values Map

* Disclaimer: BAM data last updated may indicate either complete or partial update of the BAM calculator database. BAM calculator database may not be completely aligned with Bionet.

Ecosystem credits for plant communities types (PCT), ecological communities & threatened species habitat

Zone	Vegetation zone name	TEC name	Current Vegetation integrity score	Change in Vegetation integrity (loss / gain)	Area (ha)	Sensitivity to loss (Justification)	Species sensitivity to gain class	BC Act Listing status	EPBC Act listing status	Biodiversity risk weighting	Potential SAII	Ecosystem credits

BAM Credit Summary Report

Sydney Turpentine Ironbark Forest											
1	3262_Poor	Sydney Turpentine-Ironbark Forest in the Sydney Basin Bioregion	28.6	0.0	0.2	Population size	High Sensitivity to Gain	Critically Endangered Ecological Community	Not Listed	2.50	True	1
											Subtotal	**1**
											Total	**1**

Species credits for threatened species

Vegetation zone name	Habitat condition (Vegetation Integrity)	Change in habitat condition	Area (ha)/Count (no. individuals)	Sensitivity to loss (Justification)	Sensitivity to gain (Justification)	BC Act Listing status	EPBC Act listing status	Potential SAII	Species credits

BAM Predicted Species Report

Proposal Details

Assessment Id	Proposal Name	BAM data last updated *
00041481/BAAS18156/23/00041482	73 Kulgoa Road Pymble	22/06/2023
Assessor Name	**Report Created**	**BAM Data version ***
Alex FRASER	11/01/2024	61
Assessor Number	**Assessment Type**	**BAM Case Status**
BAAS18156	Part 4 Developments (Small Area)	Finalised
Assessment Revision	**BOS entry trigger**	**Date Finalised**
2	BOS Threshold: Biodiversity Values Map	11/01/2024

* Disclaimer: BAM data last updated may indicate either complete or partial update of the BAM calculator database. BAM calculator database may not be completely aligned with Bionet.

Threatened species reliably predicted to utilise the site. No surveys are required for these species. Ecosystem credits apply to these species.

Common Name	Scientific Name	Vegetation Types(s)
Barking Owl	Ninox connivens	3262-Sydney Turpentine Ironbark Forest
Black Bittern	Ixobrychus flavicollis	3262-Sydney Turpentine Ironbark Forest
Black-chinned Honeyeater (eastern subspecies)	Melithreptus gularis gularis	3262-Sydney Turpentine Ironbark Forest
Black-necked Stork	Ephippiorhynchus asiaticus	3262-Sydney Turpentine Ironbark Forest
Broad-headed Snake	Hoplocephalus bungaroides	3262-Sydney Turpentine Ironbark Forest
Brown Treecreeper (eastern subspecies)	Climacteris picumnus victoriae	3262-Sydney Turpentine Ironbark Forest
Diamond Firetail	Stagonopleura guttata	3262-Sydney Turpentine Ironbark Forest
Dusky Woodswallow	Artamus cyanopterus cyanopterus	3262-Sydney Turpentine Ironbark Forest
Eastern Coastal Free-tailed Bat	Micronomus norfolkensis	3262-Sydney Turpentine Ironbark Forest
Eastern False Pipistrelle	Falsistrellus tasmaniensis	3262-Sydney Turpentine Ironbark Forest

BAM Predicted Species Report

Eastern Osprey	Pandion cristatus	3262-Sydney Turpentine Ironbark Forest
Flame Robin	Petroica phoenicea	3262-Sydney Turpentine Ironbark Forest
Gang-gang Cockatoo	Callocephalon fimbriatum	3262-Sydney Turpentine Ironbark Forest
Glossy Black-Cockatoo	Calyptorhynchus lathami	3262-Sydney Turpentine Ironbark Forest
Greater Broad-nosed Bat	Scoteanax rueppellii	3262-Sydney Turpentine Ironbark Forest
Grey-headed Flying-fox	Pteropus poliocephalus	3262-Sydney Turpentine Ironbark Forest
Hooded Robin (south-eastern form)	Melanodryas cucullata cucullata	3262-Sydney Turpentine Ironbark Forest
Large Bent-winged Bat	Miniopterus orianae oceanensis	3262-Sydney Turpentine Ironbark Forest
Little Bent-winged Bat	Miniopterus australis	3262-Sydney Turpentine Ironbark Forest
Little Eagle	Hieraaetus morphnoides	3262-Sydney Turpentine Ironbark Forest
Little Lorikeet	Glossopsitta pusilla	3262-Sydney Turpentine Ironbark Forest
Masked Owl	Tyto novaehollandiae	3262-Sydney Turpentine Ironbark Forest
Painted Honeyeater	Grantiella picta	3262-Sydney Turpentine Ironbark Forest
Powerful Owl	Ninox strenua	3262-Sydney Turpentine Ironbark Forest
Regent Honeyeater	Anthochaera phrygia	3262-Sydney Turpentine Ironbark Forest
Rosenberg's Goanna	Varanus rosenbergi	3262-Sydney Turpentine Ironbark Forest
Speckled Warbler	Chthonicola sagittata	3262-Sydney Turpentine Ironbark Forest
Spotted-tailed Quoll	Dasyurus maculatus	3262-Sydney Turpentine Ironbark Forest
Square-tailed Kite	Lophoictinia isura	3262-Sydney Turpentine Ironbark Forest
Swift Parrot	Lathamus discolor	3262-Sydney Turpentine Ironbark Forest
Varied Sittella	Daphoenositta chrysoptera	3262-Sydney Turpentine Ironbark Forest
White-bellied Sea-Eagle	Haliaeetus leucogaster	3262-Sydney Turpentine Ironbark Forest
White-throated Needletail	Hirundapus caudacutus	3262-Sydney Turpentine Ironbark Forest
Yellow-bellied Sheathtail-bat	Saccolaimus flaviventris	3262-Sydney Turpentine Ironbark Forest

BAM Predicted Species Report

Threatened species Manually Added

None added

Threatened species assessed as not within the vegetation zone(s) for the PCT(s)

Refer to BAR for detailed justification

Common Name	Scientific Name	Justification in the BAM-C

BAM Vegetation Zones Report

Proposal Details

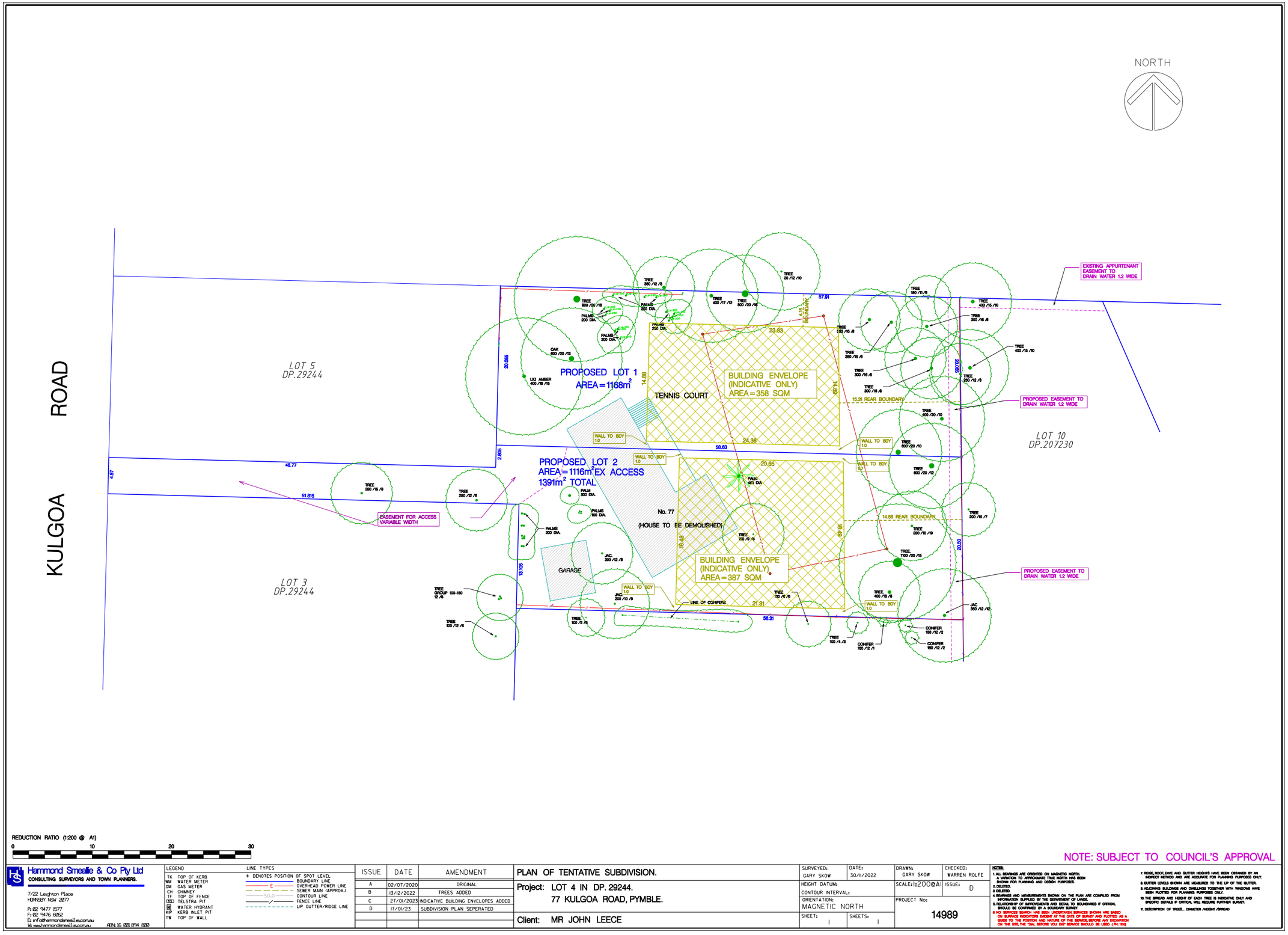
Assessment Id	Assessment name	BAM data last updated *
00041481/BAAS18156/23/00041482	73 Kulgoa Road Pymble	22/06/2023
Assessor Name	**Report Created**	**BAM Data version ***
Alex FRASER	11/01/2024	61
Assessor Number	**Assessment Type**	**BAM Case Status**
BAAS18156	Part 4 Developments (Small Area)	Finalised
Assessment Revision	**Date Finalised**	**BOS entry trigger**
2	11/01/2024	BOS Threshold: Biodiversity Values Map

* Disclaimer: BAM data last updated may indicate either complete or partial update of the BAM calculator database. BAM calculator database may not be completely aligned with Bionet.

Vegetation Zones

#	Name	PCT	Condition	Area	Minimum number of plots	Management zones
1	3262_Poor	3262-Sydney Turpentine Ironbark Forest	Poor	0.2	1	

APPENDIX D – Urban Design Outcome Study – Potential Plan of Subdivision for 77 Kulgoa Road Pymble



NOTE: SUBJECT TO COUNCIL'S APPROVAL

Hammond Smeallie & Co Pty Ltd
CONSULTING SURVEYORS AND TOWN PLANNERS.
7/22 Leighton Place
HORNSBY NSW 2077
Ph 02 9477 1577
Fx 02 9476 6862
Em info@hammondsmeallie.com.au
W: www.hammondsmeallie.com.au
ABN: 16 001 894 800

LEGEND

TK	TOP OF KERB
WM	WATER METER
GM	GAS METER
CH	CHIMNEY
TF	TOP OF FENCE
TEL	TELSTRA PIT
WH	WATER HYDRANT
KIP	KERB INLET PIT
TW	TOP OF WALL

LINE TYPES

+	DENOTES POSITION OF SPOT LEVEL
	BOUNDARY LINE
E	OVERHEAD POWER LINE
	SEWER MAIN (APPROX.)
50.0	CONTOUR LINE
	FENCE LINE
	LIP CUTTER/RIDGE LINE

ISSUE	DATE	AMENDMENT
A	02/07/2020	ORIGINAL
B	13/12/2022	TREES ADDED
C	27/01/2023	INDICATIVE BUILDING ENVELOPES ADDED
D	17/01/23	SUBDIVISION PLAN SEPERATED

PLAN OF TENTATIVE SUBDIVISION.

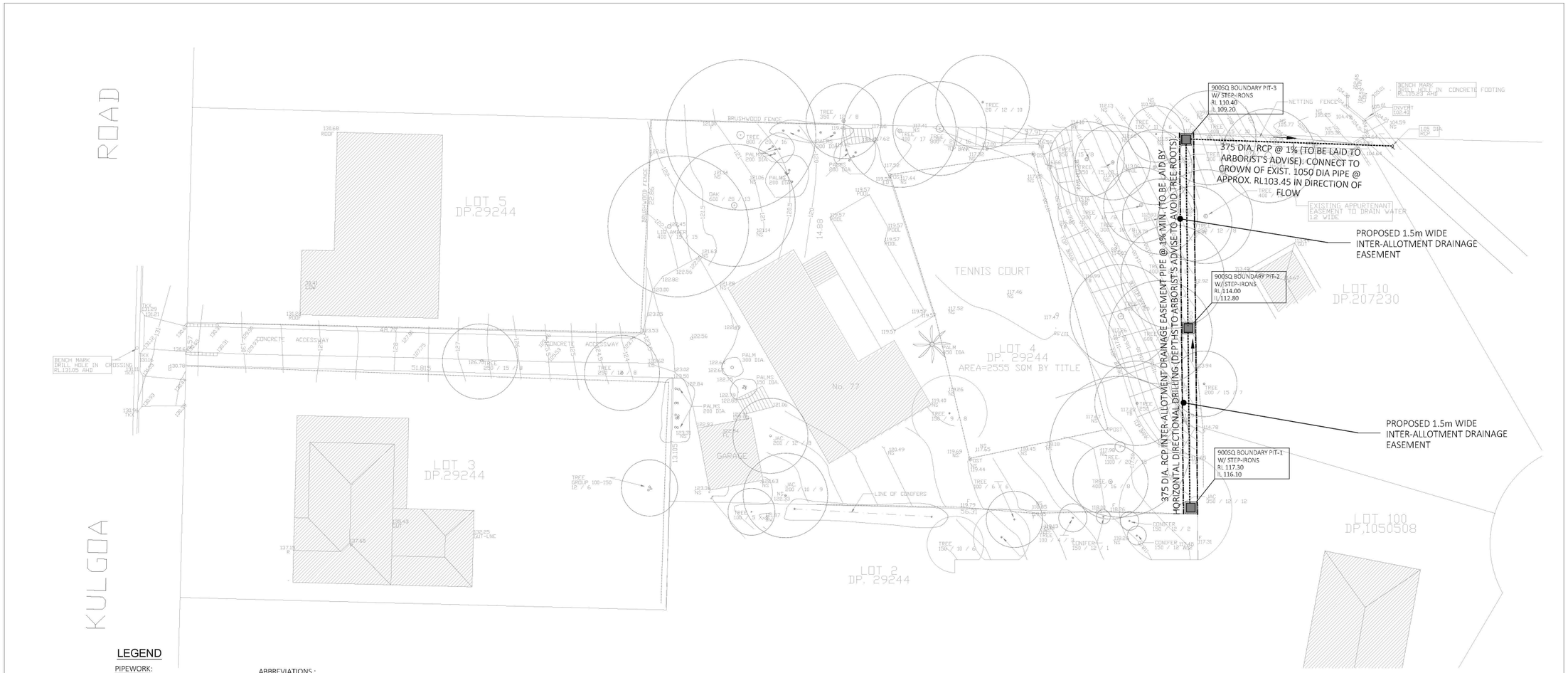
Project: LOT 4 IN DP. 29244.
77 KULGOA ROAD, PYMBLE.

Client: MR JOHN LEECE

SURVEYED: GARY SKOW	DATE: 30/11/2022
HEIGHT DATUM: CONTOUR INTERVAL:	
ORIENTATION: MAGNETIC NORTH	
SHEET: 1	SHEETS: 1
DRAWN: GARY SKOW	CHECKED: WARREN ROLFE
SCALE: 1:200@A1	ISSUE: D
PROJECT No: 14989	

NOTES:
1. ALL BEARINGS ARE ORIENTED ON MAGNETIC NORTH.
A VARIATION TO APPROXIMATE TRUE NORTH HAS BEEN SHOWN FOR PLANNING AND DESIGN PURPOSES.
2. DELETED.
3. DELETED.
4. BEARINGS AND MEASUREMENTS SHOWN ON THE PLAN ARE COMPILED FROM INFORMATION SUPPLIED BY THE DEPARTMENT OF LANDS.
5. RELATIONSHIP OF IMPROVEMENTS AND DETAIL TO BOUNDARIES IF CRITICAL SHOULD BE CONFIRMED BY A BOUNDARY SURVEY.
6. NO SERVICES SEARCH HAS BEEN UNDERTAKEN. SERVICES SHOWN ARE BASED ON SURFACE INDICATIONS EVIDENT AT THE DATE OF SURVEY AND PLOTTED AS A GUIDE TO THE POSITION AND NATURE OF THE SERVICE BEFORE ANY EXCAVATION ON THE SITE, THE "DIAL BEFORE YOU DIG" SERVICE SHOULD BE USED. (PH 1100)
7. RIDGE, ROOF, EAVE AND GUTTER HEIGHTS HAVE BEEN OBTAINED BY AN INDIRECT METHOD AND ARE ACCURATE FOR PLANNING PURPOSES ONLY.
8. GUTTER LEVELS SHOWN ARE MEASURED TO THE LIP OF THE GUTTER.
9. ADJOINING BUILDINGS AND DWELLINGS TOGETHER WITH WINDOWS HAVE BEEN PLOTTED FOR PLANNING PURPOSES ONLY.
10. THE SPREAD AND HEIGHT OF EACH TREE IS INDICATIVE ONLY AND SPECIFIC DETAILS IF CRITICAL WILL REQUIRE FURTHER SURVEY.
11. DESCRIPTION OF TREES... DIAMETER /HEIGHT /SPREAD

APPENDIX E – Urban Design/Stormwater Concept Plan – Plan of Subdivision for 77 Kulgoa Road Pymble



LEGEND

PIPEWORK:

- SUB-SOIL
- 100 DIA uPVC STORMWATER PIPE U.N.O. WITH 1% GRADE (MIN.)
- TRUNK MAIN
- SILT AND DUST FENCE
- EXISTING STORMWATER PIPE
- EXISTING STORMWATER TO BE REMOVED
- RISE IN SERVICE
- DROP IN SERVICE

SERVICE ACCESSORIES:

- DOWNPIPE 100 DIA. U.N.O
- DOWNPIPE AND SPREADER
- PLANTER BOX DRAINAGE OUTLET 100 DIA. U.N.O.
- RAINWATER OUTLET (150 x 150 U.N.O.)
- BALCONY RAINWATER OUTLET (100 GRATE U.N.O.)
- OVERFLOW SPITTER (50 DIA. U.N.O.)
- GRATED INLET PIT (450SQ MIN. U.N.O.)
- CONCRETE COVERED JUNCTION PIT
- GRATED TRENCH DRAIN (150 WIDE U.N.O.)
- KERB INLET PIT
- STORMWATER PUMPWELL
- VEHICULAR CROSSING
- REVISION
- OVERLAND FLOW PATH
- CLEANING EYE

ABBREVIATIONS :

uPVC	UNPLASTISIZED POLYVINYL CHLORIDE
PVC	POLYVINYL CHLORIDE
HDPE	HIGH DENSITY POLYETHYLENE
FRC	FIBRE REINFORCED CONCRETE
CI	CAST IRON
CU	COPPER
DP	DOWNPIPE
RM	RISING MAIN
SYDP	SYPHONIC DOWNPIPE
RWT	RAINWATER TANK
TD	TUNDISH
TTD	TRAPPED TUNDISH
O.F.U.A.A.	DRAINAGE TURN-UP POINT
GTD	GRATED TRENCH DRAIN
RWO	RAINWATER OUTLET
BRWO	BALCONY RAINWATER OUTLET
PBO	PLANTER BOX OUTLET
SPO	SPOON DRAIN OUTLET
RL	REDUCED LEVEL
IL	INVERT LEVEL
SL	SURFACE LEVEL
FFL	FINISHED FLOOR LEVEL
HL	HIGH LEVEL
LL	LOW LEVEL
TOW	TOP OF WALL
US	UNDERSIDE
M/H	PRESSURE IN METRES/HEAD
CIS	CAST IN SLAB
CIC	CAST IN COLUMN
EX.	EXISTING
DIA	DIAMETER
m	METRE
SQ	SQUARE
U.N.O.	UNLESS NOTED OTHERWISE
PSD	PERMISSIBLE SITE DISCHARGE
SSR	SITE STORAGE REQUIREMENTS

NOT FOR CONSTRUCTION

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VERIFY ALL DISCREPANCIES WITH PROJECT ARCHITECT/ MANAGER PRIOR TO PROCEEDING WITH ANY WORKS. **Do not scale off drawings.**

Issue	Description	Date
A	Issued for Development Application	10 July 2024

Drawn & Designed by: K Koh

Checked by: N. Evans

Approved by: Kenneth T. NG
MIEAust CPEng NER APEC Engineer
IntPE(Aus) (Reg. No. 2206352) RPEQ, RPEV
Registered Certifier (Hydraulic (stormwater), Road & Drainage and Stormwater) (Reg. No. BDCD827)
Registered Design Practitioner (Drainage & Civil Engineering) (Reg. No. DEPD0006932)
& Professional Engineer (Civil) (Reg. No. DEPD000630)
NSW Fair Trading

Designed By
ING CONSULTING ENGINEERS PTY LTD
P O BOX 1543
BAULKHAM HILLS NSW 1755
T: (02) 8807 5656
M: 0433 778 109
E: ken@ingengineers.com.au

Project: Concept Sub Division/Proposed Rezoning		Drawing Title: Site Plan (Sub Division)	
At: 77 Kulgoa Road Pymble NSW 2073		Date: July 2024	Scale: 1 : 200 @ A1
Client:		Project No.: 420082023FEAS	Drawing & Sheet No./ Issue: 42008-01/1 / A

APPENDIX F – Site Photographs

Photographs, 77 Kulgoa Road, Pymble



Streetscape, showing the site – No. 77 Kulgoa Road and trees which adjoin to the north



Streetscape and adjoining house from Kulgoa Road



Existing driveway and adjoining properties along Kulgoa Road



Looking up the driveway from the site to Kulgoa Road



Existing house, garden and swimming pool



Existing tennis court and rear boundary



Showing northern boundary and existing pool and side boundary vegetation



Existing tennis court, pool and house



Tennis court, pool and house, altered area



Tennis court, rear and southern side boundaries



Tennis court and rear boundary



Northern side boundary next to pool - looking back to the existing house

APPENDIX G – Pre-Planning Proposal Meeting Minutes

PRE-PLANNING PROPOSAL APPLICATION - MEETING REPORT

REFERENCE No:	2021/381101		
SITE ADDRESS:	• 77 Kulgoa Road, Pymble		
PROPOSAL:	Amend Zoning from C4 to R2 and amend the associated development standards		
DATE OF MEETING:	1 August 2022		
PRESENT AT MEETING:	**Council**		
	Name	**Title**	
	Antony Fabbro	*Manager, Urban Planning and Heritage*	
	Craige Wyse	*Team Leader Urban Planning*	
	Sybylla Brown	*Natural Areas Program Leader*	
	Angela Smidmore	*Urban Planner*	
	Matthew Le Guay	*Student Urban Planner*	
	Applicant / Representative		
	Name	**Capacity**	
	Natalie Richter	*Natalie Richter Planning*	
	John Leece	*Property owner*	
DOCUMENTS/ REPORTS:	**Document(s)**	**Dated**	**Reference**
	Ecological Options and Constraints Assessment	N/A	2022/177619
	Arboriculture Impact Assessment	20 January 2022	2022/177619
	Tree Protection Plan	20 January 2022	2022/177619
	Subdivision Plan	17 March 2022	2022/177619
AFFECTED PLANNING INSTRUMENT:	Ku-ring-gai Local Environmental Plan 2015		
KEY ISSUES:	• Strategic and site-specific merit • Aboricultural and biodiversity assessment • Subdivision plan		

DISCLAIMER
The information contained in this pre-planning proposal meeting report does not bind Council officers; the elected Council members or other bodies in any way whatsoever and does not guarantee that a planning proposal will be endorsed by Council.

PRE-PLANNING PROPOSAL APPLICATION - MEETING REPORT

DESCRIPTION

Planning proposal

- The proponent gave an overview of the planning proposal as outlined in the initial feasibility study.
- The proponent outlined the intention to enable the land subdivision of both number 73 and 77 Kulgoa Road, Pymble each into two lots, to create a total of four lots.
- The planning proposal seeks to rezone 77 Kulgoa Road, Pymble from C4 Environmental Living to R2 Low Density Residential, and amend the minimum lot size and floor space ratio development standards that apply to the site
- As part of the rezoning feasibility review, a number of supporting documents have been prepared to review the ecological and environmental factors affecting the site, including an Ecological Feasibility Study, an Arborist Assessment and Proposed Tree Protection Plan and a Proposed Subdivision Sketch Plan.

OVERVIEW OF ISSUES

The following is an overview of matters to be considered for the preparation of the planning proposal identified by Council staff:

Strategic Planning Framework – Greater Sydney Region Plan, The North District Plan, Local Strategic Planning Statement and the Housing Strategy

For a planning proposal to have strategic merit, the proposal needs to align with the NSW strategic planning framework. The planning proposal should include reasonable justification explaining how and why strategic merit is achieved and needs to address all relevant principles, objectives and actions in the relevant strategic plans.

It is acknowledged that the Ku-ring-gai LSPS and Housing Strategy are not aligned in terms of the direction for future housing.

1. Housing Strategy

At OMC 22 September 2020 a report was considered on the public exhibition of the draft Housing Strategy. In considering the report, Council resolved to adopt an amended Housing Strategy that would provide for all new housing to 2036 from existing capacity within the current planning controls only (i.e no rezoning or increases in height or FSR).

The Department of Planning, Industry and Environment issued a Letter of Approval on 16 July 2021, which outlines that approval of the Ku-ring-gai Local Housing Strategy is conditional, as it is

subject to a number of requirements and advisory notes, many of which are inconsistent with Councils adopted position of 22 September 2020.

At OMC 16 November 2021 Council considered a report on the Housing Strategy Letter of Approval, and resolved that Council reject the conditions in the Letter of Approval.

2. LSPS

Key considerations in the LSPS that need to be addressed include the Local Planning Priorities related to housing and sustainability.

Biodiversity

Council has identified some inconsistencies within the Arboriculture Impact Assessment (AIA) and Tree Protection Plan (TPP) with ground truthing conducted during a site visit on 25th July 2022. There are also a number of additional surveys and assessments to be completed and reported on to support the planning proposal.

- It is required for all trees within the subject lots and any trees with tree protection zones (TPZs) intersecting subject lots to be included in the Aboricultural Impact Assessment and all trees requiring protection to be detailed in the Tree Protection Plan.
- The AIA and TPP need to be reviewed and updated against the proposed development, including demolition, construction, access, storage areas, landscaping etc.
- Include recommendations for the avoidance, mitigation, and/or offsetting of tree impacts likely to result from the proposed development.
- Vegetation communities need to be determined/verified by survey.
- If the vegetation is determined to be characteristic of a community listed as an EEC, need to determine whether it meets the legal definition including condition class criteria of that EEC(s) in the relevant listings.
- Flora species to be determined by survey with findings reported on.
- Threatened flora species recorded on site or with the potential to occur on the site, and potential impacts likely to result from the proposed development, are to be reported on.
- A fauna habitat assessment is to be completed and reported on.
- Fauna surveys are to be completed and reported on. Survey methodology and targeted species should be informed by the results of the fauna habitat assessment and occurrence records.
- Threatened fauna species recorded on site or with the potential to occur on the site, and potential impacts likely to result from the proposed development, are to be reported on.

- An appraisal of the likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal.
- Determination of the type(s) of impact assessment(s) required under the Biodiversity Conservation Act 2016, the Environment Protection and Biodiversity Conservation Act 1999, the Ku-ring-gai Local Environmental Plan 2015, and the Ku-ring-gai Development Control Plan 2016, and any other legislation relevant to the results of the biodiversity assessment.
- Recommendations for the avoidance, mitigation, and/or offsetting of biodiversity impacts likely to result from the proposed development.

Review of alternative approaches

It is recommended that a review of alternative approaches to achieve or give effect to the intended outcomes of the planning proposal is considered in Part 3 of the planning proposal. This may include seeking to vary applicable development standards regarding minimum lot size and floor space ratio via clause 4.6 of the LEP. It should be evident from this assessment that the proposed approach is the most efficient approach to delivering the desired outcome.

Site analysis

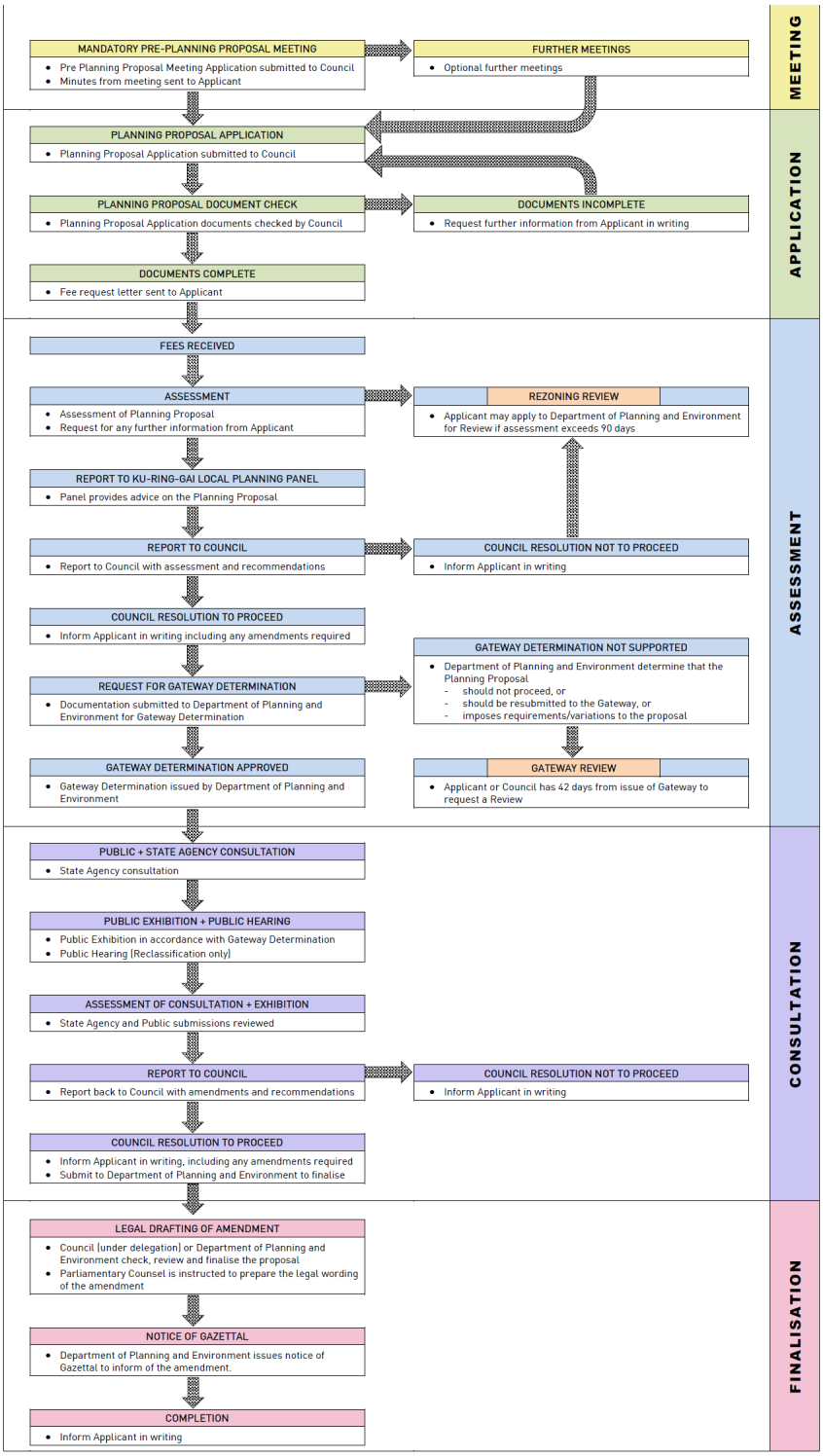
An urban design study should be prepared that includes a site analysis and indicative subdivision plan that incorporates potential building footprints that are consistent with the relevant controls of Part 3 and Part 4 of the Ku-ring-gai DCP. This indicative subdivision plan should also be prepared the potential subdivision of 77 Kulgoa Road, Pymble independent of 73 Kulgoa Road, Pymble.

Planning Proposal format

Included as an attachment to these minutes is a word template to assist in the preparation of the planning proposal. Whilst it is the current intention to lodge a development application to facilitate the subdivision of the sites, the planning proposal needs to focus on the amendments sought to the local environmental plan (LEP) to change the land zoning and development standards of the site.

PRE-PLANNING PROPOSAL APPLICATION - MEETING REPORT

PLANNING PROPOSAL PROCESS



PRE-PLANNING PROPOSAL APPLICATION - MEETING REPORT

PLANNING PROPOSAL REQUIREMENTS

To assist in the preparation of the Planning Proposal, a WORD template is attached to this meeting report.

General

A full list of the documents required for the submission is included in the *Planning Proposal Application Form* available from Council's website, and includes the following documents:

- a *planning proposal* in the format specified below, with any supporting studies being attached as Appendices;
- the *application form* and all other documentation, letters and declarations identified on the Form.

Supporting Studies

As identified in the '*Overview of Issues'*, the following supporting studies are required to provide the evidence to justify the proposed amendments and are to be submitted with the planning proposal.

1. Urban Design Study including indicative subdivision plans
2. Aboriculture Impact Assessment
3. Tree Protection Plan
4. Flora and Fauna Assessment

Planning proposal

Ku-ring-gai Council expects a high standard of documentation for planning proposals. Examples of Ku-ring-gai Council's planning proposals may be viewed on on the NSW Planning Portal '*Planning proposals online'*: https://www.planningportal.nsw.gov.au/ppr

The planning proposal is to be set out and include all information as stated in Local Environmental Plan Making Guideline (December 2021).

The *Guideline* requires the planning proposal to be set out in 6 parts as below. The planning proposal is required to follow the layout with the use of the same headings, subheadings, questions and numbering. Should a part not be relevant to the planning proposal, it must still be included with a brief statement why it is not relevant. All the 6 parts are necessary for the planning proposal to be considered as a complete document.

Each part and each question is required to be answered fully with a detailed explanation and full justification within that section. If evidence is being drawn from the supporting studies, then the

relevant parts should be included or quoted, it is not sufficient to say '*refer to appendix xx'*. The evidence needs to be presented in the body of the planning proposal.

In the interest of transparency, the planning proposal should use plain English as it needs to be easily understood by the community. To assist the preparation of the planning proposal a template is attached, which provides detailed guidance on the matters to be considered when responding to each section.

APPLICATION REQUIREMENTS AND FEES

Planning proposal application form

The Application Form is available on Councils website: https://www.krg.nsw.gov.au/Planning-and-development/Planning-policies-and-guidelines/Planning-proposals and must be completed in detail and ensure landowners consent is provided for all sites that form part of the planning proposal.

Lodgement of planning proposal and commencement of assessment

The planning proposal will need to be uploaded to the Planning Portal. Council will review the submitted planning proposal for completeness, this means that all required forms and documents have been provided and the planning proposal is in a form that could be adopted by Council to be forwarded to the Department of Planning for a Gateway Determination. Following the review Council will either send:

- a letter confirming documentation is complete and requesting fees be paid; or
- a letter requesting further information to be submitted.

Commencement of the assessment of the planning proposal will only begin when the application is complete and the fees have been paid.

Fees and Charges

Amendment	Category	Fees*
Pre-Planning Proposal meeting Application seeking amendment/s to an LEP involving sites less than 5000sqm in area, with any one or more of the following proposed LEP amendment types: • To change the land use zone where the proposal is consistent with the objectives identified in the LEP for that proposed zone. • That relates to altering the principal development standards of the LEP.	Standard Amendments - Minor	$35,000 plus advertising costs

• That relates to the addition of a permissible land use or uses and/or any conditional arrangements under Schedule 1 Additional Permitted Uses of the LEP. • That is consistent with an endorsed District/Regional Strategic Plan and/or LSPS. • Relating to the classification or reclassification of public land through the LEP.		
All planning proposal applications are subject to advertising costs payable upon Gateway Determination approval.	Advertising	$4,000

*as per Councils 2022-2023 fees and charges.

Note: the planning proposal will be subject to the current fees and charges at the time the proposal is formally accepted by Council.

The planning proposal fee is payable upon Council reviewing the submitted documentation for completeness, and a fee request letter being sent requesting payment of fees. Formal lodgement of the planning proposal occurs once the fees have been paid.

Should the planning proposal proceed to public exhibition, an additional fee for advertising costs are payable upon the issuing of a Gateway determination by Department of Planning and Environment.

When an application results in additional assessment or review of the planning proposal, an hourly rate of **$220/hr** (as per Councils 2022-2023 fees and charges) will be charged for the extra work undertaken.

Further Guidance

For further guidance on key steps and information on the planning proposal process and the roles of Council and the Department of Planning and Environment, including the review of decisions, please refer to:

- Councils website : https://www.krg.nsw.gov.au/Planning-and-development/Planning-policies-and-guidelines/Planning-proposals
- Department of Planning and Environment website: https://www.planning.nsw.gov.au/Plans-for-your-area/Local-Planning-and-Zoning
- Department of Planning and Environment guideline: https://www.planning.nsw.gov.au/-/media/Files/DPE/Guidelines/LEP-Making-Guideline.pdf?la=en

ATTACHMENTS

PRE-PLANNING PROPOSAL APPLICATION - MEETING REPORT

The following documents are attached to this meeting report to assist in the preparation of the planning proposal and supporting studies:

- **Council WORD template for planning proposals**

SUBMISSION SUMMARY TABLE - 77 Kulgoa Road, Pymble, Planning Proposal - Exhibited 26th September to 13th October 2025

- A total of 4 submissions were received in response to the exhibition of the Planning Proposal for 77 Kulgoa Road, Pymble.
- All submissions were received from properties neighbouring, or close to the subject site.
- Generally, the submissions identified concerns related to potential future development, which would generally be considered as part of any future Development Application (DA).

SUBMISSION	MATTERS RAISED IN THE SUBMISSION	COMMENT	RECOMMENDATION
1	**Proposal Scope** • Suggests proposal as submitted does not accurately represent the full scope or intent of the development which is "part of a broader staged plan involving 73 Kulgoa Rd", and the proposal wrongly gives the impression this is an isolated rezoning. **Local Character** • Concern that the proposal will permanently alter the character of the area. **Access handle/driveway to 77 Kulgoa Rd** • Existing driveway to 77 Kulgoa Rd is unsuitable for use by multiple lots due to safety, access and privacy issues. **Infrastructure & Waste** • Unclear how garbage collection would occur due to limited road frontage. • Proposal fails to identify underground assets beneath existing driveway including water, sewer & stormwater. **Site Stability** • Concern construction and heavy vehicle movement would cause structural and stability damage to retaining wall on boundary to 79 Kulgoa Rd alongside the driveway access. Questions the engineering feasibility of the project. • Concerned about stormwater and erosion impacts on adjoining properties resulting from increased hard surfaces as part of future development on the subject site. **Environmental** • No clear assessment of the impacts of the proposal on surrounding ecosystem including Blue Gum High Forest. • Bamboo Infestation on site has been ignored by the submitted documentation. **Notification Period** • Raises concern around short exhibition period held over the school holiday period when many residents were away. • Feels disheartened that "residents often feel powerless to have their voices heard when developments of this potential scale are pushed through." **Other** • Suggests Council consider previously refused applications on the subject site, "refused for issues including overdevelopment, access, drainage and environmental risks - which remain unresolved" • Requests "refusal of application" or "full and transparent review" of the issues raised in this submission, including the 'proposals connection to 73 Kulgoa Rd.'	Lot amalgamation and subdivision is permissible on land pursuant to the requirements of Clause 2.6 of the Ku-ring-gai Local Environmental Plan (KLEP) 2015. The impacts resulting from any future subdivision would be assessed as part of a Development Application. The proposed rezoning of the site from C4 Environmental Living to R2 Low Density Residential will result in land zoning and subsequent development standards consistent with adjoining land uses to the south and west of the site, resulting in outcomes consistent with the prevailing local character. A detailed assessment of future development and its implications on local character, waste, site stability, stormwater, overland flow and impacts on underground utilities will be completed as part of any future Development Application. The access handle/driveway is of an appropriate width to allow safe vehicle movement consistent with other access handle arrangements throughout the LGA and will be assessed in further detail as part of any future Development Application (DA). An Arboricultural Impact Assessment and Ecological Assessment were undertaken, based on the provided indicative dwelling and stormwater footprints to demonstrate that low density residential development can be accommodated without significant impact on the surrounding vegetation. The proposal does not involve removal or amendment of Council's Natural Resources Biodiversity Map, as such Clause *6.3 Biodiversity Protection* of the KLEP 2015 will continue to be a relevant consideration for any future development application. Further assessment and detailed design will be required at DA stage to ensure that any potential impacts are in line with relevant controls in Part 18 of Council's DCP and NSW biodiversity conservation requirements. Weed infestations are a matter dealt with under the NSW Biosecurity Act. However, any development works impacting the area of Bamboo may need to consider whether preparation of a Vegetation Management Plan is required Any future development on the site will need to comply with Council's DCP water management requirements. Council's records do not indicate any past refused Development Applications on the subject site. The notification period was conducted in accordance with the requirements of the Ku-ring-gai Community Participation Plan and the Gateway Determination in accordance with the *Environmental Planning Assessment Act (1979)* and *Local Environmental Plan Making Guidelines*. There are no requirements for notification periods to avoid school holiday periods other than over the Christmas/ New Year period	No change

SUBMISSION SUMMARY TABLE - 77 Kulgoa Road, Pymble, Planning Proposal - Exhibited 26th September to 13th October 2025

SUBMISSION	MATTERS RAISED IN THE SUBMISSION	COMMENT	RECOMMENDATION
2	**Privacy** • Concerned future residents of 77 Kulgoa Road will be able to overlook rear fence into the swimming pool and rear yard of 18 Bristol Avenue. **Site Stability** • Concerned about soil stability of their backyard during future construction works. **Notification Period** • Notification period was too short, did not provide enough time to consider the proposal as they were on holidays.	The Planning Proposal only seeks to rezone the site and amend the applicable development standards to allow future low density residential development. Future development and its implications on privacy, overlooking into neighbouring properties and site stability would be assessed in detail as part of any future Development Application (DA). The notification period was conducted in accordance with the requirements of the Ku-ring-gai *Community Participation Plan and the Gateway Determination in accordance with the Environmental Planning Assessment Act (1979) and Local Environmental Plan Making Guidelines. There* are no requirements for notification periods to avoid school holiday periods other than over the Christmas/ New Year period	No change
3	**Strategic Merit** • Suggests Council undertake a broad review to assess which current C4 Environmental Living zoned sites throughout the LGA that would meet the strategic merit applied to this proposal, for rezoning to R2 Low Density Residential. • Objects to the Planning Proposal as it sets a precedent for neighbouring properties and potentially hundreds of others throughout the LGA to rezone using the same strategic merit applied to this proposal. • Suggests potential mass rezoning would allow for a significant additional housing through dual occupancy development permissible on R2 Low Density Residential zoned land. • Recommends an alternative solution is to amend the Planning Proposal to only seek a reduced minimum lot size of between 930-1000sqm to achieve the desired second dwelling while not removing the C4 Environmental Living zoning. • States that the Planning Proposal is misleading to suggest that rezoning the site to R2 Low Density Residential "would match surrounding residential lots", when the adjoining lot immediately east, and additional lots further north of the site, are also zoned C4 Environmental Living. **Tree Impacts** • Argues the accompanying Stormwater Concept Plan was too simplistic and missed the complexities of the site, including steep grades which require concrete bulk heads for pipes, meaning impacts on trees are more substantial than that assessed under the Arboricultural Impact Assessment. • Argues that "While some of this detail could potentially be resolved as part of a development application, the current concept falls well short of demonstrating that a feasible solution exists." **Flooding** • The proposed stormwater discharge system is located in a flood effected area of Bristol Avenue. • Suggests an improved stormwater detention system will still result in flood impacts. • Requests modelling is undertaken to ensure negligible overland flow impacts will result from proposed stormwater system.	Matters taken into consideration when determining whether to zone land as C4 Environmental Living are set out in page 64 (Section 9.1) of the Ku-ring-gai Biodiversity and Riparian Lands Study (v5): Ku-ring-gai Biodiversity and Riparian Lands study v5 (for final local centre DCP support)(3) C4 Environmental Living zoning has been applied where a combination of ecological values and risks support greater restrictions on land uses and development. The planning proposal has involved a detailed, ground truthed assessment of the site at 77 Kulgoa Rd, including an Arboricultural Impact Assessment and Ecological Assessment. Based on this assessment the conditions on site are considered to meet the criteria and threshold for the application of the C4 zone and an R2 zone is appropriate for this site. Many of the neighbouring lots along Kulgoa Rd and Bristol Ave also include Riparian Land and Endangered Ecological Community remnant – this combination would support retention of the current C4 Environmental Living zone in any broad review. Any reconsideration of the zoning on the adjoining C4 sites would require a detailed assessment via a planning proposal. The proposed rezoning of the site from C4 Environmental Living to R2 Low Density Residential will result in land zoning and subsequent development standards consistent with adjoining land uses to the south and west of the site, resulting in outcomes consistent with the prevailing local character. Future development and required stormwater works, and its impact on trees and flooding would be assessed in detail by engineers as part of any future Development Application (DA). If the proposed stormwater system can't be constructed without minimising impacts on trees, an alternative design would be required. The existing stormwater discharge from the site flows into the same area. There should not be any impacts on flood conditions, should OSD requirements be met.	No change
4	**Traffic Generation and Amenity** • Concerned rezoning and potential future subdivision will result in increased traffic (and resultant noise) using the 77 Kulgoa Road access handle, which 75 Kulgoa Road adjoins, impacting on enjoyment of verandahs and property facing the driveway. • Development of double storey dwellings on the subject site will impact on outlook from 75 Kulgoa Road. **Waste** • Concerned about the ability to collect waste if four properties are developed on the subject site, considering driveway to 77 Kulgoa Road is adjacent to their driveway. **Other** • Acknowledged that issues raised is submission may be assessed as part of a future DA.	Comments noted. Impacts including loss of amenity, traffic generation and collection of waste are issues that will be assessed as part of any future Development Application (DA) and will be required to comply with the relevant controls within the Ku-ring-gai Development Control Plan (DCP).	No change

Natalie Richter PLANNING

6 November 2025

The General Manager
Ku-ring-gai Council
By email
Attention: Strategic Planning

Consideration of Submissons – Post Exhibition Response

Thank you for the opportunity to review and respond to comments received in relation to Planning Proposal S14501-2 – Planning Proposal for 77 Kulgoa Road, Pymble.

We have addressed the submissions according to the numbering given to protect privacy and to identify each submission/comments.

The following considers the points made and the original submission and offers an additional brief planning perspective for consideration.

'Submission 1':

> The Planning Proposal represents the full scope of what is proposed for No. 77 Kulgoa Road, which is rezoning to R2 (Low Density Residential). There is no work proposed however the background documentation demonstrates that the site is capable of being developed for the purposes of low density residential, to be in keeping with the surrounding area and to be sustainable in terms of environmental considerations.
>
> It is proposed that No. 77 be rezoned to align with the adjoining properties directly to the north and south along Kulgoa Road. R2 is considered to be the prevailing pattern of zoning along Kulgoa Road.
>
> This application is based on the direct context of zoning and the ability to protect the environment, develop available land in a sustainable, low density way, and to develop this available land to meet low density residential controls in the absence of environmental constraints for the site which would prevent this.
>
> This request has been made after a detailed survey, tree assessment/retention plan, engineering, planning and engineering assessment. These consider the presentation of the site and the surrounding/adjoining character and presents this particular site as suitable to be zoned for R2 and to accommodate R2 forms of development, in the absence of environmental constraints which would prevent this offering of available and altered land to supply housing.
>
> The Planning Propoal application to rezone 1 lot at the end of a row, has been made with consultation with Council experts over time, and is based on the type of studies and detailed site assessment which is appropriate.
>
> The studies provided have been assessed by Council and updated in accordance with required details and recommendations, to ensure adequacy to lodge and assess.
>
> This site specific zoning is not based on a broader strategy and No. 73 was not rezoned in 2023, rather was zoned as such as we understand when the Ku-ring-gai Local Environmental Plan was transferred over from the Planning Scheme Ordinance, in 2015.

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It is deemed appropriate that in the absence of fire, water management or ecological constraints and where significant and valued trees and area character can be supported, that there is no valid reason that No. 77 Kulgoa Road could not be changed to be a consistent zoning with the R2 line down Kulgoa Road (based upon the findings of the technical reviews).

Based on Council's planning controls, any future development would be guided by the relevant planning controls which require design, siting, environmental, water and planting/tree management, privacy and amenity issues to be considered in detail.

There is currently no development application.

The site has the potential to be subdivided as an R2, low density subdivision with No. 73 Kulgoa Road which is also another adjoining, large landholding. This could utilise efficiencies of space provided by the dimensions and utilise existing access point/s. Such a scheme has been demonstrated to occur whilst also providing for the protection of trees. The available substantial space to start with would also allow for setbacks, space and planting around homes, reasonable building footprints and therefore promote consistency with the characteristic space between dwellings.

It is not considered that the use of an appropriately wide driveway, which is reasonably separated from dwellings, would be unreasonable in the context of low density family homes amongst landscaping. The existing access handle is noted to be of 4.57m width on the survey plan. Concerns relating to details and outcomes of access and traffic would be considered in any future development proposal. Future proposals would consider safety and privacy.

This area of Kulgoa Road is not considered to experience particular on road parking pressure as it is low density residential by nature. This can be seen in the photographs of the street provided with the Planning Proposal. Development and planning controls expect parking for any future development to be on site, as well as safe manouevring and turning on site etc.

Retaining wall safety on No. 79 would be considered in any future development proposal and safeguards could be applied accordingly.

It has not been requested to address water and sewer lines and underground assets at this stage. It is noted that stakeholder engagement will occur with infrastructure providers as part of the Planning Proposal assessment.

The Biodiversity Development Assesment Report is considered to assess in detail the flora and fauna considerations and the protection and future management/consideration of planting to protect the Blue Gum High Forest. This is a recognised consideration and has been detailed and assessed in the Planning Proposal. Supporting this is the Arborist Report and Tree Protection Plan which indicate dwellings can be sited to protect key trees on the site and around the boundaries.

The proposal does not involve development at this point and the matter of the running bamboo is taken into consideration, will be discussed with the owners and can be addressed as a comment.

In relation to additional water runoff, this is a matter for the future development assessment. The proposal and supporting survey and concept plans have demonstrated that drainage can occur via an easement line at the rear. Future development would be expected to meet requirements as to site coverage, rainwater collection and reuse on site and management to comply with current development and sustainability/hydraulic design expectations. It is submitted that sustainable water management made as part of future development might improve the outcome if concern is currently raised in terms of runoff from existing hard surfaces on the site. Drainage would be formalised as part of any future development proposal, to meet current requirements.

Construction impacts and issues would likewise be considered as part of any future development proposal and would be carefully designed (as expected in line with current requirements) and in accordance with conditions to ensure protection of other properties.

To our knowledge, there have been no previously refused applications involving the site.

We note the comments on the timing of notification and timeframe and that is a matter for Council's response.

'Submission 2':

Noted, the comment on the timeframe for response. As above.

Relating to the comment on privacy. This is a valid consideration for future development and is considered to be able to be achieved due to the available separation spaces and the fact that boundaries are generally screened with natural landscaping which assists.

As detailed in the background documents, it is intended that all peripheral planting and screening can be maintained and kept which assists in natural privacy protection.

In addition to this, any future development outcome for an R2 site would be low density residential and expected to comply with density, siting, amenity, planting, site coverage, setback, privacy and solar access controls and considerations.

It is considered that mutual privacy of all homes and gardens can and should be provided in line with building separation, setback, privacy and planting guidelines. Swimming pools and open space areas are generally given a high level of privacy protection.

In relation to the comment on structural stability of cliffs, this is a valid concern and would be expected to be considered and resolved at development application stage to ensure protection of the environment and properties occurs for any future construction/landform works.

'Submission 3':

This Planning Proposal is site specific and is based on a site specific assessment of No. 77 Kulgoa Road, the presentation of the site and the direct setting. The Planning

Proposal has been made as a land owner application based on the site specific situation, to review mapping and acutual environmental considerations and assess the appropriateness of the C4 (Environmental Living) zoning on a site specific basis.

The Planning Proposal has been made with early consultation and detailed expert reviews of the site, with diligence and cost involved with the Pre-Planning Proposal meeting, engagement of expert independent consultants and addressing changes suggested by Council experts to address required frameworks. The work done, which accords with Council requirements and NSW Government requirements for submitting a Planning Proposal, details the presentation of the subject site and its ability to accommodate low density development, similar to the directly adjoining sites in the row down Kulgoa Road.

This is case specific and a reasonable proposal. Based on the circumstances of the site and the ability of the property to provide for sustainable housing increases, in character with the prevailing R2 zone along Kulgoa Road.

Taking into account that this is one C4 zoned site at the end of a row of R2 which is bounded by reserve land.

The supporting details provide a concept assessment of how the R2 density could be set out to be consistent with the area character and to protect the environment. There is sufficient space and opportunity presented to support R2.The subject site is currently spacious and is altered and can accommodate R2 low density in a sustainable way, to be consistent with the low density area character. The finding is that peripheral trees and forest can be protected, the space and terraced topography can accommodate building footprints. The site is not bushfire prone.

In the absence of environmental constraints, it is considered a reasonable outcome that this land should be included to meet housing needs for Ku-ring-gai to utilise available and unconstrained land efficiently in line with planning objectives. This is a site in a well located area to transport, services and employment. The proposed rezoning would allocate well located and available land in a considered, low scale and low impact way.

This is case specific and can occur as a private, small scale and contained proposal, therefore would not be considered to be applied more broadly across the LGA.

Given this is studied and tested as having limited constraints and that each property would undergo the same level of detailed review and assessment, this proposal, a site specific rezoning is not considered to create a precedent. We are unable to speak to the details of the other properties mentioned in the submission however there may be reasons and studies which could be offered via private Planning Proposal.

In relation to the comment on how best to achieve the best planning outcome whilst maintaining protections, this is detailed in Part 3 (A) of the Planning Proposal report and is considered to be covered and justified from a planning point of view.

Specifically, in the following analysis is provided in the Planning Proposal report:

'Q2. Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?
Option 1 – Zoning Review/Rezoning as requested:

This option involves the assessment of the site specifically in terms of the appropriate zoning based on the context and specific/unique site situation, as measured against strategic objectives and site-specific merit.

It is the most orderly and logical approach to rezone the site.
The planning proposal is supported in legislation as a mechanism for reconsidering the zoning of a site and aligns with industry best practice in making such an application.

The Planning Proposal process is robust, open and transparent and is subject to review by the community through consultation, the Local Planning Panel as an expert panel and the elected Council as representatives of our community.

The rezoning option is put forward as the best and most comprehensive option for the following reasons:

- Given the direct, R2 Low Density Residential character, pattern and zoning context, the proposed rezoning/zoning adjustment of the subject, single 1 x C4 Environmental Living site in the subject row, to match in with the R2 Low Density Residential zone and prevailing context, to reflect the environmental capacity and location of the site to support housing is considered to be the most logical and orderly way to adjust the development allowances for the subject site, to alter the mapping and reflect the environmental capacity of the site to release land for housing.
- This adjustment would create a consistent zoning pattern along the subject section of Kulgoa Road, to match most of the southern and opposite adjoining blocks for this end of Kulgoa Road.
- The proposed rezoning track has been chosen as it is considered that the existing zoning is overly restrictive and is inconsistent with the viability of the land to support and supply sustainable housing. Future development would be required to be environmentally sustainable irrespective of lot size. A lot size of 930m^2 which is consistent with others in the row is capable of providing low density and environmentally sustainable outcomes as detailed in the supportive documents and Urban Design Outcome Study/lot layout.
- The subject single C4 Environmental Living site is 'bookended' to the northern side by the adjoining SP2 Water Supply zone. This means that this single lot could be transferred to match the southern adjoining R2 Low Density Residential lots without requiring further adjustments as the SP2 Water Supply zone provides a 'zone boundary'. This means that this change would not create precedent or pressure for any broader change. This is a unique and 'contained' rezoning and is based on a review of the specific site situation, review of biodiversity and tree factors and the demonstrated outcome for consistent development to be achieved to support state and local housing supply.
- Given this is site specific and intended to rezone 1 x single C4 Environmental Living lot at the end of a prevailing R2 Low Density

Residential row of lots, based on site specific ground truthing of the biodiversity map layer and specific context, opportunities and constraints, this would not place pressure on other areas also being rezoned.

- Selected rezoning of the 1 x lot, as proposed as this key option is considered to be the most clear-cut way of adjusting the current C4 Environmental Living zoning to match the R2 Low Density Residential zoning. This is considered appropriate given that the site may have been allocated the C4 Environmental Living zoning in isolation from adjoining sites as part of a desktop analysis undertaken at the time of the implementation of the KLEP and with reference to the mapped biodiversity layer. The biodiversity has been assessed on a site specific basis and is largely off site, however the biodiversity map layer extends over the site.
- This Planning Proposal approach enables the required comprehensive review and 'ground truthing' of the opportunities and constraints provided by the site in terms of the presence of biodiversity and whether the C4 Environmental Living is the right zoning to allow reasonable residential development to contribute serviced and accessible land, to boost housing.
- Considered and sustainable increase of housing in accessible and serviced areas is consistent with current NSW requests to increase housing in urban areas.
- This change is based on site specific studies and Urban Design Outcome Study put forward. These show that the outcome would be commensurate with the existing pattern of housing and environmentally sustainable in relation to allowing low density residential development to not adversely impact or fragment nearby biodiversity and to allow substantial trees to be protected. The site is not bushfire prone and would not require asset management, which could otherwise compromise vegetation on site.
- The concept Urban Design Outcome Study, potential stormwater plan and tree and ecological studies demonstrate that with its boundary planting and careful tree protection and vegetation management, an R2 Low Density Residential change to match the side adjoining properties and adjoining R2 Low Density Residential context would be appropriate and allow the protection and improvement of local biodiversity.
- This Planning Proposal request to rezone the site is made having undertaken consultation with Council staff and by undertaking and presenting a comprehensive assessment of zoning/Development Standard change.
- The Planning Proposal and specific site review is considered the best way to achieve the intended development and lot pattern outcome and to update the zoning map and density maps to match properties along Kulgoa Road.

It is not uncommon for opportunities and constraints analysis of a site to be undertaken alongside a more specific site and contextual analysis to demonstrate that a specific rezoning has strategic merit. It cannot be expected that every site is examined in this way through the development of an LEP and there is opportunity in legislation for a Planning Proposal to be lodged to seek such a rezoning to allow the realisation of ideal density and development potential which is consistent with the environment, planning objectives and the residential density pattern and context.

It has been demonstrated through detailed analysis and ground truthing of trees and environmental factors on this site to indicate the opportunities and viability in terms of zoning to match the R2 Low Density context. The land is available and developable to provide an additional large residential lot opportunity which would match in terms of zoning, density and character with the surrounding area and allow the protection of trees and nearby valued biodiversity.

A specific study of the property and zoning within the context and ground truthing the development potential of the site and the ecological status has been undertaken to detail why the lot should be zoned for R2 Low Density Residential.

As identified in the supporting studies relating to ecology and tree protection, ecological community is located adjacent to the site and can be protected and not fragmented.

Further, rezoning of this specific site creates an opportunity for enhancement of biodiversity protection in weed management and replenishment planting via development.

Biodiversity values located around the boundaries of the site and on adjoining land to the north, north-east can be protected via the Tree Protection Plan recommended and provided as a supporting document.

Option 2 – Potential Creation of a Smaller Lot Size via a Development Application ('DA') and subject to KELP 2015 Clause 4.6 which allows Variations to Development Standards (for Lot Size):

- No alternate planning pathway is feasible to seek the variation of density outcomes. This is because a Development Application could not be supported where a prohibited use is proposed. In this case, were it proposed to place a second dwelling on the subject site, this would not be a permissible form of development under the current zoning.
- Clause 4.6 (6) (a) of the KLEP 2015 prevents written variations as to lot size variations being used for the subdivision of C4 zoned land into 2 or more lots of less than the minimum area specified for such lots by a development standard.
- For this reason, and to support a robust and consistent approach to Development Standards for Ku-ring-gai, Clause 4.6 Variations are generally not encouraged for development assessment.
- Council largely does not accept Clause 4.6 submissions seeking to vary adopted KLEP Development Standards such as for Minimum Lot Size, Building Height and FSR.
- Clause 4.6 variations can have the effect of undermining Development Standards and allowing some can place pressure on setting 'precedents' for other Clause 4.6 variations for changing lot sizes, which is not desirable broadly for Ku-ring-gai. The proposed approach would simply adjust the Minimum Lot Size and FSR standard to correct what appears to be a mapping anomaly, based on the ground truthing of possibilities for the site and to match the row and context.

- Clause 4.6 (6)(a) prevents Clause 4.6 variations from being used for the subdivision of C4 zoned land into 2 lots less than the minimum area.
- Consequently, variations to Minimum Lot Size and FSR via 4.6 would not be the best way when the zoning and associated Development Standards can simply just be adjusted to match the side and opposite adjoining land via the zoning alteration of the 1 x site to become R2 Low Density Residential.
- Adjustment of the zoning and relevant development standards and LEP maps would allow a future subdivision and commensurate/reasonable density outcome to match the direct context without the need for Clause 4.6 requests and support, as this sort of variation is unlikely to be supported via a DA.

Option 3 – Zone Boundary Provisions:

- Zone boundary transition allowances are not considered to apply in this situation and could not be utilised for subdivision at a density consistent with R2 Low Density.

  The most reasonable way is to comprehensively review the site and the context and to adjust the zoning of this piece of land to match in with the adjoining R2 Residential Low Density zoning in terms of achieving the objectives and intended outcomes of this Planning Proposal.

Option 4 - Additional Permitted Uses Under Schedule 1 of the KLEP

- Inclusion of the site within Schedule 1 would be a possible track however this is not considered to be the best way.

  Schedule 1 in the KLEP 2015 is generally used to allow existing use sites to continue as a specific use, acknowledge an existing use or enable dual occupancies on certain land (in accordance with allowances provided under superseded planning instruments).

  Schedule 1 is intended to be used in exceptional circumstances, as an enabling clause in the KLEP to permit a specific land use for a specific site, often in isolation of other surrounding sites.

  In this instance, it makes sense to allow a minor adjustment of zoning and development allowances to match the row of properties and as this site is bookended by SP2 Water Supply zoned land. ‘

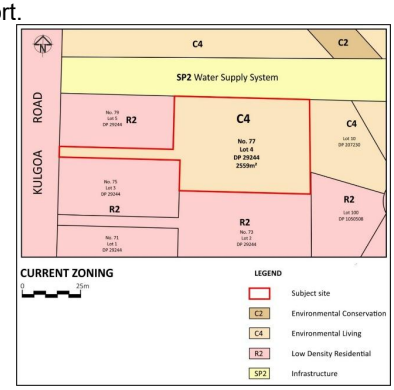
This evaluates the most ordely way to achieve the density outcome of R2 to match the row. As noted, generally Council would not support substantial variation. As, to use a similar argument presented in Submission 3, this could then lead to many properties not meeting legislated density requirements.

The matter of reducing lot sizes for C4 zoning is a point of view which may be considered by Council, particularly given the current ‘housing crisis’ and pressure of

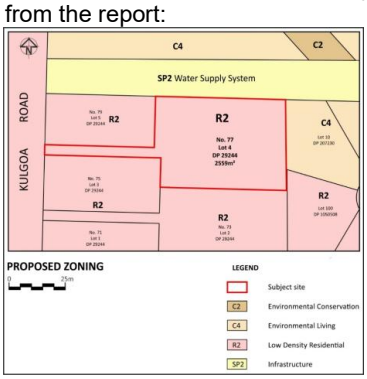
all local government areas to support housing supply for NSW. The appropriateness of lot sizes and development types and densities is always influenced by bushfire which can be connected with C4 zoning. In this site specific case, the site is not mapped as bushfire prone and is therefore not limited by fire considerations in terms of being able to supply reasonable and characteristic housing lots for the population.

We accept the alternative view as to the layout and configuration of R2 and C4 lots in the area, with some C4 behind the site, on an adjoining street and lower down the topography. Indicating that No. 77 which is part of a row of R2 up Kulgoa Road, with R2 directly located on each side, bookended by a waterboard reserve is not considered to be 'misleading' and the basis of this approach is justified in the Planning Proposal report.

Our view, as presented in the Planning Proposal report, is that No. 77 is something of an anomaly along this subject section of Kulgoa Road and that this Planning Proposal seeks to zone the parcel to align with the side front and some rear adjoining R2 lots. - It is submitted that this change would make sense in terms of an R2 'block', given that this piece of land has been studied not to be environmentally constrained in terms of R2 outcomes which remain low density in character. The pattern along Kulgoa Road and the side neighbouring sites and the anomaly of No. 77 in between R2 sites is considered to be clearly presented in the following map extracts taken from the Planning Proposal report.



The proposed arrangement is considered to be reasonable, justified and a logical transition as follows, also from the report:



It is noted and recognised that there are C4 parcels which exist at the rear, lower down the topography. In a prevailing sense, with properties to either side and opposite on Kulgoa Road being R2, and the direct side neighbours (and partially to the rear), we would submit that No. 77 Kulgoa is bounded by R2 and would create a logical change. The Planning Proposal report contains assessment in terms of the merits of this position.

In relation to the comment relating to the limitation as to a concept for stormwater to support a Planning Proposal. The 'concept' notes that water management can occur for this proposed outcome and that this can occur whilst protecting trees and biodiversity. The Arborist Report and Biodiversity Development Assessment Report consider and address this aspect an there is an existing drainage easement 1.2m along the northern side of the rear adjoining property (Lot 10 DP 207230 – No. 18 Bristol Avenue) to connect to and contain water to potentially connect to and contain/pipe water (subject to appropriate design and agreement).

Design development as to engineering to protect the environment and the topography can occur as part of applications for any future development.

In relation to concern over the impact of a pipeline through No. 18 Bristol Avenue, nNotes are included on the concept plan to be guided by an Arborist in recognition of tree protection which would be a future design detail/consideration.

Flood management and flows would be considered via development applications to ensure no nuisance water and sustainable development. New homes would have rainwater tanks and appropriate on site systems and planting/absportive area.

Modelling is appropriate at future development stage.

In relation to the 'recommendations', it is not considered necessary for Council to need to review implications of 'spot rezonings' which are able to occur on merit, on a site specific basis.

The matter of reviewing feasibility for other C4 lots in relation to bushfire mapping is something that could be undertaken however should not preclude progress of the individual work done as part of the Planning Proposal for No. 77 Kulgoa Road with and the consultation time and work instigated and invested by the property owners/proponent.

As noted, in the assessment above, reducing the lot size is not considered the best way to achieve the outcome and the planning reasons and basis for this is pasted above - from the Planning Proposal.

The point of view as to whether the proposed R2 lot matches others is put forward and justififed in the Planning Proposal report. The submission received provides an alternative view.

Flood modelling and stormwater work is not considered reasonable or necessary for the Planning Proposal with no physical work proposed and these matters considered at land/housing work stage. However, Council's assessment and advice is relevant to this matter.

'Submission 4':

Recognises the intentions of the proposal to bring the lot into similarity of density and outcome with most of the neighbouring lots.

Concerns are noted and understood in relation to potential for future development.

The access point is not considered to be particularly narrow as discussed above.

Increase of traffic is not considered to be unreasonable in a low density residential setting where the outcome would be low density family homes and in the subject location.

It is agreed that any future development would need to consider bins and waste collection. In a low density setting bins would likely be expected to be taken to the street in this low density residential area, and not on collected on site. It is not considered that there are limitations on Kulgoa Road which would limit some additional garbage receptacles being placed for a short time at the street to be collected within this low density setting.

Noting the comment on the single storey homes. The height and privacy, separation, setback and screening of future homes would be considered in future applications for development. These would be expected to consider the protection of amenities for neighbours under relevant planning, siting, landscaping and design guidelines to ensure that the scale and siting of development does not unreasonably impinge on solar access, visual amenity or privacy.

It is considered that space exists on the site to allow housing developments to spaced. Landscaping exists around boundaries for some immediate screening and that 1 and 2 storey dwellings of a low density scale and character are currently permissible. R2 proposed development will be assessed on merit and in relation to compliance with codes.

Thank you for the opportunity to address these matter and the resident land owners/proponent have read and consider the matters which have been raised.

Yours sincerely,



Natalie Richter, Consultant Planner for the proponent
(B Town Planning UNSW)

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APPLICATION TO SEEK THE MINISTER'S CONSENT TO GRANT A LICENCE OVER COMMUNITY LAND

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To recommend an application for Minister's consent be submitted to proceed with the granting of the licence to Fast Cities Australia Pty Limited (Evie Networks). The licence is for a public electric vehicle (EV) charger to be installed and operated at 9 Coonanbarra Road, Wahroonga.
BACKGROUND:	In October 2024, community consultation results indicated the majority of respondents (71%) were in support of the proposed Evie Networks EV charging infrastructure at Coonanbarra Road. Subsequently, at the 17 December 2024 OMC, Council resolved to progress the necessary approval assessments and negotiation of commercial terms required for the development of EV charging infrastructure at Coonanbarra Road and that, subject to assessment and negotiation of commercial terms, Council approves the development and installation of the proposed chargers at the premises. Following the public notification period for the licence, five (5) submissions were received including three (3) objections.
COMMENTS:	Matters raised in the submissions included concerns relating primarily to availability of parking at the location. Upon consideration of objections, the Local Government Act requires Council to apply for Ministerial approval if it wishes to progress with implementation the proposed licence.
RECOMMENDATION: (Refer to the full Recommendation at the end of this report)	Council make an application to the Minister for Local Government seeking consent to grant the proposed licence as noted within this report.

PURPOSE OF REPORT

To recommend an application for Minister's consent be submitted to proceed with the granting of the licence to Fast Cities Australia Pty Limited (Evie Networks). The licence is for a public electric vehicle (EV) charger to be installed and operated at 9 Coonanbarra Road, Wahroonga.

BACKGROUND

Evie Networks own and operate EV fast chargers across Australia.

In May 2024, the Minister for Energy and Climate Change announced $4.1 million of investment by the NSW Government, supported by an additional $8 million in private investment, to deliver charging infrastructure across the state. Evie Networks received funding for sites in Ku-ring-gai.

Community consultation (Attachment A1) was undertaken between 30 September 2024 and 27 October 2024 for five proposed EV charging sites by Evie Networks in Ku-ring-gai, including for Lord Street. The consultation received 161 online survey responses, 17 written submissions, 198 votes on an interactive map and in-person comments gathered through business visits. Four of the five sites exceeded 70% support (including Coonanbarra Road).

At the Ordinary Meeting of Council on 17 December 2024 Council resolved:

(Moved: Councillors Spencer/Ngai)

A. *That Council progresses the necessary approval assessments and negotiation of commercial terms required for development of the site proposals at:*

    a. *9 Coonanbarra Road, Wahroonga;*
    b. *2-8 Turramurra Avenue and Gilroy Lane, Turramurra;*
    c. *1 Reading Avenue, East Killara; and*
    d. *2 Lord Street, Roseville.*

and

B. *Subject to assessment and negotiation of commercial terms, that Council approves the development and installation of the proposed chargers for the above sites.*

In accordance with the requirements under Section 47 of the Local Government Act, Council is obliged to give 28 days public notification of its intention to grant a new licence. This notification was advertised for the licence to Evie Networks at 9 Coonanbarra Road, Wahroonga on Council's website and by poster located at and near the premises on 30 September 2025.

Where the proposed licence term exceeds five years, and objections have been received, Council must refer the objections to the Minister for Local Government for resolution prior to granting the licence.

COMMENTS

Five (5) submissions to the proposed licence renewal were received including three (3) objections. A summary of the submissions and the corresponding responses are as below:

SUBMISSION COMMENT	COUNCIL'S RESPONSE
Parking is at a premium in all local shopping areas. This car park in Wahroonga is a very busy place, often full so full that it is hard to find a parking place. Why are public parking spaces, which are at a premium particularly near stations and shops being locked up for 5 plus 5 years. Can you please advise the terms of this lease?	Community consultation undertaken in October 2024, showed a majority of respondents (71%) were in support for allocating parking bays for public EV charging at the carpark on Coonanbarra Road. Council considers traffic and parking impacts through community feedback and relevant studies where available. The terms of the licence are commercial in confidence that can be obtained via a formal request for information.
Just wanted to lend my support to the installation of EV chargers in Wahroonga shops car park as a Wahroonga resident.	Support noted.
We would only support this proposal if the first 2 hrs are to be offered free of charge. This could be an improvement for the local business community if shoppers knew there would only be a small charge if they stayed/ shopped longer than 2hrs (as opposed to the current hefty fine).	The submission was clarified in a follow-up call, during which the resident confirmed that they had misinterpreted the purpose of the licence. No objection was maintained.

Based on past traffic surveys for this carpark, it is estimated that peak utilisation is 90% between 10am – 2pm on weekdays. Notwithstanding this, the four spaces proposed to be converted to electric vehicle charging bays account for 2% of the total parking spaces (excluding accessible parking bays) – less than the proportion (5%) of electric vehicles in the Ku-ring-gai LGA.

INTEGRATED PLANNING AND REPORTING

Outcome 1: Our unique natural environment is protected and enhanced

Community Strategic Plan Strategy	Delivery Program Term Achievement	Operational Plan Action
E2: Support the community to transition to net zero emissions.	E2.1: Our community is effectively informed and engaged in activities that are reducing Ku-ring-gai's emissions towards Net Zero.	E2.1.1: Support the community in reaching net zero emissions by 2040 or earlier. E2.1.2: Identify opportunities to support the uptake of low and zero emission vehicles within the community.

GOVERNANCE MATTERS

In accordance with the requirements under Section 47 of the Local Government Act, Council is obliged to give 28 days public notification of its intentions to grant a new lease or licence agreement. This was initiated on 30 September 2025.

If any objections are received during the notification process, Council is obliged under the Act to either uphold the objection or have it considered and addressed. As the proposed term is greater than 5 years, any objections will also have to be referred to the Minister for Local Government for consideration.

The Division of Local Government (DLG) requires Council to specifically consider this matter, which cannot be delegated:

- s. 47(4) of the LG Act which provides that "before granting the licence the council must consider all submissions"; and
- s. 377(1)(s) of the LG Act which prohibits the delegation of "the making of an application, or the giving of a notice, to the Governor or Minister"

Following Council's consideration of these objections, approval will then be sought from the Minister for Local Government for consideration.

RISK IMPLICATION STATEMENT

Many risks associated with this licence have been managed through the evaluation process applied by the NSW Government's Kerbside Charging program of which Evie Networks was a recipient of. Minimum requirements under the program include public liability insurance, capacity to deliver a high up-time service and maintenance.

Additionally, the internal policies and procedures currently in place are effective in managing these risks. Such procedures include community consultation, design and traffic review, environmental assessment, licence negotiations. After considering the adequacy of internal controls, the key risks identified are Within Appetite.

The Minister for Local Government may uphold the objections of the respondents and make a determination on whether the licence should proceed or make amendments to the proposed licence conditions.

FINANCIAL CONSIDERATIONS

Evie Networks will pay an annual licence fee to Council for each existing parking bay (4) occupied under the licence.

SOCIAL CONSIDERATIONS

Improved Equity in Transitioning to Low Emissions Transport

Providing public EV charging infrastructure is a key part of Council's strategy to improve equity for those who cannot access at-home charging in rental, apartment, or terrace living. Public EV charging infrastructure will signal to the community that electrification of transport is realisable, encouraging further adoption of EVs.

Increase in Economic Activity

Locating EV chargers near retail services creates the opportunity for users of the chargers to access those services and provide economic benefits for local businesses. Fast chargers are paired with locations where the expected "dwell time" of a customer matches the charging time.

Social License

The Ku-ring-gai community has continuously showed high levels of engagement with electrification and actions pursuing Net Zero. Council has received lots of feedback that the community is eager to see the expansion of the EV Charging network in Ku-ring-gai. Council is viewed as a leader in the transition to net zero.

ENVIRONMENTAL CONSIDERATIONS

These proposals align with Council's objective for Ku-ring-gai to reach Net Zero Emissions by 2040 or earlier which forms part of Council's commitment to environmental sustainability more broadly.

The environmental impacts of the development have been assessed through an Exempt Development Assessment (EDA) and were determined to meet the requirements for exempt development.

COMMUNITY CONSULTATION

Public notification relating to the proposed licence to Evie Networks commenced on 30 September 2025 until 31 October 2025 for a period of 31 days. This report is necessary as a result of submissions being received. No further consultation is required for the purposes of this report.

Community consultation (Attachment A1) was undertaken between 30 September 2024 and 27 October 2024 for five proposed EV charging sites by Evie Networks in Ku-ring-gai, including for Coonanbarra Road. The consultation received 161 online survey responses, 17 written submissions, 198 votes on an interactive map and in-person comments gathered through business visits. Four of the five sites exceeded 70% support (including Coonanbarra Road).

INTERNAL CONSULTATION

An internal staff working group for Public Electric Vehicle Charging Infrastructure has been consulted in the preparation of this report. The working group represents departmental stakeholders including Environment & Sustainability, Design, Property, Urban Planning, Traffic, Regulation, Procurement, and Community & Business Engagement, with the purpose of providing guidance on the implementation of Council's Policy for Electric Vehicle Charging Infrastructure on Public Land.

SUMMARY

In October 20224, community consultation results indicated the majority of respondents (71%) were in support for the proposed Evie Networks EV charging infrastructure at Coonanbarra Road.

At the Ordinary Meeting of Council on 17 December 2024 Council resolved that it progresses the necessary approval assessments and negotiation of commercial terms required for the development of EV charging infrastructure at Coonanbarra Road and that, subject to assessment and negotiation of commercial terms, Council approves the development and installation of the proposed chargers for the above sites.

A public notification of the proposed licence was released on 30 September 2025 for a 31-day period. Council received five (5) submissions from residents including three (3) objections. The objections have been considered by Council staff and it is considered to be in the public interest to proceed with the grant of the licence.

Any objections received must be referred to Council for consideration and referred to the Minister for Local Government for consent to proceed where the term of the licence exceeds five years. The submissions raised concerns relating primarily to alternative redevelopment of the site and reduced parking availability.

RECOMMENDATION:

A. That Council explains the results of the public notification process to the Minister for Local Government and makes application recommending that ministerial consent be granted for Council to conclude a licence with Fast Cities Australia Pty over the community land described as Lot 2 DP502616 and located at 9 Coonanbarra Road, Wahroonga to for a term of 5 + 5 years for the use and occupation of 4 carpark lots as electric vehicle charging stations and related activities under section 47 of the *Local Government Act 1993*.

B. That subject to ministerial consent being granted, Council delegates to the General Manager and/or his delegate authority to conclude the licence with Fast Cities Australia Pty as set out in this report and execute all documentation to bring Council's resolution into effect.

Emily Jiang
Net Zero Program Officer

Peter Vun
Program Leader – Energy Management and Net Zero Strategy

Andrew Watson
Director Strategy & Environment

Attachments:

A1⇩	Engagement Summary - Public Electric Vehicle Chargers October 2024	2024/380054
A2⇩	Submissions to Licence Notification	2025/386134

Engagement Summary – Public Electric Vehicle Chargers October 2024

Project overview

Ku-ring-gai Council has undertaken a community engagement process to gauge community support for the installation of new electric vehicle chargers in five Council car parks across the Council area as follows:

- Roseville - 2A Lord Street
- Turramurra - 2 Turramurra Avenue
- East Killara - 1 Reading Avenue
- Wahroonga - 9 Coonanbarra Road
- West Lindfield - 11 Bradfield Road

This report outlines the outcome of community engagement undertaken in October 2024.

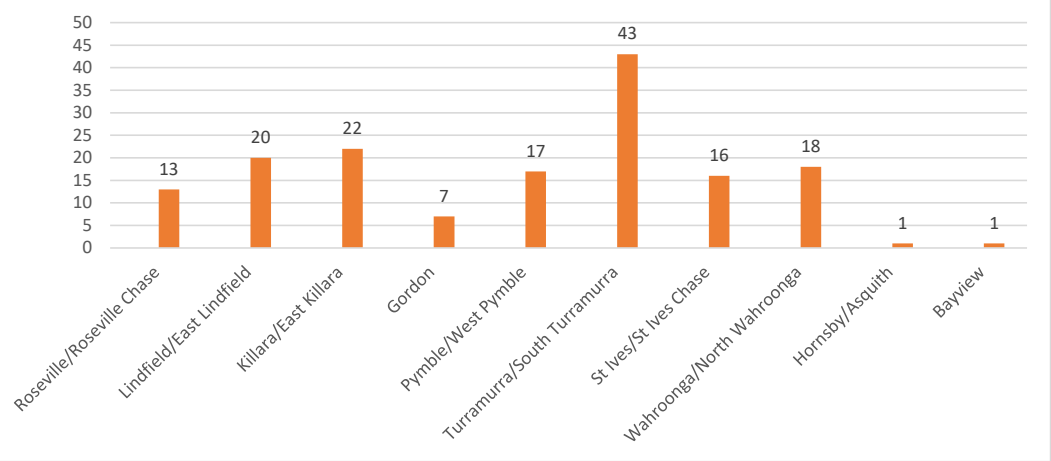
How we engaged the community

Community feedback was sought on the proposal between 30 September and 27 October.

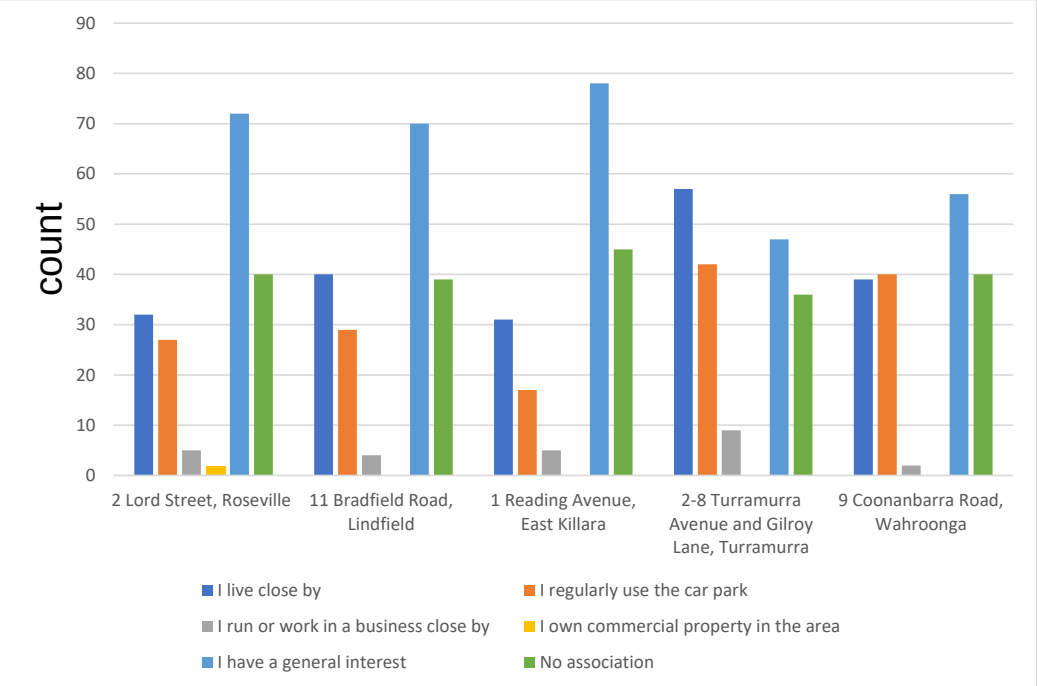
Communications reach	**Feedback capture**
• Ku-ring-gai e-news (x2) - 37k+ • Your Say Ku-ring-gai e-news – 1.1K + • Community Engagement Hub (3,500 pg views, 1281 unique visitors, 1051 plan downloads) • Facebook posts - 30 September and 10 October • Letterbox drop (250 radius of each site) – 1552 letter to residents, 382 letters to businesses. • On site signage • Visits to businesses (16 and 17 October) • Promotion at Sustainable Futures Day (1000+ attendees)	• Online Survey - 161 responses • Written submissions (via online submission tool, email and letters) – 17 submissions - 15 online, 2 by mail • Interactive map (198 votes) • In-person comments gathered through business visits

About participants

Where They Live



Association With Site

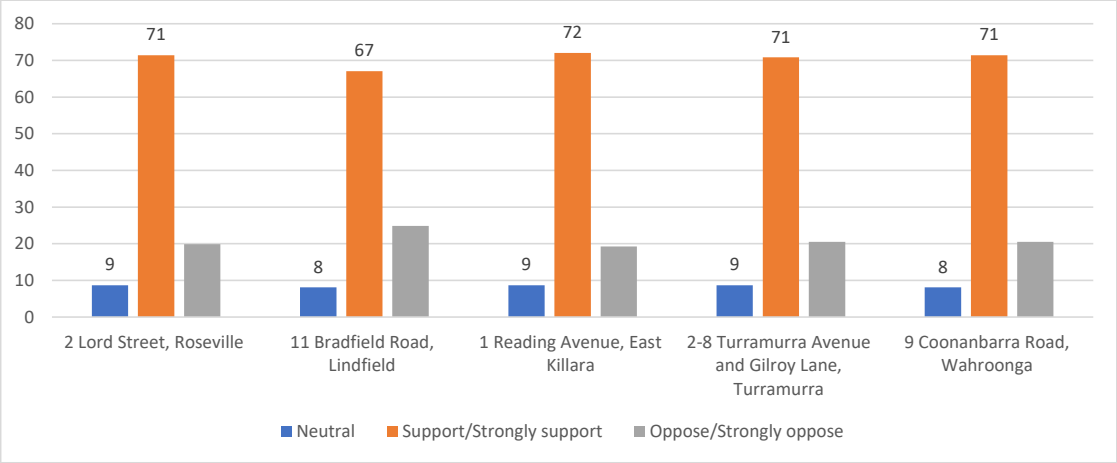


What we heard

Survey - rating the proposals

1. The community supported the proposals with 71% supporting or strongly supporting (61% strongly), 21% opposing or strongly opposing (17% strongly) and 8% neutral.
2. Site with strongest support was Reading Avenue Killara with 72% supporting or strongly supporting.
3. Site with strongest opposition was 11 Bradfield Road Lindfield with 25% opposing or strongly opposing.

Chart summarising results (percentage)



Interactive Map – Voting Results

Voting on interactive map resulted as follows:
Support = 165 (83%), Opposer 33 (17%) (total 198)

Site	Support	Oppose	Site	Support	Oppose
Roseville - 2A Lord Street	35	5	Wahroonga - 9 Coonanbarra Road	28	7
Turramurra - 2 Turramurra Avenue	35	4	West Lindfield - 11 Bradfield Road	33	13
East Killara - 1 Reading Avenue	34	4			

Summary of comments received via survey and written submissions.

Feedback themes

Positive	**Negative**
1. Infrastructure Need a. Growing EV ownership requires more chargers b. Essential for apartment dwellers c. Future preparation 2. Environmental Benefits a. Reduces emissions b. Supports sustainability 3. Community Benefits a. Supports local businesses b. Convenient for visitors	1. Parking Issues a. Already limited parking b. Long charging times take spaces c. Reduces general access 2. Fairness/Equity a. Serves only EV owners b. Should be private responsibility c. Council doesn't provide petrol 3. Location Problems a. Disrupts residents b. Environmental impact c. Safety concerns 4. Council Role a. Questions appropriate use b. Private sector should provide c. Cost concerns

Selected quotes from participants

Positive	Negative

• Whether it is full EV or PHEV the reality is it is part of the future of our automotive landscape. The capacity for people to charge more readily is only beneficial in broadening the uptake of these vehicles and reducing carrion emissions and pollution"
• "We need to provide more local neighbourhood-based charging infrastructure if we are to support the further adoption of EVs."
• "We need more chargers to encourage people to feel safe converting to electric"
• "More & more people will buy an EV, myself included. We need to offer enough charging stations to support the increased number of EVs and do our bit to help the environment."
• "Given it is a user pays scheme and charging is not funded by rate payers I think it's fine"
• "A lot of apartment buildings do not have this type of charger and this would assist unit dwelling EV drivers"
• "An excellent idea that will encourage EV uptake"
• "It's well overdue that EV chargers are in carparks, on side of road and elsewhere funded by Govt business etc so yes please bring it on"
• "They will accelerate the transition to a sustainable future by supporting, especially unit dwellers, Ku-Ring-Gai residents, and visitors."
• "I think it's absolutely necessary to move forward and install the requisite EV infrastructure to support a transition to EVs."
•
	• "I do not believe council should be wasting rate payers money providing EV charging stations for the public. They do not provide petrol stations so why EV? Focus on what benefits ALL rate payers such as improved roads and pavements."
	• "Better use of council money for other projects... That car park is a shocker and not maintained well."
	• "These facilities should be provided by the private sector, and Council providing them will only serve to 'crowd-out' the viability of the private sector in providing them."
	• "It is unfair to take up parking spaces everyone can use. People with electric vehicles must charge them at home or at petrol stations with electric charging capacity."
	• "they are CARPARKS, a place to mark cars not a CHARGING STATION ... the carparks need more spaces not less."
	• "Car parking spaces in these council/community carparks are mostly at capacity... So to give away more spots to the privileged people who can afford EV's is unfair and not egalitarian."
	• "I don't believe that public land should be handed over to a private company to allow restricted parking for a small number of residents. EV owners seem to have a sense of entitlement."
	  • "It is not councils responsibility to provide automotive energy locations.. They don't run petrol stations, so why power stations? Council needs to refocus on it's current responsibilities"
	  • "It is not up to public to pay for charging stations for owners of EV's they can pay for it themselves... Of course it is better to utilise existing ICE cars with clean fuels rather than make new EV's being powered by fossil fuel…"
	  • "Most people do not have electric cars so these are not needed. People can charge at home or at a servo if they have an electric car. Will u be installing petrol pumps in council car parks?

Submissions to Licence to Fast Cities Australia Pty at 9 Coonanbarra Road, Wahroonga
30 September 2025 – 31 October 2025

SUBMISSION COMMENT
I wish to point out that parking is at a premium in all local shopping areas. Therefore I object to the plan to sacrifice existing car parking at Wahroonga shops to allow private enterprise to make money in a commercial activity. If Council were to continue in this fashion we could expect carpark spaces leased to pop-up coffee shops, flower shops , car wash and shoe repairs. Does that sound ridiculous to you ? Please take action to halt this trend.
This car park in Wahroonga is a very busy place, often full so full that it is hard to find a parking place. I go there regularly for dentist appointments so I know what I am talking about. I object to Council handing over valuable parking spaces like this to a private operator. The current places you have given for recharging e vehicles are usually empty. What a waste of our resources.
Why are public parking spaces, which are at a premium particularly near stations and shops being locked up for 5 plus 5 years. The popularity of pure EVs is declining. More residents drive hybrids and we need parking paces not locked off charging stations. Why is KMC in competition with commercial providers on private land. Can you please advise the terms of this lease? It should not be secret; there is no reason for it to be commercial in confidence. If you want disclosure and comment you should make the terms of the lease easily available , perhaps consider a link to more information.
Just wanted to lend my support to the installation of EV chargers in Wahroonga shops car park as a Wahroonga resident.
The local shops and business around the train station/ Railway Avenue/ Redleaf Avenue form a central retail hub for the Wahroonga Community. This hub relies heavily on the Public Carpark which allows people to find convenient parking and visit the local shops and business. We would only support this proposal if the first 2 hrs is to be offered free of charge before time charging starts. Any reduction from this 2 hr window would turn into a disincentive to visit which would be disastrous for our locale- particularly in the current economic climate. If done correctly- this could actually be an improvement for the local business community if shoppers knew there would only be a small charge if they stayed/ shopped longer than 2hrs (as opposed to the current hefty fine) There would need to be a comprehensive public awareness campaign so that the local community is made aware of the changes and benefits. Conclusion We would only support this if- at a minimum- the first 2hrs is free of charge.

NOTICE OF MOTION

REFRESHING KU-RING-GAI'S 2021 HERITAGE STRATEGY

Notice of Motion from Councillors Balachandran and Kay dated 27 November 2025

The Ku-ring-gai Heritage Strategy was developed in 2021 to "measure, plan and report on heritage management in Ku-ring-gai". The Strategy outlines the following:

1. Legislative and strategic frameworks under which Council operates
2. Heritage resources, such as studies, the heritage reference committee, policies, grants, and events
3. Heritage challenges and opportunities including identification, protection, and supporting owners
4. A strategy action plan with short-term (1-2 years), medium-term (2-5 years) and ongoing initiatives

There have been significant changes in Ku-ring-gai since 2021, notably the Transport Oriented Development (TOD) planning measures introduced by the NSW State Government in 2023. A key planning principle in Ku-ring-gai Council's Alternative Scenario was to preserve the heritage character of the area. The council TOD survey broadly tested residents' views of protecting heritage in the face of development. Heritage owners have faced significant uncertainty during this period and are seeking greater engagement with Council.

An increasingly culturally diverse population in Ku-ring-gai creates opportunities to engage newer community members. There have also been new advisory committees established in this period with valuable perspectives to add to Council's heritage strategy, such as those of young people who are the area's future stewards.

The NSW Government is currently developing its first heritage strategy.
"*Heritage in New South Wales includes the places and objects we have inherited from the past and want to protect for future generations. It is also the social values, stories and meanings associated with those places and objects that individuals and communities hold and wish to pass on to future generations. The value of heritage extends beyond conserving the past. It contributes to our sense of identity and belonging, and to our health and wellbeing. While conservation remains critical, we need to expand our heritage thinking. We need to encompass storytelling, engaging with cultural traditions and acknowledging different experiences of the past if we are to fully recognise the story of New South Wales.*" [NSW Draft Heritage Strategy 2025]

Five years after the development of Council's 2021 heritage strategy, the heritage character of Ku-ring-gai's environment is under increasing pressure from planning changes, housing needs, societal and demographic changes, and economic uncertainly faced by owners.

Ku-ring-gai Council is the forefront of heritage-in-place in NSW. It is timely to update the 2021 strategy to ensure we maintain a dynamic strategy underpinned by broad and current community engagement.

We, therefore, move that:

A. Council staff provide a report in February 2026 directly to Council assessing the implementation of the action plan in the Heritage Strategy 2021. This should include the identification of short-term actions that remain current and critical with a timeline for completion by December 2026.

B. The Heritage Strategy be updated following engagement with heritage owners, culturally diverse communities, Aboriginal groups, young people, relevant community groups, as well as the wider community, including:

    a. A Heritage Forum with heritage owners
    b. Feedback on the Heritage Strategy from Community Advisory Committees

C. A Heritage newsletter be developed and tested in 2026 to share information and build dialogue

D. An updated Heritage Strategy be brought back to Council in December 2026 including an action plan with timelines, for inclusion in the Delivery Program and Operational Plan and related reporting.

RECOMMENDATION:

That the above Notice of Motion as printed be adopted.

Councillor Indu Balachandran
Councillor for Gordon Ward

Councillor Christine Kay
Mayor

NOTICE OF MOTION

PLANNING FOR TURRAMURRA TOWN CENTRE

Notice of Motion from Councillor Devlin dated 28 November 2025

Planning work and resources have rightly been directed toward responding to the State Government's Transport Oriented Development (TOD) program at Roseville, Lindfield, Killara and Gordon, which together will accommodate a significant share of Ku-ring-gai's future housing and community infrastructure. With that work now substantially progressed, it is timely to turn strategic attention back to the remaining centres and neighbourhoods that make up approximately sixty per cent of the Local Government Area (LGA).

Strategic planning work for Turramurra is also an equity issue for the community. The local centre serves residents of both Comenarra and Wahroonga Wards and plays an important district role in the northern part of the LGA. As such, it is timely to consider a new planning framework to guide development across Turramurra Town Centre.

Changes to NSW Government Housing Policy have significant potential to impact on this area:

- The Low and Mid-Rise Housing SEPP allows medium and high-density development within 800 metres of the centre;
- The Housing Development Authority provides a pathway for landowners to submit EOIs for high density development; and,
- State Significant Applications provide a pathway for large development proposals incorporating in-fill affordable housing.

Within this policy context, there are already significant development interests in and around the Turramurra Town Centre. Council is in the process of assessing a Planning Proposal for a 9-storey development on the corner of the Pacific Highway and Kissing Point Road. Council has also had ongoing discussions with Coles regarding the possible redevelopment of the supermarket on Ray Street. There is also an SSD with SEARS in Ku-ring-gai Avenue. Development is coming to Turramurra.

Council's current planning controls for Turramurra date back to 2012 when amendments were made to the Ku-ring-gai Local Environmental Plan (KLEP) and Ku-ring-gai Development Control Plan (KDCP). The DCP was subsequently amended in 2016 to update the Ray / William Street retail and public areas.

There is a risk that, without an updated centre wide framework, development will proceed in an uncoordinated manner, with missed opportunities for:

- Integrated public domain and street upgrades;
- Safe and direct pedestrian and cycling connections across the Pacific Highway and rail corridor and between precincts;
- A coordinated approach to traffic, access and parking;
- Delivering new and upgraded community infrastructure, including library, community and cultural spaces, open space and civic space; and,
- Protecting and enhancing local character, heritage and the landscape setting that residents value.

We need to ensure that the precincts making up the Turramurra Town Centre are well planned, connected, and that there is adequate provision of community infrastructure for the growing population.

Note that the intent of this Notice of Motion is not to defer or pre-empt statutory decisions on the current planning proposals within the Turramurra Town Centre, nor to reduce the priority of the Gordon and Lindfield hub projects, but to ensure that Council and the community has a clear, up to date and integrated strategic framework to guide future development and infrastructure delivery in and around the Turramurra Town Centre.

I, therefore, move that:

A. Council staff report back in the first quarter of 2026 with a project scope, cost and timeline for the development of a new planning framework to guide development across the Turramurra Town Centre;
B. The report should also advise how this work will be integrated with the implementation of the State Government's Low and Mid Rise Housing SEPP, the Housing Development Authority pathway, and any relevant State Significant Development or Planning Proposal processes affecting the centre, and include a proposed stakeholder and community engagement approach for the preparation of the planning framework.

RECOMMENDATION:

That the above Notice of Motion as printed be adopted.

Councillor Matt Devlin
Councillor for Comenarra Ward